

**The University of Texas at Dallas**  
**Naveen Jindal School of Management**  
**COURSE SYLLABUS**

## **COURSE INFORMATION**

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Number & Section	OB 6372.CW1
Title	The Business of Consulting
Term	Fall 2024
Dates	October 14, 2024 – December 13, 2024

## **PROFESSOR INFORMATION**

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Professor	Van M. Latham, Ph.D.
Email address	van.latham@utdallas.edu
Office Hours	Please email the professor to set up an appointment

## **COURSE QUESTIONS AND ADMINISTRATION**

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For questions, contact Dr. Latham by email. For academic advising questions, please reach out to the Program Manager for your program or concentration. For eLearning questions, contact Jaymes Gregory ([jxg220050@utdallas.edu](mailto:jxg220050@utdallas.edu) | 972-883-5922).

## **COURSE DESCRIPTION**

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This course explores the challenges of building a successful consulting practice and being an effective organizational consultant. Topics include creating a value proposition, building a consulting brand, setting a strategy, implementing an operating model, and marketing your practice. Focus is also placed on critical consulting skills as well as professional development strategies for consultants. Ethical consulting practices are highlighted and managing the politics of organizational consulting projects.

## **STUDENT LEARNING OBJECTIVES AND OUTCOMES**

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After completing this course, students should be able to:

1. Build a value proposition and strategies for a consulting practice
2. Build a consulting brand with a unique position in the marketplace
3. Establish an operating model to deliver consulting services to clients
4. Develop the competencies required for success and how to avoid derailers
5. Operate with ethics within the political environment of consulting projects

## **REQUIRED MATERIALS**

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**Articles/Cases:** See the academic calendar and assignments section below. All case studies and HBR articles can be accessed through the Harvard Business Review website ([hbr.org](http://hbr.org)). Please select a subscription plan that works best for you. An additional benefit of your subscription is the ability to access

the full HBR database. At the end of the course, you can maintain or cancel your subscription. Non-HBR articles will be uploaded to e-learning and posted as a pdf in the appropriate unit or a link to the article will be embedded in the Interactive Learning Module (ILM). HBR articles are also in a coursepack on the course homepage.

**HS Talks Videos:** These videos are from leading experts in industry and commerce as well as academics who teach and conduct business research. To access HS Talks videos, log on to [www.hstalks.com](http://www.hstalks.com) and use UTDallas as the username and Member as the password. For the best streaming, watch the videos through your internet browser instead of through eLearning.

**Recorded Content:** All interactive learning modules and micro lectures are available on eLearning.

## ACADEMIC CALENDAR & ASSIGNMENTS

<b>Unit 1</b>	<b>Week of Monday, October 14</b>
Topics	Learn how to define how a consulting practice creates value for clients Discuss how a consulting practice can create differentiation in the market Translate the value proposition into a succinct elevator speech Note: Quiz due Sunday, October 20 <sup>th</sup> , 11:59p Central
ILM	Defining your value proposition (V. Latham)
Videos	HBR – How to uncover your unique purpose (N. Craig) HBR – Find your purpose and put it to work (S. Snook) BusinessTown – Three famous examples of successful value propositions (B. Horwitz) HS Talks – The value proposition (B. Donaldson)
Articles	Alquist, E., Senior, J. & Bloch, N. (2016). The elements of value. <i>Harvard Business Review</i> , September. David, T. (2014). Your elevator pitch needs an elevator pitch. <i>Harvard Business Review</i> , December.
EF Library	Personal Brand Building (Eddy Wittry)
Webinar	Thursday, October 17, 5–6pm Central (Class Kickoff Webinar)
<b>Unit 2</b>	<b>Week of Monday, October 21</b>
Topics	Understand the brand development process Analyze your competitors to create differentiation and competitive advantage Define and align your consulting practice to the core problem(s) of your clients Identify and communicate your core brand attributes Note: Quiz due Sunday, October 27 <sup>th</sup> , 11:59p Central
ILM	Building your brand (V. Latham)
Videos	HBR – Fix their problem, win the deal (B. Taylor) HBR – Why brands need a clear promise (L. de Meo) HS Talks – Branding: How it works and why it matters (R. Lauterborn)
Articles	Avery, J. & Gupta S. (2015). Marketing reading: Brand positioning. <i>Harvard Business Review</i> , February. Barwise, P. & Meehan, S. (2010) The one thing you must get right when building a brand. <i>Harvard Business Review</i> , December.
EF Library	Book Writing to Generate Consulting Revenue (Steve Arneson) Building High-Impact Websites (Cara Mulcahy)

	Podcasting to Build Your Brand + Political Consulting (Robb Ryerse) Building and Implementing a Social Media Strategy (Suran Yoo and Jordan Campbell)
Board	Write a succinct value proposition and three brand descriptions for your internal or external consulting practice (Post Deadline: Sunday, October 27, 11:59pm Central)
Expert Forum	Thursday, October 24, 5:30-6:30p Central
<b>Unit 3</b>	<b>Week of Monday, October 28</b>
Topics	Define the inputs into building a high-quality business strategy Understand the core building blocks required to build a good consulting strategy Convert consulting strategies into work streams and metrics for implementation Introduce a framework for building a one-page strategy Note: Quiz due Sunday, November 3 <sup>rd</sup> , 11:59p Central
ILM	Setting your strategy (V. Latham)
Videos	HBR – Understanding your strategic purpose (N. Mourkogiannis) HS Talks – Writing a business plan for a new venture (E. Douglas)
Articles	Bradley, C., Dawson, A., & Montard, A. (2013). Mastering the building blocks of strategy. <i>McKinsey Quarterly</i> , October.
<b>Unit 4</b>	<b>Week of Monday, November 4</b>
Topics	Understand the different business hats consultants wear Outline approaches to structuring a consulting practice Tap into professional, financial, and peer advisors to support a consulting practice Determine what to insource and outsource as a part of a consulting practice Offer tips and advice on building a successful consulting practice Note: Quiz due Sunday, November 10 <sup>th</sup> , 11:59p Central
ILM	Establishing your operating model (V. Latham)
Articles	Bizfilings.com (PDF). A guide to starting and running a consulting business.
EF Library	Protecting Your Intellectual Property (Larry Hilton) Business Matters for Consultants (Chris Pazienza and Christine Donovan) Buying, Building, and Growing a Consulting Practice (Anne Sample)
Board	Write a succinct strategy for your consulting practice. Outline your strategies, core work plans, and metrics. (Post Deadline: Sunday, November 10, 11:59pm Central)
Webinar	Thursday, November 7, 5–6pm Central (Client Development)
<b>Unit 5</b>	<b>Week of Monday, November 11</b>
Topics	Review the client development process and representative activities Differentiate between marketing a consulting practice and selling business Outline different types of marketing strategies (e.g., direct, network, informational, social media, etc.) Note: Quiz due Sunday, November 17 <sup>th</sup> , 11:59p Central
ILM	Marketing and client development (V. Latham)
Videos	HBR – How to expand your professional network (D. McGinn) HS Talks – Social media marketing (S. Jurtzke) HS Talks – World-class key account management (L. Ryals)

	HS Talks – Integrated digital marketing communications (B. Barker)
Articles	Berman, B. (2016). Referral marketing: Harnessing the power of your customers. <i>Harvard Business Review</i> . January.
<b>Unit 6</b>	<b>Week of Monday, November 18</b>
Topics	Introduce a consulting skills effectiveness framework Outline competencies and behaviors required to be an effective consultant Identify critical success factors in the consultant/client relationship Understand how and why consultants derail Highlight ways that consultants can develop and grow their consulting skills Note: Quiz due Sunday, November 24 <sup>th</sup> , 11:59p Central
ILM	Consulting skills and derailers (V. Latham)
Videos	HS Talks – From prophets to profits? The Identities of management consultants (C. Wright)
Articles	Kleinschmit, N. (2014). Nine consultant skills they don't teach you in business school. <i>Fast Company</i> . May. Miller, J., & Miller, M. (2012). The rise of the supertemp. <i>Harvard Business Review</i> , May.
EF Library	Systems Thinking for Organizational Consultants (Van Latham) Creating an Emotional Connection With Clients: Tips and Best Practices (Erin Deemer)
Board	Write about some creative and unique ways you have marketed your external consulting practice or your internal consulting role or department. (Post Deadline: Sunday, November 24, 11:59pm Central)
Expert Forum	Thursday, November 21, 5:30p-6:30p Central
<b>Unit 7</b>	<b>Week of Monday, November 25</b>
Topics	Define ethics and examples of ethical behavior and ethical decisions Overview a code of ethics and code of conduct for consultants Provide tips for high-integrity behavior that builds trust with clients Note: Quiz due Sunday, December 1 <sup>st</sup> , 11:59p Central
ILM	Ethics in consulting (V. Latham)
Videos	FirmsConsulting.com – Values before profits (K. Coyne) HS Talks – Ethics in management consulting (J. O'Mahoney)
Articles	Kinni, T. (2005). Words to work by: Crafting meaningful corporate ethics statements. <i>Harvard Management Communication Letter</i> . Institute of Management Consultants – IMC USA Code of Ethics (imcusa.org)
EF Library	Ethical Considerations for Organizational Consultants (Mary Ann Johnson)
<b>Unit 8</b>	<b>Week of Monday, December 2</b>
Topics	Understand the sources of power and political behavior in organizations Identify political archetypes found in organizations and strategies for dealing with each Discover how to build a power base as a consultant Provide tips on managing the politics around consulting projects Identify how to assess and respond to political situations Note: Quiz due Sunday, December 8 <sup>th</sup> , 11:59p Central
ILM	The politics of projects (V. Latham)

Videos	HSTalks – Power and politics in organizations (D. Treadway)
Articles	Kaiser, R., Chamorro-Premuzic, T., & Lusk, D. (2017). Playing office politics without selling your soul. <i>Harvard Business Review</i> , September. Uzzi, B. (2017). How to navigate the politics of an innovation project. <i>Harvard Business Review</i> , November. Godwin, J. (2013). The eight types of players you'll find in office politics. TLNT. October.
Board	Write out a personal code of ethics/conduct for your consulting practice. (Post Deadline: Sunday, December 8, 11:59pm Central)
Paper	Integrative paper due (Post Deadline: Friday, December 6, 11:59pm Central)
Webinar	Thursday, December 5, 5–6pm Central (Personal Development)
<b>Unit 9</b>	<b>Week of Monday, December 9</b>
Topics	Understand the value of real-time and ongoing skill development for consultants Identify strategies and development options for consultants Learn how to respond to failure and learn from mistakes Identify helpful external resources for consultant development Note: Quiz due Wednesday, December 11 <sup>th</sup> , 11:59p Central (Note the earlier due date)
ILM	Professional development for consultants (V. Latham)
Videos	HBR – The art of career development (G. Petriglieri)
Articles	Rauch, D., Rottenberg, L., Tjan, A.K., McNamee, R., Pacelle, W., Guber, P., Johnson, W. & Strubler, D. (2011). Failure Chronicles. <i>Harvard Business Review</i> . April. Marks, M.L., Mirvis, P. & Ashkenas, R. (2014). Rebounding from career setbacks. <i>Harvard Business Review</i> , October.
EF Library	The 10 Fatal Flaws of Consultants and Executive Coaches (Pete Leddy)
Final Note	All coursework, including any late work, should be submitted by Wednesday, December 11 at 11:59p Central. No work will be accepted after this date/time.

## EVALUATION AND GRADING

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### Knowledge Checks (Percent of correct items, 20 out of 100 points, 20% of grade)

Most units will have a True-False knowledge check based on the content covered in the unit (e.g., recorded lectures, articles, videos, etc.).

### Web Conference and Expert Forum Participation (5 webinars, 6 points each, 30% of grade)

The intent of the web conferences and expert forums is to share information, content, and data relevant to the theory and practice of organizational consulting. Attendance at web conferences and expert forums is a core requirement of this course. In addition, your active participation during the web conference is expected.

### Discussion Board Participation (4 boards, 5 points each, 20% of grade)

One of the most powerful experiences in education is learning from other class members. The intent of the discussion boards is to provide a forum for you to present your ideas and insights to your classmates as well as learn from their

experiences. You should review all content for the unit (lectures, videos, readings, etc.) before making your post on the discussion board. For each discussion board question, post an original thought on the question and also integrate the unit's articles or video content into your post. Also, please comment on other classmates' posts. Your discussion board posts must be completed by 11:59pm Central on the day and date listed on the syllabus.

### **Integrative Paper (1 paper, 30 points, 30% of grade)**

An eight to ten page integrative "thought" paper is required at the end of the course. The topic for your paper is up to you but must be related to the content of the course. Your paper should include the following four elements: a statement of the topic or problem you are writing about and why it is important to you as an organizational consultant, relevant research or expert commentary on the topic, key insights you have reached based on your study of the topic and best practices related to your chosen topic. Evaluation and grading are based on 1) quality of content and insights, 2) paper structure, flow, and art direction, 3) readability including sentence structure and grammar, and 4) quality of research including the number of references and adherence to APA guidelines. Papers are limited to no more than eight pages to focus your writing because the quality of your work is more important than the length of your work.

## **GRADING POLICIES**

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Knowledge checks (Quizzes)	20 points
Web conference attendance and participation	30 points
Discussion board participation	20 points
Final integrative paper	30 points
<b>Total</b>	<b>100 points</b>

### **Grading Scale**

A	93-100
A-	90-92
B+	87-89
B	83-86
B-	80-82
C	70-79
F	69 or below

Important Note: No Incomplete ("I") will be given. Students must complete all requirements of the course by the end of the session so grades can be submitted during the university's grading window. Note there is not an opportunity to improve your grade by submitting extra work.

## **COURSE POLICIES**

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### **Assignment Submission**

All assignments should be submitted to the course via eLearning by 11:59pm Central Time Zone on the day noted on the class syllabus. Please do not wait until the last minute to submit your assignment because you may encounter technology problems and not be able to post and thereby miss the deadlines. Assignments posted after the due date will be accepted but marked down due to late submission (see below).

### **Webinar Participation**

Participation grade is based on both attendance and contribution to the webinar discussions.

### **Late Assignments**

If you need to miss an assignment deadline, you must pre-notify the professor before the deadline. You should provide the reason for missing the deadline and an alternative date for submitting the assignment. The instructor must approve the extension and the new deadline. If you do not pre-notify the instructor, the instructor will determine the appropriate grade deduction for the assignment. No work will be accepted after the “last day” work accepted date noted on the syllabus.

**Use of AI-based applications in course assignments:** AI-based content generation applications such as ChatGPT, GPT-4, Bard AI, and others, while widely available, are deemed inappropriate for use in completing class assignments. Students are prohibited from using AI applications to complete any course assignment. Doing so is considered a breach of the University’s academic integrity policies. The only exception to this policy is when their use is included as a formal part of the course curriculum, acknowledged in the syllabus, and used as an instructional tool.

### **Course Evaluation**

The completion of a UTD course evaluation is strongly recommended. A link will be provided via eLearning for completing the course evaluation.

## **PROGRAM POLICIES**

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### **Program Policy on Sourcing and Plagiarism**

Students are expected to write at a professional level. This includes using proper grammar and syntax, having a logical flow, and giving credit to sources of information used in developing reports and papers. Students shall not copy the work of others and represent it as their original work.

All submitted work is subject to checking for the above. Should plagiarism happen and become known to the professor or program director there will be formal consequences. The document will be submitted to Judicial Affairs and the program will adhere to their judgment.

### **Program Policy on Attendance**

Students must attend all intensive classes and web conferences offered for their particular class.

### **Program Policy on Instructor Expectations**

Business professionals have important legal and ethical duties to investors, creditors, and to non-investor stakeholders who rely on their comments, analyses, forecasts, and representations. Students in this course are expected to act with personal integrity at all times. Academic dishonesty is incompatible with preparation for a career as a responsible business professional. As such, academic dishonesty will not be tolerated in this course. Any offenders will be subject to appropriate sanctions and discipline, a process that begins with a referral to Judicial Affairs. For purposes of this course, the instructor will always seek a score of zero for any exam or assignment in which the student has engaged in academic dishonesty.

## **UNIVERSITY POLICIES**

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### **University Policies**

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus. Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

### **Academic Dishonesty**

Academic dishonesty includes but is not limited to cheating, plagiarism, collusion, facilitating academic dishonesty, fabrication, failure to contribute to a collaborative project, and sabotage. All cases of suspected academic dishonesty will be reported to the Office of Student Conduct for investigation.

### **Comet Creed**

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourages others to do the same: *“As a Comet, I pledge honesty, integrity, and service in all that I do.”*

### **A Final Note**

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.