

Course Syllabus

GEN BUS 725 – Consulting Practicum

Course Instructor: Steve Boeder, Director Erdman Center for Operations & Technology Management
Office Hours: 3519 Grainger, M-F 8:00am – 4:00pm
Email: steve.boeder@wisc.edu

Canvas <https://canvas.wisc.edu/courses/295355>

Class Hours Students meet during defined classroom sessions with the instructor, MBA core faculty and communications coaches and will work in their assigned groups to complete assignments as outlined in the syllabus.

- Course kickoff, February 1, 5:30pm-8:30pm, Grainger 1310
- Sponsor companies present challenge question & background information, February 4, 2022
 - Cohort A – 9:00am – 11:30am, Grainger 2520
 - Cohort B – 9:00am – 11:30am, Grainger 1310
- Q&A (2 sessions, Zoom synchronous, optional)
 - March 8, 2022 Cohort B 8:30-9:45am, Cohort A 10-11:15am
 - April 6, 2022 Cohort B 8:30-9:45am, Cohort A 10-11:15am
- Faculty meetings (optional)
 - Week of March 21, 2022
 - Week of April 11, 2022
 - Week of April 18, 2022
- Final presentations to faculty
 - May 2/3, 2022, 9:00am-noon
 - 15 minute presentation, 5 minute Q&A
 - Time slot & rooms to be confirmed later in the semester
- Top four groups present to sponsor company
 - May 5, 2022, 9am-11:15am, Grainger 1310
 - All students required to attend

Credits: 1 credit

How Credit Hours Are Met:

The credit standard for this course is met by an expectation of a total of 60 hours of student engagement with the courses learning activities, which include scheduled instructor/student meeting times, reading, research, writing, company presentations, kickoff meetings, communication coach meetings, faculty meetings, team presentation, and other student work as described in the syllabus.

Requisites: GEN BUS 704, ACCT I S 700, FINANCE 700, M H R 706, MARKETNG 700, and OTM 700

Instructional Mode: primarily in person

Team Support:

- The MBA Program Office will organize your student team.
- Sponsoring corporation/s and assignment/s announced at the beginning of the spring semester.
- Support provided to your student team includes a communication coach, a peer coach, limited time with faculty and staff, limited access to sponsoring corporation.

Learning Outcomes

1. Analyze a specific real-world organizational challenge and apply strategic thinking and decision-making skills to develop an effective and integrative business solution to that challenge.
2. Apply creative and critical thinking to address ambiguity and uncertainty in the project.
3. Communicate effectively with the client.
4. Lead and function effectively in teams.
5. Reflect on personal and professional development as business leaders for a global business environment.
6. Distill research insights into a concise presentation & slide deck.

2021 Consulting Practicum Project – Central Challenge Cohort A: Blue Hawk

Security Solutions: Develop a 3-5 year strategy and implementation plan to deliver security solutions to college campuses with both B2C (college students) and B2B (campus administrators) offerings and GTM strategies.

- **Customer problems:** Identify primary safety/security concerns of students and administrators. Determine criteria and importance of each group.
- **Category landscape:** Research solutions students and campuses are currently using. Identify pros/cons, revenue models, channel strategies, and positioning of those solutions.
- **Existing infrastructure:** What existing on-campus/physical security infrastructure is in place to be integrated or incremented on with this technology if desired?
- **Purchase influence:** Identify role parents, campus officials, other students, and law enforcement play in the purchase and usage decisions (decision makers, influencers, users, stakeholders).
- **Offering:** Determine what features are most valuable to each segment: students, parents, faculty, administrators, and law enforcement. Identify key features, differentiators, and willingness to pay.
- **GTM:** Develop a holistic go-to-market strategy and plan to drive awareness, adoption, and usage.
- **Commercial Structure:** Propose commercial and economic deal terms for B2B agreements.

Deliverables

The report on the recommended business plan will include the following supporting analyses:

- Competitive and market segment analysis; SWOT (strengths, weaknesses, opportunities, threats)
- Product definition
- Financial analysis and growth projections
- Implementation plan
- Go-forward recommendations

2021 Consulting Practicum Project – Central Challenge Cohort B: GE Healthcare

Remote Patient Monitoring (RPM) – Ernst & Young (E&Y) estimates a \$12B total addressable market (TAM) based on 5M patients that are eligible for at home monitoring. Currently, only 5% of the eligible patients are currently monitored at home. E&Y expects this market to grow to ~15% in the next 4 years. Assuming a Go Forward plan for GEHC Life Care Solutions entry into the home monitoring market, how would you roll out a strategy that would execute market growth? Please consider both organic (internal) and inorganic (external) options.

Deliverables

The report on the recommended business plan will include the following supporting analyses:

- Competitive Analysis
- Market analysis
- Business insights
- Barriers/challenges
- Financial analysis including metrics
- Implementation plan
- Go forward recommendations

In addition to the report, a 1-page Executive Summary from each team will also be provided.

Team Technology

Groups have been setup for each Cohort in Canvas. The specific Canvas Cohort group space is private and only accessible by the group members. This is your personal space for announcements, files, discussions, collaborations, etc. Additionally, you can have one member of the team setup a Box folder and invite the other team members as collaborators. You can store necessary files in Box while still controlling the access to who can see them and edit them. See uwmadison.app.box.com to get started.

Textbook, Readings, Software, Resources, and Other Course Materials

- There are no assigned textbooks, readings or other course materials unless they are provided by the client or your supporting faculty and staff.
- Canvas course website: <https://canvas.wisc.edu/courses/295355>

Deliverables

Your team must submit a team charter, a ‘scope of work’ document, an executive summary document, and a *slide deck* detailing your analyses. If applicable, your team must submit a *spreadsheet containing NPV calculations, market analysis, or other data that support your recommendations*. Each student will submit a personal reflection and a peer evaluation of each team member.

Your team must submit attendance documentation for group meetings to demonstrate full participation of the team in the project.

Your team will meet twice with an MBA Communications Coach in April to discuss your outline and slide deck and to practice your presentation. Your Communication Coach will email instructions and requirements for the meetings in March.

Your team will present a summary of your analysis and recommendations to a panel of faculty and staff on May 2-3. See ‘Grading and Key Dates’ below for due dates.

You will be notified of the time and date of your presentation by the end of March. **The overall presentation is expected to last 20 minutes, of which 15 minutes is devoted to the presentation and 5 minutes to feedback and questions from the faculty. Additional feedback on the communication portion of the presentation will be provided by your assigned Communication Coach. Every team member is required to speak during the presentation.**

No more than four teams will be selected to later present to representatives of the sponsoring corporation/s.

The deliverables must satisfy the following requirements:

- (1) A slide deck with a title slide and no more than 15 content slides for the presentation and up to 10 additional slides in an appendix to be used as reference for the Q&A.
- (2) Original work that does not include the work of other teams (past or present). Sharing spreadsheets or other materials is prohibited.
- (3) Final slide decks (and spreadsheets) submitted electronically by **4:00 PM on April 29, 2022** to the Canvas course. Please bring hard copies of your slide deck for each individual on the faculty evaluation team. Spreadsheet printouts are not required.
- (4) Late projects will not be accepted.

Team Work and Peer Feedback

Effective group work will be essential for the successful completion of the class project. Developing effective group skills is a critical part of the learning process. In addition to applying what you learned in last semester's Teams course, your group will be assigned a peer coach to provide advice on team dynamics, as needed. It is recommended that your group meet with this peer coach early in the semester to establish a connection and seek any advice that they might have. Should the situation require it, Mark Matosian and Blair Sanford in the MBA Program Office are also available for consultation and intervention.

Lastly, and in order to ensure that final grades reflect the student's individual contribution to the team project, a peer evaluation will be used. You will be asked to rate the contribution of each of the team members by assigning a percentage score to each team member. Therefore, individual grades may vary within teams. Peer evaluations will be submitted to the course instructor as feedback used in determining each student's individual performance/contributions within the team. If the instructor determines that an individual's performance within the team was not adequate, this will result in a reduction of overall course points earned (from 1-10 points).

Communication Coaches

The Communication Coaches will provide feedback on the development of the presentation during **two required meetings**; all team members must attend both meetings with their Communication Coach. Each team will meet with their coach (1) to present a detailed outline for the presentation and a preliminary slide deck for review and (2) conduct a full presentation run-through. Your assigned Communication Coach will email your team the specific requirements to prepare for each meeting. At the end of the term, Communication Coaches will grade the presentations and provide a rubric with comments.

Meeting with Faculty

The course has been designed to leverage the knowledge and skills that you have acquired from the MBA core courses as well as the years of work experience that your team possesses. It is expected that you rely on each other to think through the company challenge and employ the strategies and tools that you have learned to develop solutions. That being said, the faculty members who teach the MBA core courses are available to provide an extra



layer of expertise and guidance should your team need it. You have the option, but not the obligation to meet with the faculty. Should you desire this, there are a few ground rules to which all teams must adhere:

- 1) Meeting times with faculty are in 15-minute blocks. Each team is allowed no more than 30 minutes of meeting time with each faculty member.
- 2) Your team must sign-up through the Canvas course website to meet with the faculty member. Faculty office hours for the CP course will be posted on the sheet and you will indicate which faculty member you want to meet with and which 15-minute block(s) your team will use. The MBA Office will monitor the reservation sheets and the faculty will monitor their time with your team to make sure that you use no more than your allotted time. We are structuring and enforcing it this way in the interest of fairness and to make sure that all teams have equal opportunity and time with faculty.
- 3) Teams must reserve blocks one day in advance of the meeting time.
- 4) Teams cannot trade, transfer, sell, or exchange their meeting times.
- 5) Use the faculty members to get answers, reactions, and feedback on specific issues you are facing. Do not ask them to, on one extreme, develop a direction for your work, or, on the other extreme, ask them to "pre-grade" your completed work.
- 6) Do not email materials or questions to the faculty ahead of your meeting. Come to your faculty meeting prepared and with all the documents and materials needed for your session.
- 7) Not all team members need to be at the meeting with the faculty, but we recommend that at least two members attend.

Grading & Key Dates

Grade Determination

The final grade for the course will be determined based on your performance on the following requirements:

| Requirement | Length | Graded by: | Total Points (% of overall grade) |
|---|---------------|--|--|
| Team charter (team) | 1 page | Steve Boeder | 10 |
| Scope of work & project plan (team) <ul style="list-style-type: none"> • Define Problem • Possible Alternatives • Plan to Solve Problem -- Project Plan | 2 pages | Faculty will use a rubric | 20 |
| Meet with Communication Coach | 2 meetings | Checked off by Comm. Coach | P/F |
| Executive summary (team) 1-2 pages -Includes the schedule of consulting with faculty and schedule of meetings. | 1-2 pages | Faculty will use a rubric | 10 |
| Team presentation (team) -Slides (15 min. presentation, 5 min. Q&A) | 20 min. | Panel will use a rubric to evaluate presentations | 40 |
| -Oral Communication | | Communication Coaches will use a rubric to evaluate structure, slides, delivery, and Q&A | 10 |

| | | | |
|--|--------|---------------------|----------------|
| Reflection (individually) | 1 page | CP course committee | 10 |
| Individual performance within the team | - | Steve Boeder | Rescales grade |
| TOTAL | | | 100 |

Consistent with the Wisconsin School of Business guidelines, the expected median grade for the class will be AB. Some additional comments:

- An A is not an entitlement: you need to do a great job to get an A. It is more the exception than the rule.
- You will receive a C if you complete all assignments, but with chronic lateness and/or minimum quality.
- You will receive a D or F if you do not complete the course requirements or engage in academic dishonesty.

Grade Distribution:

| | | | |
|------------|------------|-----------|--------------|
| 93-100 – A | 81-87 – B | 67-73 – C | Below 59 – F |
| 88-92 – AB | 74-80 – BC | 60-66 – D | |

General Course Policies

***Academic Integrity:**

“By enrolling in this course, each student assumes the responsibilities of an active participant in UW-Madison’s community of scholars in which everyone’s academic work and behavior are held to the highest academic integrity standards. Academic misconduct compromises the integrity of the university. Cheating, fabrication, plagiarism, unauthorized collaboration, and helping others commit these acts are examples of academic misconduct, which can result in disciplinary action. This includes but is not limited to failure on the assignment/course, disciplinary probation, or suspension. Substantial or repeated cases of misconduct will be forwarded to the Dean of Students Office for additional review.”

Dean of Students: <https://www.students.wisc.edu/doso/academic-integrity/>
WSB Honor Code: <https://bus.wisc.edu/about-us/commitment-to-ethics/honor-code>

***Accommodations for students with disabilities:**

Additional resources can be found here: <http://mcburney.wisc.edu/facstaffother/faculty/syllabus.php>

“The University of Wisconsin-Madison supports the right of all enrolled students to a full and equal educational opportunity. The Americans with Disabilities Act (ADA), Wisconsin State Statute (36.12), and UW-Madison policy (Faculty Document 1071) require that students with disabilities be reasonably accommodated in instruction and campus life. Reasonable accommodations for students with disabilities is a shared faculty and student responsibility. Students are expected to inform faculty [me] of their need for instructional accommodations by the end of the third week of the semester, or as soon as possible after a disability has been incurred or recognized. Faculty [I], will work either directly with the student [you] or in coordination with the McBurney Center to identify and provide reasonable instructional accommodations. Disability information, including instructional accommodations as part of a student's educational record, is confidential and protected under FERPA.”

Course Attendance Policy:

Each team must submit attendance documentation for group meetings, so as to demonstrate full participation of the team in the project. Attendance documentation must be submitted with the final project documentation.

Wisconsin School of Business Commitment to Diversity:

Diversity and inclusion are core values of the Wisconsin School of Business. We believe in the importance of learning from others whose experiences and perspectives differ from our own. Students, faculty, and staff are expected to embody inclusive behaviors that create an exemplary learning community for all.

If you would like to learn more, or have suggestions for how we can improve the climate for learning, please contact your instructor or TA directly or the Director of Diversity and Inclusion, Binu Hill at binu.palta.hill@wisc.edu, 263-3462, 4250 Grainger Hall.

Course Schedule Spring 2022

| Week | Activities | Deadlines | Comments |
|-------------------|--|--|---|
| 1-Week of Jan 24 | | | |
| 2-Week of Jan 31 | <p>Course kickoff: team dynamics training, project planning training, syllabus review</p> <p>Company sponsor presentation</p> | | <p>Feb 1 – teams kickoff session with course instructor, communication coaches and MBA program office staff 5:30pm-8:30pm, Grainger 1310</p> <p>Feb 4 – Company presentation facilitated by the course instructor and partner company 9am-11:30am Cohort A – Grainger 2520 Cohort B – Grainger 1310</p> |
| 3-Week of Feb 7 | | | |
| 4-Week of Feb 14 | Team Charter document due | February 18 | Students Submit team charter |
| 5-Week of Feb 21 | | | |
| 6-Week of Feb 28 | <ul style="list-style-type: none"> CATME team member survey submission | March 4 | Instructor reviews survey results |
| 7-Week of Mar 7 | Partner Company Q&A sessions, via Zoom, (optional) | March 8 | Cohort B – 8:30-9:45am Cohort A – 10:00-11:15am |
| 8-Week of Mar 14 | Spring break | | |
| 9-Week of Mar 21 | Faculty available to work with teams (optional) | Mar 21-25 | MBA faculty sessions |
| 10-Week of Mar 28 | <ul style="list-style-type: none"> Scope of Work due Slide design and executive summary workshop | <p>March 29</p> <p>April 1</p> | <p>Students Submit Scope of Work</p> <p>Course communication instructors</p> |
| 11-Week of Apr 4 | <p>Partner Company Q&A Sessions, via Zoom, (optional)</p> <p>Scope of Work returned</p> <p>CATME team member survey submission</p> | <p>April 6</p> <p>April 8</p> <p>April 8</p> | <p>Cohort B – 8:30-9:45am Cohort A – 10:00-11:15am</p> <p>Scope of Work reviewed by the course instructor, MBA faculty and returned to students</p> <p>Instructor reviews survey results</p> |
| 12-Week of Apr 11 | <p>Faculty available to work with teams (optional)</p> <p>Deadline for script outline and slide draft review meeting with Communications Coaches</p> | <p>April 4-8</p> <p>April 8</p> | <p>MBA faculty sessions</p> <p>Course communication instructors meet with students</p> |
| 13-Week of Apr 18 | Faculty available to work with teams (optional) | April 18-22 | MBA faculty sessions |



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|-------------------|--|--|--|
| 14-Week of Apr 25 | Deadline for dress rehearsal with Communications Coaches (with April 29 available if needed for re-rehearsals) Submit final slide deck & Executive summary | April 28 April 29, by 4:00pm | Course communication instructors meet with students Course instructor reviews submitted documents |
| 15-Week of May 2 | Final Presentations to Faculty Top four presentations to sponsor company Submit <u>Individual</u> Reflection Submit Peer Evaluation (<u>individually</u>) | May 2-3 May 5 May 5 May 5 | MBA core faculty and instructors 9am – noon (times/rooms TBD) 9am – 11:15am, Grainger 1310, attendance req'd Course instructor reviews submissions |