

**Stevens Institute of Technology
Howe School of Technology Management**

**BT 411: Business Consulting in Management Design 1
Syllabus Fall 2012**

Prof. CV Harquail	Class Meets Monday 9:00-10:40
973.655.8994 (o)*	Outside class: Team Lab 2 hrs/week
973.986.8886 (m)	Client meetings as needed
Celia.Harquail@stevens.edu	
cvharquail@authenticorganizations.com	Classroom: TBA

Office Hours:

Monday 11:00 – 2:30
Schedule through OHours

Course Overview

Students will pursue an action-learning project that challenges you to use the management knowledge, relationship skill, and technological expertise you have developed in your time in the Business & Technology program.

Students will work in teams on either

- (1) a consulting project in a local business, government, public service, or educational organization, or
- (2) a start-up project, where you bring a business idea forward.

This course is the first of a two-semester sequence. In Fall 2012, student teams will identify, clarify, and contract with

- (1) an organization to consult with them on a pressing management and business challenge, or
- (2) a startup idea to evolve the product through repeated iterations of prototyping, testing and revising.

In Spring 2012 (in BT 412) students will help to execute their recommendations, and present their projects and their learning to their client organization, to the class, and to the Howe School community. Teams are required to present their work at Stevens' Sr. Design Day in April 2013.

Required Text:

Running Lean: Iterate from Plan A to a Plan That Works, by Ash Maurya

Required Tools:

- **Basecamp:** Your team will need to purchase a multi-person, multi-project account on Basecamp (approx \$120 for the year, with cost to be shared over 5 team members, i.e., \$30/person).
- **LeanCanvas.com:** Your student team account will be free.
- **Moodle, MSWord, MSPowerPoint** and online tools **OHours.com & Doodle.com** will be required. Sites, accounts and instruction will be provided in class.

Additional materials:

Bring 500 Post-It notes (basic yellow) & 1 Sharpie pen (black, blue) to class.

Learning Goals

This course helps students learn how to translate their technical and management expertise into persuasive advice and action plans. They will develop consulting skills, cross-functional team skills, project planning & business planning skills, analytic skills, and professional presentation & communication skills.

Students will use this class to prepare themselves to transition into a professional business environment after graduation.

After successfully completing this course, the student will be able to:

1. Approach a business challenge with a strengths-based, appreciative, developmental leadership orientation.
2. Initiate, craft, and complete an effective multi-disciplinary consulting engagement. Or
Initiate, test and develop a business idea using a deliberate, structured, data-driven program.
3. Work effectively with teammates, colleagues and clients:
 - (a) to identify technical and organizational issues related to a business project, to develop and evaluate alternative 'solutions', and to develop a plan that helps the client organization meet these challenges. OR
 - (b) to identify a business challenge, develop hypotheses, validate hypotheses, prototype, conduct consumer research, and create a product or program to resolve the business challenge.
4. Demonstrate leadership skills, a team-supportive orientation, and management savvy while working productively with differently talented, differently motivated teammates, advisors, and clients.

5. Demonstrate project management skills including planning, unfolding, adjusting, coordinating and completing their project plan.
6. Develop a thorough, persuasive, project plan to present to the client organization.
7. Use core business knowledge from management disciplines such as marketing, organization behavior, finance, strategy and accounting.
8. Communicate effectively with clear written reports, online communications, and persuasive oral presentations.

Pedagogy

- This “Senior Design” class is about making things. Your team will make either a solution for a client company’s challenge, or a new product business model.
- This first semester will focus on identifying, selecting, gathering data, developing prototype solutions, and planning the implementation of either a consulting project or a start-up business idea. Consulting projects will be completed in the spring semester, with a full presentation to the client. Start-up projects will each have their own completion criteria, depending on the scope and goals of the project team, with approval of the instructor. Start-up projects will be completed with a full scale presentation to the class.
- BT411/412 will meet weekly for presentations, class discussions, peer presentations, workshops, and actual team work. Class attendance is required.
- BT411/412 teams will meet weekly, at a regularly scheduled time convenient for all team members, to work on their project outside of class.
- Student teams will submit a written assignment each week. These assignments will usually be documentation of the work the team does over the week, inside & outside of class. Student teams will also make occasional informal, in-class presentations of their work-in-progress, for peer consulting.
- Individually, students will also have occasional self-assessment, reflection and goal-setting exercises.
- At the conclusion of the course, students will prepare two written reports; one report will address individual learning and the other report will assess the team’s collective learning experience.

- Grading will include both team and individual components.
- In the first month of the course, students will form teams with no more than 5 members, and no fewer than 4 members. Teams will identify their own projects, and contract with a client, with assistance from Howe School Faculty.

Student Responsibilities

1. Students are responsible for forming teams and generating their own project. While faculty will do their best to help identify possible projects, students are responsible for reaching out to campus departments and off-campus organizations for potential projects.
2. Students are required to meet in teams, outside of class, for at least 2 hours per week to work on their projects. The bulk of your learning and your efforts will be outside of the classroom. It is expected that you will work between 2 and 6 hours each week on out-of-classroom assignments; plan this time into your schedule.
3. Students are expected to conduct themselves honestly, respectfully and professionally when they engage with members of the client organization and their customers.
4. Students may be expected to sign a confidentiality agreement with their clients; if so, then upholding this agreement will be considered 'ethical conduct' covered by the Stevens Honor System.
5. Working with engineering or computer science classmates' design teams is encouraged. B&T students will be expected to contribute management and leadership expertise as well as product-development skills to these cross-functional projects.

Identifying Appropriate Projects

- Projects should contribute in some way to Stevens and/or to the community at large.
- The faculty encourages students to pursue projects that help to develop relationships between local businesses and organizations with Stevens' and the B&T program. We also encourage projects that are technology-oriented.

- More detailed information about what makes for an appropriate project is outlined in the “Call for Projects”. Please look closely at these criteria, since crafting an appropriate project at the start matters so much to your learning experience.

Grading Components

Assignment	Grade
Individual component	30 points
Class participation & written exercises	15 pts
End of semester individual paper	10 pts
Peer evaluation by teammates	5 pts
Team Component	70 points
Client Contract	4 pts
Engagement Plan	10 pts
Client CheckIn Recap	3 pts
Lean Canvas Updates (6 @ 3 ea)	18 pts
Data Presentation	3 pts
Client Presentation Rough Draft	2 pts
Team Top-Line Presentation	5 pts
Final Client Presentation w/ Teamwork Review	20 pts 5 pts
Total	100 points

Students achieving between 69 points and 60 points will receive a D, students achieving less than 60 points will receive an F.

Please note that assignments and their weight may change as the class evolves. Any changes will be announced on Moodle, via email, and in class. No changes in assignments and grading criteria will be made after Nov. 15.

Due Dates and Submission Procedures

- All assignments are to be submitted electronically on Moodle by 7 pm on the day that they are due, which will usually be the Sunday before our Monday class.
- File names for weekly written assignments uploaded to Moodle must follow this naming format:
 - FirstName_Last Name_AssignmentName.xxx (e.g., Ash_Maurya_Essay3.doc)
 - TeamName_AssignmentName.xxx (e.g., RunningLean_Canvas3.pdf)
- Assignments will only be accepted if they follow this file-naming format.
- Hard copies of everything submitted online are to be brought to the class following the due date.
- Both an electronic copy and a hard copy are required for a submission to be complete.
- Moodle will time-stamp all assignments and log them as either on time or late. Late assignments will be penalized one grade step (e.g., from A to A-) for each day they are late.

Relationship of this Course to the Rest of the Curriculum

In the process of planning and executing a real world project, students will put into practice the management skills they have been learning throughout their undergraduate program. They will draw upon organization behavior, management, strategy, marketing and accounting/finance concepts as they execute their project. And, they will learn to translate their academic insights into practical action.

Professional Conduct

We are expected to conduct ourselves in a professional manner, inside and outside the classroom, while working on BT411/412 Projects. Inside or outside the classroom, professional behavior *does not include* surfing on the web, texting, looking at a screen that is not related to the immediate discussion, talking while others are making comments, mobile phone sounds, being late, leaving early, failing to return emails promptly, being unprepared, and being a passive observer instead of an active participant.

Please remember that when you work on these projects outside of class, you are representing not only yourself as a professional but also the Stevens community.

Each of us will act professionally and we expect our classmates to do likewise. It takes all of us to create a learning atmosphere where the best ideas can be created and understood.

Please see the attached **Participation Guidelines** for specific expectations.

Ethical Conduct

Stevens Honor System: Enrollment into the undergraduate class of Stevens signifies a student's commitment to the Honor System. It is the responsibility of each student to become acquainted with and to uphold the ideals set forth in the Honor System Constitution. All students are reminded that, as a condition of being admitted to Stevens, they will uphold and adhere to the standards of the Stevens Honor System. Specific student responsibilities include:

- Maintaining honesty and fair play in all aspects of academic life at Stevens
- Writing and signing the pledge, in full, on all submitted academic work
- Reporting any suspected violations to an Honor Board member or to the Dean of Undergraduate Academics
- Cooperating with the Honor Board during investigations and hearings