

Syllabus
School for New Learning

1. Program Identifier: SNL BA

2. FA 220 Developing Consulting Skills Spring, 2016

Texts:

**Flawless Consulting: A Guide to Getting Your Expertise Used, Peter Block
Pfeiffer, Third Edition, ISBN 978 0 470 62074 8**

**The Business of Consulting: The Basics and Beyond, Elaine Biech
Pfeiffer, Second Edition, ISBN 978 0 7879 9464 8**

3. Instructor:

Thomas Nowak

Email: tnowak2@ depaul.edu

Phone: 312 501 4335

Appointments: Upon request

4. Course Dates: March 30 – June 8; Wednesdays, 5:45 PM – 9:00 PM

5. Course Location: Loop

6. Course Description

This course will help student learn how to start and operate a consulting business enterprise. The course will address consulting skills and techniques, proposals, contracting, client needs and expectations, needs analysis and evaluation, project planning, data collection and analysis, resistance, client relationships, change management, feedback, pricing, presentation and facilitation skills, and ethics

7. Learning Outcomes, Competences, and/or Objectives

Competencies:

F-X: Can apply consulting concepts and skills needed for starting and operating a consulting practice.

H-2-X: Can identify an organizational problem and design a plan for change based on an understanding of change theories or models.

Outcomes:

Upon successful completion of this course, students will have:

- F-X Identified consulting competences and best practices
- F-X Learned how to conduct a contract meeting
- H-2-X Learned how to identify and meet client needs and wants
- F-X Learned how to collect and analyse client data
- H-2-X Developed a project plan
- F-X Learned how to manage project tasks and client expectations
- F-X Learned how to practice change management

- F -X Created a pricing strategy and a marketing letter
- H-2-X Learned how to minimize resistance
- H-2-X Prepared and conducted a client feedback meeting

8. Learning Strategies & Resources

Through class discussions and exercises, readings, role plays, and homework assignments, students will learn how to create, organize, and operate an independent consulting enterprise which will increase their probability of reaching their business goals while minimizing their risks and costs. By applying consulting and management concepts and practices, students will have the knowledge to start and run a consulting practice.

9. Learning Deliverables

Students will complete weekly homework assignments to demonstrate that they understand that week's class materials. The class will also be divided into small groups which will work on consulting role plays and presentations during class. There will also be a final paper summarizing the skills they acquired and how they will put these skills into practice.

10. Assessment of Student Learning

All written assignments, role plays, and presentations will receive equal weight and will be graded using the grading scale in the grading scale in the next section.

11. Grading Criteria & Scale

A= designates work of high quality; reflects thorough and comprehensive understanding of the issues at hand; reflects a clearly identifiable thesis and argument that demonstrates cogent and creative development and support of idea.

B= designates work of good quality; reflects clearly organized and comprehensive understanding of issues at hand; presents substantive thesis and argument with evident development and support of ideas.

C= designates work which minimally meets requirements set forward in assignment; reflects some organization and development of ideas but develops argument in superficial or simplistic manner; may only address part of the assignment or be otherwise incomplete.

D= designates work of poor quality which does not meet minimum requirements set forth in the assignment; demonstrates poor organization of ideas and/or inattention to development of ideas, grammar, and spelling; treatment of material is superficial and/or simplistic; may indicate that student has not done reading assignments thoroughly.

12. Course Schedule

DATE	CLASS	TOPICS/ASSIGNMENTS
3/30	1	Getting started Assignments: FC Read Chap. 1-2 BC Read Chap 1-2 Prepare: Description of your consulting business Prepare a personal resume Prepare a list of 5 strengths and weaknesses
4/6	2	Skills, competencies, techniques Assignments: FC Read Chap. 3 BC Read Chap. 3 Prepare detailed education/development plan Complete BC Ex 3.1, 3.2, 3.3
4/13	3	Flawless Consulting Assignments: FC Read Chap.4-5 BC Read Chap.4 Develop a pricing strategy
4/20	4	Contracting Assignments: Read FC Chap. 6-7 Read BC Chap 5 Develop contract meeting detailed outline as consultant (FC p97) and client (BC) Complete BC Ex 4.1 and 4.2
4/27	5	Marketing Assignments: Read Chap. 8-10 Read BC Chap 6 Complete BC Clarify Your Strategy, Marketing Letter, and Proposal Letter Complete FC Checklist 4 (p104-105) Summarize feedback meeting as consultant
5/4	6	Resistance and Diagnosis Assignments: Read FC Chap 11-15 Read BC Chap 7 Evaluate types of resistance and how you handled it
5/11	7	Data Collection and Analysis Assignments: Read FC Chap 16-17 Read BC Chap 8 Develop a data collection questionnaire Develop detailed outline for feedback meeting (FC p232, 241)
5/18	8	Engagement Strategies Assignments: Read FC Chap. 18 Read BC Chap 9-10 Evaluate feedback meeting (FC Checklist 8 p245-246)
5/25	9	Professionalism Assignments: Read FC Chap. 19

		Read BC Chap 11 Complete BC Ex 11.2
6/1	10	Consulting Wherever You Are Assignments: Your plans as a consultant final paper
6/8	11	Individual presentations & wrap up

13. Course Policies

14. All assignments are due the week after they are assigned. Incomplete or late assignments will receive a lower grade. Attendance and participation in role playing are crucial to meeting the course objectives. Missing more than two classes will negatively affect your grade.

This course includes and adheres to the college and university policies described in the links below:

[Academic Integrity Policy](#) (UGRAD)

[Academic Integrity Policy](#) (GRAD)

[Incomplete Policy](#)

[Course Withdrawal Timelines and Grade/Fee Consequences](#)

[Accommodations Based on the Impact of a Disability](#)

[Protection of Human Research Participants](#)

[APA citation format](#) (GRAD)

15. Course Resources

[University Center for Writing-based Learning](#)

[SNL Writing Guide](#)

[Dean of Students Office](#)

16. Instructor Brief Bio

Tom Nowak is accounting and project management consultant. He started at DePaul as a part-time faculty member of the College of Business in 1986 and has been a part of SNL's faculty since 1990. Tom earned his M.B.A. in Finance from DePaul and he is a Certified Public Accountant (CPA) and a Project Manager Professional (PMP).