DESAUTELS Faculty of Management Faculté de gestion

MGPO 434/BUSA 690

PRACTICUM IN NOT FOR PROFIT CONSULTING

WINTER 2016

Fridays 8:00-10:00
Bronfman Room 210

Professor

Name:	Omar Toulan
Office:	Bronfman 541
☎:	(514) 398-4036
✉:	omar.toulan@mcgill.ca

Course Overview

This course is designed around a *pro bono* consulting experience and is intended for students to develop real-world skills through action-based learning. It is meant to connect students to both the NGO community as well as the consulting world. The students go through the entire process of researching potential NGOs, writing and getting a Letter of Proposal Signed off, undertaking first hand research and analysis, presenting the project results to the Board of the NGO, and finally presenting it to both the professor and the office of the partnering consulting firm. Students are put into teams whose structure is meant to mimic that of a real consulting team, with a team lead (filled by an MBA) and three associates (filled by undergraduates). Aside from the academic supervision provided by the professor, each team is also assigned 2 professional consultants (current and alumni from McKinsey and Company) to help advise them throughout the process. While work begins in late October, the course includes weekly classes during the Winter term, as well as a variety of workshops spread throughout the entire period.

Learning Objectives

- Learn about the consulting process from start to finish, including: 1) how to find a client, 2) how to write a letter of proposal, 3) how to undertake the analysis for the project, and 4) how to present the team's results (in this case to the Board of the NGO).
- Develop critical problem solving and analytical skills relating to breaking down, structuring, and assessing key strategic issues facing NGOs

- Obtain first-hand exposure to the NGO sector and learn about the differences between the way NGOs function and that of traditional corporations.
- Develop an appreciation for changes which are needed to the consulting process to adapt to the particulars of NGOs
- Effectively conduct first hand market and organizational research
- Learn how to properly structure and present one's findings.

Course Format

The course will include a kick-off and training module conducted on November 7th of 6 hours, plus an additional session in November of 2 hours. This will be followed by weekly Friday classes in the Winter Term, plus 3 training workshops, and a special session for final presentations at the end of the Winter Term (5 hours). The remainder of the time is spent performing the consulting project for the client.

Evaluation

Grading for the course will be as follows:

Component	**Weight**
Attendance, Participation and Professionalism	20%
Personal Performance Objectives (~300 words)	5%
Letter of Proposal (LOP)	5%
Two Interim Reflection Papers (10% each)	20%
Final Reflection Paper (~2000 words)	15%
Group Project Report	25%
Post-Project Group Oral Presentation	10%

Requirements

In submitting any written course work, please do not print anything out, and use email instead.

Attendance, Participation and Professionalism

Attendance is required at all class sessions, training workshops, progress review meetings, and presentations. Active participation is expected for all components of the course.

In particular, teams should prepare thoroughly for all meetings with the professor and advisors.

Teams are responsible for scheduling regular meetings with their advisors. These meetings can be in person or via teleconferencing. One day prior to each meeting at the latest, the team must email the advisor (cc: the professor) an agenda and deck for the meeting. Similarly, a deck and agenda must be emailed to the professors at least one day prior to each progress review meeting.

All stakeholders will be asked to provide input on participants' professionalism.

Personal Performance Objectives (~300 words)

Before undertaking the project, you must submit your personal performance objectives for the project, meaning what you expect to learn and achieve throughout the course. This can be done in point form. We want to know what you would like or expect to get from this learning experience that will enhance both your professional and personal life. (*Due: November 16th 9am)*

Letter of Proposal

Each team must submit the Letter of Proposal which was agreed upon with the client and scopes out the project to be performed. *(Due: December 14th 9am)*

Two Interim Reflection Papers (~1000 words each)

As the project unfolds, you must submit two interim reflection papers of your experience. These reflection papers should address your learning experiences and be linked to the objectives that you set forth for yourself in the personal performance objectives paper. This can include but is not limited to: your role or input into the project; reflections on your interactions with project colleagues and clients; your perception of consulting work. (*Due: January 11th 9am, February 22nd 9am)*

Final Reflection Paper (~2000 words)

Once the project is completed, you will submit a reflective paper. This is meant to allow you to synthesize your experience and give you an overall picture of what you gained from it, e.g., the things that went particularly well, things you would do differently, how the experience could be improved moving upon (for subsequent teams) (*Due: mid April*).

Group Project Report

The deliverable provided to the client will be submitted and graded (*Due: early April*).

Post Project Group Oral Presentation

Upon completion of the project, each team will be required to make a presentation to the Steering Committee on their project and personal learning experiences *(Due: early April*).

Key Dates

Kick-off Session/ McKinsey Training	Saturday, November 7th (9 am)
Training Workshops	TBD
Personal Performance Objectives	Monday, November 16th (9 am)

Letter of Proposal	Monday, December 14th (9 am)
Interim Reflection Papers	Monday, January 11th (9 am)
	Monday, February 22nd (9 am)
Progress Reviews	Friday, November 27th (8:00 am)
	Friday, January 15th (8:00 am)
	Friday, February 12th (8:00 am)
	Friday, March 20th (8:00 am)
Group Report and Presentations	Early April
Final Reflection Paper	Mid April

Readings

To better understand consulting for the NGO sector, and the ways in which it differs from for-profit consulting, please refer to the following:

- Cagney, Penelope (2010) "*Nonprofit Consulting Essentials: What Nonprofits and Consultants Need to Know*" - Chapter 1[*]
- Lukas, Carol Ann (1998) *Consulting with Nonprofits : A Practitioner's Guide*
- Drucker, Peter (1990) *Managing the Nonprofit Organization: Practices and Principles*
- Wilcox, Pamela J. (2006) *Exposing the Elephants: Creating Exceptional Nonprofits*

[*] The book in its entirety is available as an ebook via the library