COURSE NUMBER: TSTD 6214


LOCATION: Duques Hall, 453
2201 G St NW, Washington, DC 20052
May 18 – June 10, 2020; July 6-8, 2020
Monday & Wednesday, 6:10-8:40 p.m.

COURSE DESCRIPTION: This course involves an examination of the consultant-client relationship as well as introduction to the wide array of approaches and tools available for application in different consultative scenarios.

While being exposed to some theories and best practices from the consulting world, students will begin preparation for an actual consulting experience. They will work in teams to define the scope of their consulting task, conduct an in-depth analysis of the strategic problem at hand, identify preliminary opportunities for actionable solutions and prepare an effective plan for the two-week consulting fieldwork.

Consulting Process Stages:
1. Select consulting client, review potential project topics and negotiate Scope of Work.
2. Conduct literature review, research general and specialized information sources, perform interviews, conduct surveys, and complete other research activities.
3. Identify issues, problems, or opportunities. Conduct a decision analysis utilizing pro/con, cost/benefit, decision criteria/objectives/decision alternatives, or other approaches.
4. Select the best alternative or combination of alternative solutions. Prepare a list of recommendations for management to address the problems, issues, or opportunities uncovered. Document the consequences and benefits of selecting the recommended course of action.
5. Create an implementation plan.
6. Present the report (oral and written presentations).

CREDIT HOURS: This is a 3-credit post-graduate class. Students will spend 5 hours per week in class. Weekly required readings, preparation for class sessions, and written papers are expected to average 12 hours per week. Over the course of the summer session, students will have approximately 30 contact hours in class and 80 hours in preparation for class. Contact hours include lectures,
discussions, and activities in class. Please note that additional hours may be necessary for group projects. Students are encouraged to plan accordingly.

**PREREQUISITES:** There are no academic prerequisites for this course.

**PROFESSOR:** Seleni Matus  
Executive Director, GW International Institute of Tourism Studies  
Department of Management  
Office: Funger Hall, Suite 301  
Office Hours: Wednesday 3:00-4:30 p.m. or by appointment. Please email and confirm your meeting even if during office hours.  
Phone: 202.994.8197 (office); 571.201.7197 (mobile)  
E-mail: selenim@gwu.edu

**COURSE OBJECTIVES:** By the end of this course, students should be able to:

- Provide theoretical and practical frameworks for issue identification, practice in prioritizing issues and problems/opportunities to be tackled in a consulting assignment.
- Experience the application of the management consulting process to the project undertaken for the client organizations.
- Build skills in using primary and secondary sources of information, accessing industry data and using specialized sources of information, conducting strategic analysis and designating key tasks as part of the preparation for a fieldwork assignment.

**METHOD OF INSTRUCTION:** This course will use the following methods of instruction: lectures, guest presentations, class discussions, online discussions, and student/group presentations.

**READINGS & MATERIALS:** Required Readings:


A selection of targeted case studies and articles on key topical areas associated to the consulting assignment will also be included in weekly lectures and small group discussions.

**ASSIGNMENTS:** The assignments for TSTD 6214 are integrated with the assignments for TSTD 6282. The matrix below outlines all assignment. Please review the Assignments section to obtain more details about course assignments listed below.
All graded assignments must be submitted in Blackboard under the Assignments section.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>TSTD 6214 Point Value</th>
<th>TSTD 6282 Point Value</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>Presentation of Desk Research Findings</td>
<td>20</td>
<td>-</td>
<td>May 27 &amp; June 1</td>
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<tr>
<td>Group Presentation: Initial Plan for Consulting Assignment</td>
<td>20</td>
<td>-</td>
<td>June 3</td>
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<tr>
<td>Individual Research Report</td>
<td>30</td>
<td>-</td>
<td>June 8</td>
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<tr>
<td>Group Inception Report and Presentation</td>
<td>25</td>
<td>-</td>
<td>June 12</td>
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<tr>
<td>Inception Report Presentation to Client</td>
<td>-</td>
<td>25</td>
<td>June 12</td>
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<tr>
<td>Final Oral Presentation</td>
<td>-</td>
<td>30</td>
<td>June 27</td>
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<tr>
<td>Penguin Award Paper</td>
<td>5</td>
<td>-</td>
<td>July 6</td>
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<tr>
<td>Time Log</td>
<td>-</td>
<td>15</td>
<td>July 6</td>
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<tr>
<td>Final Written Report</td>
<td>-</td>
<td>30</td>
<td>July 13 (or 17 if needed)</td>
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<tr>
<td><strong>TOTAL POINTS</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
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**Presentation of Desk Research Findings.** Each student will select and conduct research on a specific topic associated to one of the consulting objectives. Students will work in pairs to distill and consolidate research findings, and prepare a concise PowerPoint presentation that will outline the following key themes for the team's respective topic(s):

a) Background information and main issues
b) Assessment of trends and current situation
c) Main research findings and lessons learned. Lessons learned should focus on best practices as well as pitfalls and challenges.

The PowerPoint presentation should be submitted via Blackboard by 5:00 p.m. ET on the deadline corresponding to your team's respective research topic(s). In addition, each group will deliver the presentation in class. Please plan to keep presentations to about 15 minutes. Each student should be prepared to facilitate a 10-minute question and answer session.

Grading Rubric:

- **Content:** Assignment objectives, clarity and quality of content, support for main points (1-10 points)
- **Organization:** Informative and clear project summary, smooth transitions between topics, logical flow of sections/ideas (1-5 points)
- **Delivery:** Professional and confident, audience engagement, command of language/avoiding jargon (1-5 points)

**Group Presentation: Initial Plan for Consulting Assignment.** Students will organize themselves into several consulting teams. Each consulting team will work to develop a refined Scope of Work (SoW) for their respective component of the consulting assignment. Each team will also develop a detailed Methodology and Work Plan that will help to guide all phases of work. The work plan should include main tasks/activities, roles and responsibilities and timeframes. Each group will also present their work in class. The SoW, Methodology, and Work Plan are all key elements of an inception report. The PowerPoint presentation should be submitted via Blackboard by 5:00 p.m. EDT on June 5.

Grading Rubric:
- **Content:** Assignment objectives, clarity and quality of content, support for main points (1-10 points)
- **Organization:** Informative and clear project summary, smooth transitions between topics, logical flow of sections/ideas (1-5 points)
- **Delivery:** Professional and confident, audience engagement, command of language/avoiding jargon (1-5 points)

**Individual Research Report.** Each student will prepare a research report on the specific research issue they have focused on during the desk research phase preceding fieldwork. The report should include main findings and concise analysis and recommendations for fieldwork. On average, the individual reports are expected to be 7-9 pages in length (1.5 line spacing) with any additional materials included in appendix section. Appropriate business style, format and language are expected. The report should include a bibliography. Please use the A.P.A. (American Psychological Association) as the standard referencing style. Individual reports should be submitted by 5:00 p.m. ET on June 10 via Blackboard.

Grading Rubric:
- **Content:** Content indicates clear purpose, synthesis of ideas, in-depth analysis and demonstrates original thought and support for the topic (1-10 points)
- **Development:** Main points are well developed with specific evidence, facts and examples. High quality research is evident and sources are well integrated and these support main points argued in the paper. Quotations and works are cited (1-10 points)
- **Organization:** Well-planned and well-thought out. Includes title, introduction, statement of purpose and main idea, transition and conclusion. All paragraphs have clear ideas that are adequately supported and have smooth transitions (1-5 points)
- **Style, Grammar, Mechanics:** Correct use of grammar, spelling, syntax and punctuation; all margins, spacing and indentations are correct; paper is neat and correctly assembled with professional presentation. There is clear use of a personal style of writing, suited to purpose. The report holds the reader’s interest (1-5 points)

**Group Inception Report and Presentation.** Each team will prepare an
Inception Report containing the following key elements:
   a) Purpose and scope of the consulting assignment – problem definition
   b) Findings from background research – situation analysis
   c) Refined methodology for field
   d) Work plan and timeline

Each team will also prepare and deliver a 20-minute presentation that will provide an overview of the inception report. A 10-minute Q&A segment will follow each group presentation. Presentations will not be graded but serve to prepare students for the on-site presentation of the inception report to client. An external panel of tourism development consultants will provide the team with feedback. The report should be submitted via Blackboard by 5:00 p.m. ET on June 12.

Grading Rubric:
   • **Content & Development:** Content indicates clear purpose and covered all main elements, in-depth analysis demonstrates original thought and support for the topic, high quality research is evident and sources are well integrated. Quotations and works are cited (1-15 points)
   • **Organization:** Well-planned and well-thought out. Includes title, introduction, statement of purpose and main idea, transition and conclusion. All paragraphs have clear ideas that are adequately supported and have smooth transitions (1-5 points)
   • **Style, Grammar, Mechanics:** Correct use of grammar, spelling, syntax and punctuation; all margins, spacing and indentations are correct; report is neat and correctly assembled with professional presentation. There is clear use of a personal style of writing, suited to purpose. The report holds the reader’s interest (1-5 points)

**Penguin Award Paper.** This assignment serves as the final examination. Each consultant will prepare a 1-2-page (single space) paper describing a breakthrough idea for the project. Students are encouraged to really think outside the box and come up with one extremely creative, unconventional or even revolutionary idea addressing a specific aspect of the project or the project as a whole. Papers should be submitted via Blackboard by 5:00 p.m. ET on July 8. A winner will be selected in class.

Grading Rubric:
   • **Content:** Innovation and practicality of main idea/concept presented, clarity and quality of content, support for main idea/concept (1-3 points)
   • **Organization:** Well-planned and well-thought out, and logical flow of idea/concept (1-2 points)

**GRADING:**
Letter grades are assigned based on the distribution of total points for the course:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>(93% - 100%)</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
<td>(90% - 92%)</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
<td>(87% - 89%)</td>
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<tr>
<td>B</td>
<td>83-86</td>
<td>(83% - 86%)</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
<td>(80% - 82%)</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
<td>(77% - 79%)</td>
</tr>
<tr>
<td>Grade</td>
<td>Points</td>
<td>Percentage</td>
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<tr>
<td>C</td>
<td>73-76 points</td>
<td>(73%-76%)</td>
</tr>
<tr>
<td>C-</td>
<td>70-72 points</td>
<td>(70%-72%)</td>
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<tr>
<td>F</td>
<td>below 70</td>
<td>points</td>
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**COURSE PARTICIPATION:** This course is based on dynamic group work and active participation during class sessions. At the start of every session students will participate in brief in-class exercises related to the assigned readings. Guest speakers will provide additional relevant insights about the consulting process. Through different interactive approaches (i.e. Discussion Board, Class Discussion) students will summarize key points and extract possible applications to the assigned field work.

**ACADEMIC INTEGRITY:** The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at: [http://www.gwu.edu/~ntegrity/code.html](http://www.gwu.edu/~ntegrity/code.html)

**UNIVERSITY POLICIES:**

**Religious Accommodation**
Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

**Disability Support Services (DSS)**
Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: [gwired.gwu.edu/dss/](http://gwired.gwu.edu/dss/)

**Mental Health Services 202-994-5300**
The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. [counselingcenter.gwu.edu](http://counselingcenter.gwu.edu)