

MGT 581

Business Case Analysis

Module 1+2, 2019-2020

Course Information

Instructor: Kevin Chastagner

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Office Hour: Wednesdays 2:00pm-4:00pm

Classes:

Lectures: Every Other Tuesday 1:30-5:20

Venue: PHBS Building, Room TBA

Course Website:

cms.phbs.pku.edu.cn – Please locate our class and add yourself.

1. Course Description

1.1 Context

Course overview:

This course is designed to provide students the necessary skills to (1) communicate complex business recommendations in an effective way, (2) successfully go through the interview process with consulting firms, and (3) compete in international case competitions. This course will provide students with the opportunity to work on the application of the skills they have learned through their major coursework. In class we will extend the students' knowledge by working on analysis, argument formation, and presentation skills.

With a broad application for students' future careers, this class will provide a safe environment to work on the ability to process large amounts of information and discern what is key for the organization. Due to the work requirements of this class it will be held over a whole semester and will take place once every two weeks for four hours at a time.

Prerequisites:

Students must be approved for the course by the instructor. Email kchastagner@phbs.pku.edu.cn if you have any questions.

1.2 Textbooks and Reading Materials

Required:

Cases will be provided on the course website

Recommended Readings:

- 1) Minto, Barbara. The Minto Pyramid Principle: Logic in Writing, Thinking, and Problem Solving. ISBN-13: 978-0960191031
- 2) Sinnott-Armstrong, Walter & Robert Fogelin. Understanding Arguments: An Introduction to Informal Logic. ISBN-13: 978-1285197364

Other Resources:

- 1) Videos found at <http://www.wi-phi.com/videos/critical-thinking> covering topics on critical thinking, cognitive biases, and logical fallacies
- 2) Rasiel, Ethan M. The McKinsey Way. ISBN-13: 978-0070534483
- 3) Van Assen, Marcel, Gerben Van den Berg, & Paul Pietersma. Key Management Models: The 60+ Models Every Manager Needs to Know. ISBN-13: 978-0273719106
- 4) Roam, Dan. The Back of the Napkin: Solving Problems and Selling Ideas with Pictures. ISBN-13: 978-1591842699
- 5) Cheng, Victor. Case Interview Secrets: A Former McKinsey Interviewer Reveals How to Get Multiple Job Offers in Consulting. ISBN-13: 978-0984183524
- 6) Block, Peter. Flawless Consulting: A Guide to Getting Your Expertise Used. ISBN-13: 978-0470620748
- 7) Cosentino, Marc P. Case in Point 10: Complete Case Interview Preparation. ISBN-13: 978-0986370748
- 8) Rasiel, Ethan M. & Paul N. Friga. The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm. ISBN-13: 978-0071374293
- 9) Weinberg, Gerald M. The Secrets of Consulting: A Guide to Giving and Getting Advice Successfully. ISBN-13: 978-0932633019
- 10) Maister, David H. The Trusted Advisor. ISBN-13: 978-0743212342
- 11) Godin, Seth. Linchpin: Are You Indispensable. ISBN-13: 978-1591844099
- 12) Kiechel, Walter. The Lords of Strategy: The Secret Intellectual History of the New Corporate World. ISBN-13: 978-1591397823
- 13) Stern, Carl W. & Michael S. Deimler. The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives. ISBN-13: 978-0471757221
- 14) Koller, Tim, Marc Goedhart, & David Wessels. Valuation: Measuring and Managing the Value of Companies. ISBN-13: 978-0470424650
- 15) Tuft, Edward R. The Visual Display of Quantitative Information. ISBN-13: 978-1930824133

2. Learning Outcomes**2.1 Intended Learning Outcomes**

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	Yes
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business	

	problems and identify the ethical aspects, provide a solution and defend it.	
	3.2. Our students will practice ethics in the duration of the program.	Yes
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

2.2 Course specific objectives

1. The ability to develop integrative solutions to complex business challenges
2. The development of presentation skills including oral and software based skills
3. The ability to differentiate what is being presented from other potential options
4. The cultivation of international skills/recognition/awareness

2.3 Assessment/Grading Details

1: Cases	60%
2: Participation	20%
3: Personal Growth	20%

Classes will consist of discussion related to the development of key analysis and presentation skills as well as active presentations in order to build experience. Cases will be presented throughout class and teams will be rotated so that you are exposed to different working styles. This course is a highly collaborative class that will require a large amount of interaction. That being said, the class will also require a fair amount of individual work as you must build your personal knowledge at the same time.

1: Cases (60%):

The main focus of this class is around the presentation of your recommendations from the given cases. Cases will be provided in the prior class. You will be expected to provide highly professional presentations that are able to convey complex ideas in a concise and clear way. Case presentations will last for 20 minutes each. Depending on class progress we may also do other activities besides presentations with the cases where your work will be evaluated similarly. *Slides should be emailed to the professor by the start of class.*

2: Participation (30%):

Due to the nature of this class it is important for you to be at class and be involved in our discussions. Students must come prepared for class and be ready to discuss the topics and cases. You will be expected to ask questions, provide critical (but respectful) feedback, and work collaboratively with your classmates to promote learning for all of us. You will be evaluated both by the professor as well as by your peers for the work you do in your groups and in the class.

3: Personal Growth (10%):

It is important for you to understand your own weaknesses and strengths as you go through this class and your career. You also need to understand what tools are available to you. During this class you will periodically turn in a journal of what you are learning. These will focus on what you are struggling with, what you have learned, and what you can change for the future as well as any other key issues we are working through. Other individual assignments, if assigned, will also be included in this category.

2.4 Academic Honesty and Plagiarism

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

3. Topics, Teaching and Assessment Schedule

Classes on case days will mainly consist of presentations, feedback, and discussions of content based on the progress of the class. Materials covered will include different types of logic, organization issues related to both analysis and presentation including types of analysis, groupings of different types of ideas, and effective ways to communicate complex situations, as well as general presentation/case related issues. Due to the nature of the course the content will be tailored specifically to the class progression. As a result of the specific tailoring, content is likely to change in the schedule. If you have further questions please contact the professor directly.

Class 1	Introduction Tools and Communication
Class 2	Case 1
Class 3	Case 2
Class 4	Case 3
Class 5	Case 4
Class 6	Case 5
Class 7	Case 6
Class 8	Case 7
Class 9	Case 8