



Business Administration

Course Number:	BUAD 306
Course Title:	MANAGING PROFESSIONAL SERVICE FIRMS
Credits:	3
Calendar Description:	This course explores the challenges of leading professional service firms by exploring the unique characteristics of professional service firms and their implications for strategy, leadership, management, governance and organization. The course will also introduce frameworks and methods for analyzing professional service firms as well as provide an overview of the skills required to succeed in such firms.
Semester and Year:	Winter 2016
Prerequisite(s):	Minimum third-year standing
Corequisite(s):	BUAD 340
Prerequisite to:	No
Final Exam:	Yes
Hours per week:	3
Graduation Requirement:	Elective for BBA degree
Substitutable Courses:	No
Transfer Credit:	
Special Notes:	
Development Date:	September 2007
Revision Date:	September 2010
Chair's Approval:	

Professors

Name	Phone number	Office	Email
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Learning Outcomes

<p>Upon completion of this course students will be able to</p> <ul style="list-style-type: none"> • examine the unique characteristics of professional service firms (PSF’s) that differentiate them from other firms. • explain the unique business model used by PSFs and the implications for strategy development and implementation, ownership, governance, organization, people development, leadership and management within the PSF. • describe the critical issue of producing results while managing a group of professionals. • assess through case studies the challenges faced by PSF’s. • understand the skills required to be part of a successful PSF.

Course Objectives

<p>This course will cover the following content: See Course Schedule</p>
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Evaluation Procedure

Two Part Individual Assignment – Career Plan	50%
Team In-Class Case Study Seminar	20%
Team Board of Partners Critique of Seminar	10%
Final Exam	20%
Total	100%

Notes

<p>PowerPoint Presentations Your instructor has prepared a series of proprietary power points which shall serve as the basis for each weeks lecture and shall serve as learning tools for the following week’s case reviews and team led seminars.</p>
<p>Case Study Approach Similar to Strategic Management BUAD 340, this course relies on the review and analysis of cases. Individual cases referred to in the class schedule are all contained in the reading package for this course. Students need to read the cases before the class in which they will be discussed. Discussion questions will be assigned by the professor to assist students in preparing for the class discussion. Participation in class discussions on the cases will form much of the basis for assessing the class participation component of the final grade.</p>

Notes (con't)**Team Formation**

You will form pseudo management consulting teams in the first week of class. Teams will be generally 3-4 people with one person acting as the Managing Partner and the others as partners. The Managing Partner for each team will determine how the team wishes to carry out the assignment including leadership, division of tasks, etc. It is expected that all team members will contribute productively to both the In-Class Seminar and your Team Board review.

Two Part Individual Assignment: Investigating Your Professional Career

Each of you will become certified professionals. Some of you know the job and some of you only know the industry. This assignment will allow you to choose one or the other path – either a specific job or an industry. You choose either a professional services job within an industry that interests you as a potential career or you choose the industry and examine types of careers. This can be within Canada or anywhere in the world. You may use secondary sources of information including web sites and published documents or your own experience. The two part assignment is as follows:

Part I Job/Career Outline (20 marks)

1. Choose either a professional job that you wish to pursue or the industry in which you wish to pursue a professional job and outline the nature of the job or industry (max 300 words).
2. Describe your motivation to choose this job or industry (max 300 words).
3. Outline your skill set that you have developed and why you think these skills will suit the chosen job or industry (max 300 words).
4. Create a 5 year vision for yourself in this job or industry as to where you want to grow as a professional (max 300 words).

Part II Professional Career Plan (30 marks)

1. Based on the job you have chosen or the industry chosen, and the type of professional service that it represents, research, and then describe the education requirements, the professional certification required, and membership requirements for the profession.
2. What are the key outcomes that you want to achieve for yourself in this profession?
3. How do you think or what would you expect the profession or the PSF where this job is located provide for ongoing development of the knowledge and core competencies for its professionals?
4. To become a consummate professional, develop a plan for your strategy along the following 13 C's of professional skills
 - i. Compelling Vision
 - ii. Confidence – optimistic – can do
 - iii. Charisma – charm, persuasiveness
 - iv. Choice - intentional
 - v. Conviction – deeply held beliefs
 - vi. Commitment – follow through
 - vii. Competence - have skills
 - viii. Communication – oral, written
 - ix. Creativity – know how to start an idea; write a song; build something
 - x. Classy – dresses well
 - xi. Courage - take risks – calculated
 - xii. Cheerful – always positive
 - xiii. Cool – healthy and fit – both mentally and physically

Please prepare and submit a hard copy of a report not exceeding 10 typed pages generated using MS WORD and following APA format. You may attach relevant appendices as required to meet the 5-page format. Late assignments will not be received. One (1) mark will be deducted for each spelling error and 1 mark will be deducted for each grammatical error. If there are more than 5 marks deducted for such errors, the assignment will not be eligible for a mark of 80 or more. If there are more than 10 marks deducted, you will not be eligible for a mark of 70.

Notes (con't)

Team In Class Seminar (20 marks)

Each team will sign up in the first week to present an in-class seminar to the rest of the class. Your professor will post the teams on Moodle once they are formed. Each team will be assigned a case from the course package. The challenge will be to develop an interesting seminar assuming the role of a consulting team. Teams will analyze an assigned case from the course package. Each team will be given the decision statement for each case. The job of each team is to: Conduct a proper situation analysis with the goal of determining the main strategic issues that must be addressed to answer the decision facing the PSF in each case. The analysis will cover a proper external analysis of dominant economic characteristics; driving forces; key success factors; competitive forces. You will also conduct a proper internal analysis identifying strengths and weaknesses and then compare the strengths and weaknesses to the external analysis and create a gap analysis of the PSF to identify where the PSF is falling short. You may also use relevant worksheets from BUAD 340 Strategic Management **(15 marks)**

- Every analysis must draw conclusions or implications for the PSF's decision statement. By conducting your analysis in this manner, you will logically identify causes of the problem facing the PSF and these implications will lead you to identify the main strategic issues in the case. **(15 marks)**
- Once the causal analysis is complete, identify the main strategic management issues facing the PSF and rank these using the main factors relating to the decision statement. These could be a form of SMUG which is defined as:
 - Seriousness - The relative impact in terms of people and/or dollars
 - Manageability - The relative ability to mitigate or reduce the hazard
 - Urgency - The measure of how imperative or critical it is to address the hazard
 - Growth - The rate at which the risk from the hazard will increase **(15 marks)**
 - Choose the most important issue in the case and identify at least three different solutions to resolve this issue and rate them according to the key success factors that are required for the industry. These may or may not include ROI; reputation; risk; and ease of implementation. **(15 marks).**
- You must also incorporate into your case analysis the lessons from the PowerPoint assigned for that week where appropriate as they relate to the issues and their resolution **(10 marks).**
- You must also provide your own example of the issues as they relate to either your team's collective experiences in the workplace (either at a PSF or a non PSF job) or you may choose an example of a current PSF where these issues can arise. You must advise how these issues could be resolved **(10 marks).**
- You will be marked on the quality of the seminar to your classmates as follows including presentation skills communication skills; class engagement skills **(20 marks)**. These final 20 marks will be individually awarded.

- Students must complete all course requirements; students must pass the final exam to pass this course.
- Regular class attendance is requested
- Written and oral communication is an integral part of this course.

Bonus: At any time, the first two students who are able to find a guest speaker who currently works as a professional in a PSF (any field) and who is accepted and chosen to come to class as a guest speaker is eligible for a bonus of up to 5% on their final grade.

Required Texts/Resources

There is no text book for this course. A package of cases has been prepared by the professor and must be purchased from the Okanagan College Bookstore.

Course Schedule

Date		Topic
Week of:		Mon. Jan 4 Classes begin Family Day Feb 8 Reading Break Feb 9 to 12– no classes Good Fri. Mar 25 & Easter Mon. Mar 28 – no classes Tues. Apr 12 Last day of regularly scheduled classes
Jan	4	Class Introductions and Teams Chosen/ Course Review/ Ice Breaker Introduction/Characteristics of Professional Service Firms Case Analysis Methods Review of 340 Approach
	11	Organization and Management In Professional Service Firms
	18	The Professional as Manager Case Study – Individual Prep – Discussion In Class – Agency.com
	25	External Business Strategy in PSFs Team Seminar - Ions Consulting – The MP2 Training Program
Feb	1	Economics of Professional Service Firms Team Seminar - Strategic Review at Egon Zehnder International
	8 - 12	READING BREAK (<i>Feb 8 to 12 – no classes</i>)
	15	Aligning Strategy and Organization in Professional Service Firms Team Seminar - Case Study: SPEED Consulting Oncidium Business Consulting
	22	People Development In Professional Service Firms Team Seminar - Lauren McDonald at Ernst & Young Individual Assignment # 1 Due (Professional Associations Part A)
	29	Leading Professional Service Firms Team Seminar - Charlotte Beers at Ogilvy & Mather Worldwide (A)
Mar	7	Knowledge Management In Professional Service Firms Team Seminar – Knowledge Management at Accenture
	14	Dimensions of Client Service Team Seminar – Kohlberg Associates
	22	<i>No Class – Good Friday</i> - Team Work on Assignment #2 Individual Assignment # 3 Due (Professional Associations Part B)
	28	Importance of Culture In Professional Service Firms Team Seminar – Two Solitudes: Deloitte & Touche; Integrating Arthur Andersen
April	4	Conflict of Interest and Other Ethical Issues
	15 - 23	Final Exam Period

SKILLS ACROSS THE BUSINESS CURRICULUM

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

STUDENT CONDUCT AND ACADEMIC HONESTY

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

What are the Students’ Responsibilities to Avoid Plagiarism?

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.