Columbia Business School
AT THE VERY CENTER OF BUSINESS™

B8701: Management Consulting Lab: Latinx-led, U.S.-based Entrepreneurial Firms
Kravis Room 620
Wednesdays, 6-9:15pm
MBA/EMBA Full Term

Professor Joe Timko: 973-214-7155, timko.joe@gmail.com

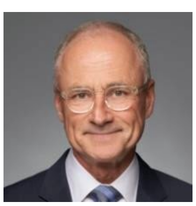
Course Assistant & Consulting Coach: Mariana Nara de Oliveira, 646-270-8164
mariana.oliveira@columbia.edu

Consulting Coaches:
TBD, 2 Positions Available

By Application Only!

- This class is by application only. In order to apply, fill out this short form: LINK TO APPLICATION
- There are no specific prerequisites in terms of CBS courses or work experiences.
- Enrollment will be scaled to match the number of companies we will do projects with and currently is expected to be ~35 students.
- Because this course is Application Only, it does not appear in CourseMatch.
- Applications will continue to be accepted on a rolling basis both before and during the add/drop process until full enrollment is reached

INSTRUCTOR BACKGROUND



Joe Timko is a former McKinsey & Co partner, where he focused on industries such as communications equipment and services, IT software and services, industrial controls, and chemicals. In 2010, Joe moved to the corporate sector where he served as Chief Strategy Officer for two Fortune 500 companies (ADP, a leading human capital software and services company, and Pitney Bowes, a global player in shipping and communications).

More recently, he spent 3 years in the strategy practice of Ernst & Young, where he was managing director in the Americas advisory strategy practice. Joe currently serves on the Board of PlanetiQ, a satellite weather data company; VUV Analytics, a gas chromatography company; BrightVolt, a battery technology company; and Navicore Solutions, a consumer debt counseling non-profit. Joe has been an Executive in Residence at Columbia for 5 years and is an Adjunct Professor. In 2022 he received the Dean's Award for Teaching Excellence.

OVERVIEW

This lab course leverages your expertise and strengthens your consulting skills by working on a semester-long project with a company that is Latinx owned and based in the USA. The students in this course will work with companies that are enrolled in the Entrepreneurship and Competitiveness in the United States program. Known as EC-America, this program is offered by CBS and equips entrepreneurs from small US companies with the skills, tools, and contacts to professionalize and grow their businesses in today's global environment. Each company enrolls a team of two or three senior staff — CEO, founder, managing director, CFO, COO, or other leaders. The companies are all looking to scale. Each company is unique in industry and size, ranging from $550K to $15M in annual revenue, and 5 to 60 employees. To learn more about the EC-America program and the enrolled companies, check out the EC-America website and the Company Profiles.

The class is valuable not only for students who are going to work in management consulting after their MBA, but for everybody who wants to apply their learning from the MBA to the benefit of a company as well as those who want to sharpen their entrepreneurial skills.

The projects with companies from EC America, will also provide insights into opportunities and challenges for firms growing small businesses in the US and, in some cases, targeting an ethnic customer base and/or building an environmentally and socially sustainable business.

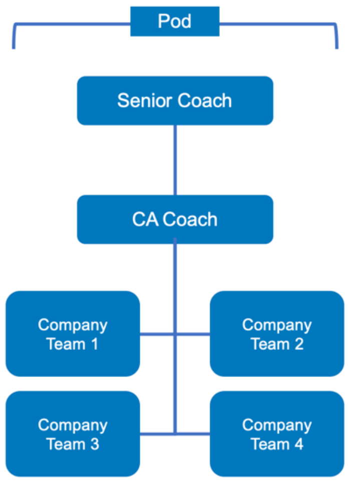
The landscape for small business in the US is both exciting and daunting. The US Chamber of Commerce defines a small business as one with less than 500 employees. New business applications skyrocketed 41% in 2021 as compared to the pre-pandemic year of 2019. Small businesses account for 65% of net new jobs yearly and nearly half of the nation's workforce (49%) are employed by small businesses. Minority-owned small businesses account for 27% of the total. Overall, about 40% of all small businesses are turning a profit. Of the remaining 60%, half are breaking even, and the other half are losing money. Five years after being established, around 50% of small businesses are still afloat.

COURSE ORGANIZATION

This course is part of the "Management Consulting Lab (MCL)" series. MCL is designed to be beneficial for companies and for students. Through MCL, companies get access to CBS MBA students to work on a critical project. In return, MBA students experience a structured approach to learn 1) rigorous problem solving and project management skills, 2) client interactions, and 3) application of knowledge and skills learned in their coursework. The structure of the MCL course is very different than a normal class. The class is almost entirely project-based, and students are grouped into teams of three depending on their expertise. Each team does a semester-long project for one of the EC-America companies. MCL is structured in the following way:

- Much of the learning from the course will occur outside the classroom in pods. A pod is a composed 4 student teams of three students each, a Consulting Coach and a Senior Consulting Coach. See the chart below. There will be weekly 45-minute check-ins for each student team with their Consulting Coach. The Consulting Coach is an MBA Course Assistant with substantial consulting and project management experience who helps in guiding the process and the reflections.

Pod and Coach Structure



- A **Senior Coach (SC)** will work with a "pod" of 4 student teams.
- As current/former senior partners, they provide coaching to student teams and coaches through Zoom meetings.
- SCs do not interact with clients. They do have grading input on student teams.

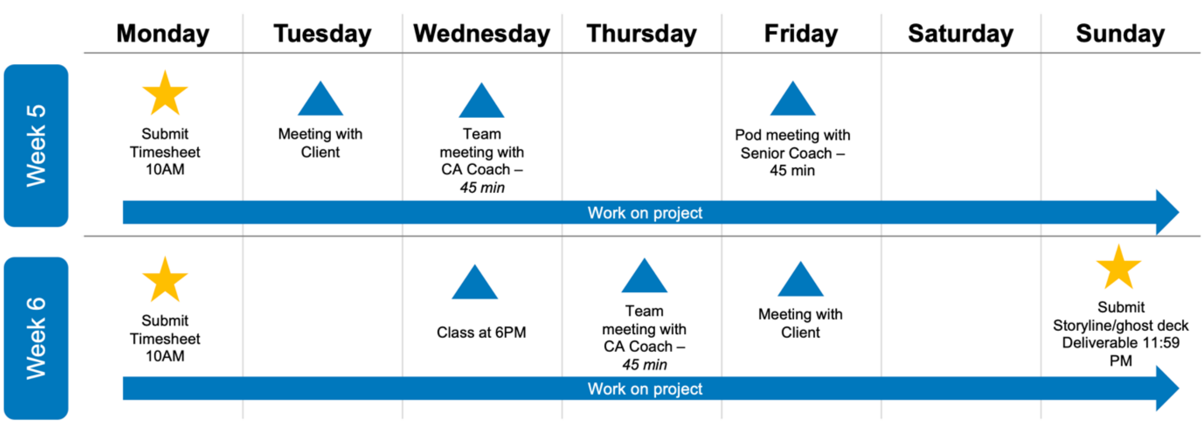
- A **Course Assistant (CA) Coach**, will be paired with an SC and also support 4 student teams.
- The CA coaches play the role of a "junior partner".
- They will guide the teams and keep the them on track and they too will receive coaching from the SC. They will not interact directly with the clients. They do have grading input on student teams.

- Student groups of 3 will work on a project with one client for the semester
- They will own and manage the relationship with the client.
- They will get coaching directly both from the CA Coach and the Senior Coach. They will provide upward feedback on their coaches during the course.

- Bi-weekly team meetings with the Senior Consulting Coach will also be held. This coach is a senior partner at a consulting firm who reflects with the groups on project and client management challenges.
- Periodically throughout the semester we may cancel a formal class meeting in favor of allowing students to 1) meet with their teams to problem solve; 2) meet with CA and/or Senior coaches; 3) meet with clients; 4) conduct research and analyses. Wednesday evenings MUST remain available for meetings and course work. Unavailability will be treated as an unexcused absence.

The chart below is meant to show a representative two week period in the middle of the semester and how meetings and other events might line up.

Two weeks in the life



NOTE ON TRAVEL

Travel to the company's headquarters is not part of the course and would be at the option of the students and the company.

CLASS MEETINGS

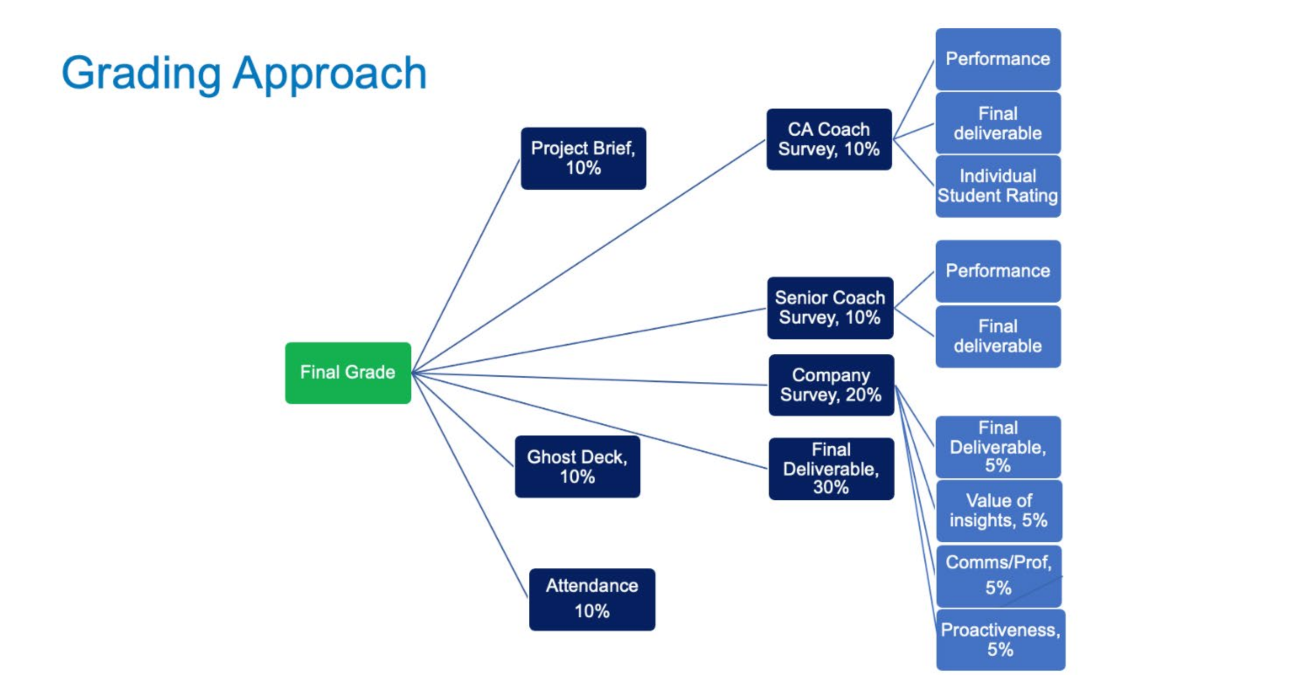
Class meetings will cover the following topics.

- Overall course introduction
- Consulting basics and getting your client engagement off to a good start
- Best practices for refining your project brief (a description of the work you will do agreed to by the company)
- Cross-cultural communication – guest speaker
- Working with entrepreneurs (while perhaps aspiring to be one) – guest speaker
- The art of communicating advice – guest speaker
- Applying change management principles at your client – guest speaker
- Creating compelling charts
- Periodic learning reflections from your client experiences

In addition to these topics, we will discuss and debrief in class on the major deliverables for the course. They are 1) the project brief, 2) a "ghost" deck (early draft of your final deliverable showing the structure of what you intend to communicate), and 3) your final deliverable.

METHOD OF EVALUATION & ATTENDANCE POLICY

Grades will be determined as follows:



Class attendance and participation will be tracked. Potentially excused reasons for missing class include religious observance, military service, court appearance, illness, and family emergency. If you miss class for a reason above, we will excuse you if you: i) let us know ahead of time, ii) watch the class recording, iii) write up a 200-word summary of your key takeaways, and iv) email the write up to us before the class following the one you missed.

Unexcused reasons for missing class include interviews, weddings, student activities, conferences, and personal travel. You may be excused ONCE for these reasons if you i) let us know ahead of time, ii) watch the class recording, iii) write up a 200-word summary of your key takeaways, and iv) email the write up to us before the class following the one you missed.

Students with 2 unexcused classes will at most receive a P1, students with 3 or more unexcused classes will receive an F. It is up to the student to keep track of how many unexcused absences you have, and to understand how absences may impact their overall grade in the course.

WORKLOAD AND TRACKING OF HOURS

According to prior student surveys the course requires between 7 and 11 hours/week depending on the schedule of near term deliverables. Students track their hours in a weekly activity log.