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Sustainability Teaching Fellows Project: Spring 2022

My project is to integrate UN SDG concepts into an already existing course on strategic consulting. After a process of consultation with the teaching fellow facilitators, my colleagues in this cohort and a robust classroom discussion with my students this semester, below is a summary of the changes I intend to implement starting Fall 2022.

Course: MGT 4196 – Strategic Consulting Practicum

After the students have generated project topics about business challenges, they form teams and meet to create a challenge question. The challenge is addressed using some McKinsey problem solving methods and strategy analysis frameworks. THEN a new assignment will be added to the semester project deliverables. See attached page for the new assignment and the modified project handout.

A key goal of this assignment is to demonstrate the UN SDG goals have broad applications to a wide variety of business challenges. Thus, it is important for the teams to form and create a problem statement BEFORE they consider SDG goals as a piece of their solution process.

Longer term we are looking for bring a similar exercise into our core MBA strategy and undergraduate courses. Additionally, we plan to contact a couple authors of strategy textbooks to engage them on the inclusion of SDGs in future editions of their textbooks.

Thank you for the opportunity to develop these ideas more fully this semester.

Sincerely,

Anne W. Fuller, PhD

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NEW TEAM PROJECT ASSIGNMENT

Evaluate Project in relation to Sustainable Development Goals (SDG) ↕

 Publish

 Edit



Now that the problem statement is established for your selected client, let's map the challenge against a broader perspective.

the Georgia Tech mission is to "**develop leaders who advance technology and improve the human condition**"

<https://strategicplan.gatech.edu/strategic-plan-2020-2030> ↗

Additionally the United Nations established 17 Sustainable Development Goals (SDGs) for some history here is a link on the creation of this goals.

<https://sdgs.un.org/goals> ↗

In your teams, review all 17 of the sustainability goals and evaluate which **TWO** will have the largest potential impact on your problem space. Write up a memo to your client on the importance of these 2 SDGs to the long-term success of their organization. Incorporate the problem solving method as well as additional macro environmental trends in your work for the client.

The memo should provide evidence for the importance of the selected SDG goals for the client and his/her organization.

Maximum length is 3 pages and the document should be addressed to the specific executive that hypothetically hired you for this project.

Group Strategic Consulting Project Handout

Each group will complete a comprehensive client analysis on a major issue faced by an organization of the team's choice. It can be a public, private or non-profit organization. The client chosen can be a locally owned place you like to visit, an organization you may have interned with, or a firm you would like to explore due to personal interests or career objectives. The team is not constrained to any of the previously submitted individual "sample client statements" though reviewing these may provide some constructive ideas for a collective team client. Teams of approximately 4 people and will be formed around a common set of interests -- as much as possible.

The goal of this report is to produce a plan for improvement of the selected organizational challenge. The client is to be an appropriate person in the organization who would logically be hiring consultants to help with the problem. The presentations and reports are to be developed as if they are presented to the selected client. The professor will take the role of lead client in cases where the client is not available. In all cases the professor will have this role for the intermediate deliverables (see below). The team will follow the problem-solving process (exhibit 2 from the McKinsey paper) in developing a problem definition, structure, priorities, plans and recommendations for the client. The team is welcome to bring in other frameworks as helpful for their particular client analysis.

The final client analysis report should be single spaced and about 10 pages in length. The final class presentation is 15 minutes with follow-on Q&A. To ensure fair evaluation of each member's contribution to the Group Project, peer-evaluations will be conducted at the end of the course. Group members may be assigned different grades based on their relative contribution to the project.

The professor is available for consultation as needed on project selection or execution. The professor will read the proposal and the update reports from the perspective of the client and seek to provide constructive feedback in lieu of actual client interactions. In addition, each team will have access to an industry professional (mentor) experienced in strategic consulting.

Once teams select their client and an initial challenge to address, a **consulting mentor will be assigned to each team**. This person is not meant to be a subject matter expert about your client but rather someone to help guide the team process. Each mentor has extensive experience as a consultant in strategic situations.

We will have several different deliverable dates to help ensure the projects are 'on track' for completion at the end of the semester. (Scores for each is noted as points below).

- 1) (5 points) A proposal is due on electronically by **5:00 pm on Friday XXX**. This proposal will be a client problem statement including at least through step 3 of Exhibit 1 of the McKinsey Approach (like material presented in class). Written format of no more than 2 pages single spaced, 12 pt font. Narrative format is preferred.
- 2) (10 points) Result of mentor check-in meeting due by **5:00 p.m. Tues. XXX**. Upload a summary of your meeting with the industry mentor, use this meeting for introductions of each person and get an understanding of the professional background of your mentor. Discuss the team's

current problem statement and a current version of your issue or hypothesis tree with the mentor. Record feedback and team action items.

- 3) (15 points) A status update report of the team's project progress due electronically at **5:00 pm on Thurs. XXX**. Document should include problem statement, data collection success and concerns, and at least the beginning of prioritizing the issues for the challenge under study for the client.
- 4) (10 points) Result of 2nd mentor check-in meeting by **5:00 p.m. Thurs. XXX**. Upload a summary of a meeting with the industry mentor.

NEW ASSIGNMENT **HIGHLIGHTED**

- 5) (15 points) SDG assignment submitted **5:00 pm on Tues. XXX**. A persuasive memo to your client is generated to explore two sustainability goals and why they are important for long term success of the client organization.
- 6) (*optional*) Check-in presentation submitted **5:00 pm on Tues. XXX**. This is a dry run presentation of the team's current thoughts on synthesized findings and client recommendations.
- 7) (10 points) check-in report submitted **5:00 pm on Friday. XXX**. This is a draft of the final written report up to at least the recommendations with some thoughts on execution issues with the client and/or the organization.
- 8) (75 points) Final team presentations during classes on **Tues XXX, Thurs XXX, and Tues XXX**. 15-minute presentations per team will be followed by 15 minutes of Q&A. Two teams will present in each class. (two presentations/class)
- 9) (70 points) Final written report due by the end of our **final exam period at 10:50 am on Monday XXX**.