

MGMT 484
Spring 2021
Consulting and Project Management

FINAL EXAMINATION

Your assignment is to write two short consulting briefs (3-4 pages each, total of 6-8 pages, doubled spaced) on the assignment questions indicated below.

While writing your essay, please use the following guidelines:

- Final is open book and open note
- Cite referenced works, inserting the citation in the appropriate location in the text (e.g., McKinsey Quarterly, pp. xxx-xxx).
- Use double-spaced type in 12 point font with standard margins
- Paginate the essays
- Include a title sheet with your name
- Save your essays in a single MS Word file (not PDF)
- Upload the file to the Blackboard assignment folder labeled “Final Examination”

Essays will be graded on a numerical scale (30 points), with the scores corresponding to the following letter grades:

30	A+
29	A
28	A/A-
27	A-
26	B+
25	B
24	B-
23	C+
22	C

Essays will be graded according to the following criteria:

- Ability to formulate a clear and coherent argument
- Use of course readings, lectures, and class discussions to support the argument
- Application of analytical models/frameworks/methodologies reviewed in the course
- Clarity of structure and organization
- Quality of grammar and prose

Essays are due by 11:00PM, Wednesday April 28.

ASSIGNMENT

Your assignment is to assume the role of consultant to the companies featured in the final set of HBS cases of the course. Drawing on the materials presented in the cases, assigned readings, and models/frameworks/methodologies discussed in class, write short briefs (3-4 pages each, total of 6-8 pages, double spaced) on two of the case prompts indicated below.

Students may choose cases for which they served as discussion leaders.

CHOOSE ANY TWO

CONSULTING PRACTICE AREA: TECHNOLOGY

Apple Bets on Augmented Reality

Apple has engaged you to formulate a strategy to accelerate the company's entry into the AR (Augmented Reality) market. A number of leading technology companies are developing commercial applications of AR: Google, Facebook, Microsoft, IBM, Intel, Samsung. Where and how should Apple position itself in that highly competitive AR market? In your answer, be sure to specify the assumptions underlying your analysis and the grounds for your recommendations.

CONSULTING PRACTICE AREA: INTERNATIONAL BUSINESS

Uber: Competing Globally

Uber has engaged you to support the company's global expansion. Uber has already encountered a number of challenges in target foreign cities (Bogotá, Delhi, London, Shanghai, et al). Moreover, Uber's aggressive approach to market entry ("asking for forgiveness but not permission") has drawn heavy criticism to a company known for ethical lapses. In light of this track record, what steps would you recommend to guide the next phase of Uber's international expansion? In your answer, be sure to specify the assumptions underlying your analysis and the grounds for your recommendations.

CONSULTING PRACTICE AREA: RISK MANAGEMENT

Jan Schwartz: Steering Princess Cruises Through the Covid-19 Crisis

Princess Cruises has engaged you to strengthen the company's disaster response and risk management practices, sorely tested during the Covid-19 crisis. To support Princess Cruises' recovery in the post-pandemic period, the senior leadership is considering a number of measures to augment the company's disaster response and risk management capabilities. What particular steps would you recommend to achieve that objective? In your answer, be sure to specify the assumptions underlying your analysis and the grounds for your recommendations.

CONSULTING PRACTICE AREA: HUMAN RESOURCES

Culture at Google

Google has engaged you to improve the company's human resource practices amid the highly competitive labor market of Silicon Valley. Like other leading technology companies in the region, Google faces serious challenges in the recruitment, promotion, and retention of women and minorities in STEM (Science-Technology-Engineering-Mathematics) fields. What specific measures should Google undertake to expand the pipeline of underrepresented groups in technology? In your answer, be sure to specify the assumptions underlying your analysis and the grounds for your recommendations.