**National University of Singapore**

**NUS Business School**

**Department of Management and Organisation**

**Module Code and Title**:  **MNO4314 Consulting to Management**

**Semester 1 of AY2020-2021**

**Module Instructor(s) & Coordinator\***: Dr. Andreas Raharso\*

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| **Module Description**:  Organizations that subscribe to the best practices in the era of combo New Normal Post Covid 19 and Smart Technology may be behind the times. It is far more sustainable to focus on **Next Practice**.  Ever increasing disruption, complexity, and the exponential speed of change have created unprecedented threats and opportunities for organizations. Management consultants’ ability to reveal the **Next Practice** in today’s era has allowed for a new breed of management consultants to help organizations get a better growth and future. This fact makes consulting one of the best jobs for the future.  This module is designed for students interested in understanding the state-of-the-art management consulting practice used by management consultants to help organizations improve performance and become more effective. Through a combination of theory and projects with real clients, students will learn both the hard and soft skills required to be a good **Next Practice** management consultant.  The know-how and proficiency obtained from completing this module will increase students’ chance to build successful future careers or even start their own businesses. |
| **Learning Outcomes**:   1. Gain knowledge of Next Practice management consulting practices. 2. Improve your ability to define key factors and issues relevant to detect potential Next Practice. 3. Practice and sharpen Next Practice management consultancy and the dynamics of the client-consultant relationship. 4. Develop one to become a Next Practice consultant – a skill which is in short supply today. |
| **Modes of Teaching and Learning**:    Class discussion, critical thinking, experiential learning, and group projects. It is important that reading assignments be completed prior to class meetings. All students are expected to come to class with questions on the material to be covered.  Final consulting project will be a project with a leading company in Singapore – students will have opportunities to work directly with leaders of the company. |
| **Syllabus**:  This is an indicative list of topics. The list may be varied to allow learning opportunities such as talks by guest speakers and sessions with companies.   1. Course Overview and What is Next Practice Consulting 2. How to Develop the Next Practice solution – Discovery and Dialogue 3. Next Practice Consulting in Action  * Marketing a Next Practice consulting Service * Delivering a Next Practice consulting Service |
| **Readings**:  1. No textbook required  2. Students are expected to read reading materials that will be given a week before each class session.  Illustrative Reading List:   * Harvard Business School Working Knowledge (2020): The One Good Thing Caused by COVID-19: Innovation * Forbes (2020): Is the Day of Reckoning for Consultancies Finally Here? * MIT Sloan Management Review (2020): Designing AI Systems with Human-Machine Teams * Forbes (2019): Strategy in the age of too much: Why google maps is better than SWOT. * Neuroforum (2019): The Neuroscience of Creativity. * Medium (2018): Paradigmatic Mind and Liminal Mind: The Birth of The Cool. |
| **Assessment (%)**:  1. Individual-based   * Class Participation 20% * Next Practice individual project 30%  1. Team-based  * 1st group project 20% * 2nd group project 30% |
| **ACADEMIC HONESTY & PLAGIARISM**  Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.  Plagiarism is ‘the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. **In case of any doubts, you should consult your instructor.**  Additional guidance is available at:  <http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>  Online Module on Plagiarism:  <http://emodule.nus.edu.sg/ac/> |