



MNO 4711/4314 **Consulting to Management**

Instructor: Rashimah Rajah, Ph.D.
Contact: r.rajah@nus.edu.sg
Meeting: AY2022/23, Semester 1

I. Course Description and Objectives

Deep knowledge in management practices, employee motivation, and personnel selection are important when individuals are entering the workforce, especially in the OBHR space. Another career trajectory for individuals specialized in management topics is in consulting.

Grounded in theory and research, consultants provide valuable service to clients/companies in advising the next steps in important decisions, such as recruitment, training and development, and other organizational practices. Important in this job is also the ability to interlace theory with practice, applying established knowledge to a practical setting, often with consideration of the organization's unique characteristics in mind.

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 simulation projects, students will learn both the hard and soft skills required to be a good management consultant.

In this course, students will learn:

- Key issues and challenges in organizations that require consulting
- Application of theoretical knowledge in a practical setting
- Soft skills needed in handling relationships with clients
- Integration of academia and industry (e.g. technical manuals, whitepaper publications, etc.)

II. Readings

Each week we will cover a number of readings, which will be made available to students one week before class. There will be a mix of academic and practitioner articles.

Illustrative Reading List:

- Branch, R. M. (2009). Instructional design: The ADDIE approach (Vol. 722). Springer Science & Business Media.
- Branch, Robert & Dousay, Tonia. (2015). Survey of instructional design models.
- 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

III. Course Organization and Expectations

This is a seminar class. I will make presentations at the beginning of the class on all the topics. Besides the presentations, this course involves class discussions, exercises, critical thinking, experiential learning and a group project. All students are expected to have read all assigned materials prior to class and are expected to come to class with comments and questions on the material to be covered.

IV. Course Grades

There will be five graded activities:

1. Individual-based
 - Class Participation 15%
 - Mid-term reflection 10%
 - Individual term paper 25%
2. Team-based (consulting project)
 - Written assignment 20%
 - Simulated workshop 30%

Instructions for individual and group assignments will be uploaded on LumiNUS.

V. Course Grades

This is an indicative list of topics. The list may be varied to allow learning opportunities such as talks by guest speakers.

1. Course Overview and What is Management Consulting
2. Consulting in Recruitment (e.g. using AI in hiring practices)
3. Training and Development using the ADDIE Approach
4. Marketing and Delivering Consulting Services

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty are 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 doubt, you should consult your instructor.

Additional guidance is available at:

<http://nus.edu.sg/osa/resources/code-of-student-conduct> and <https://libguides.nus.edu.sg/new2nus/plagiarism>