

NATIONAL UNIVERSITY OF SINGAPORE
NUS Business School
Dept. of Management and Organization
MNO4314 Consulting to Management

Professor:

Dr. Chia Ho Beng

ChiaHB@nus.edu.sg; Tel: +65-91877580

Session: Semester II, 2014/2015

Course Objectives

1. Understand the needs of consulting clients
2. Develop a model of consulting that creates exceptional value and experience to both the client, the employees, and the ecosystem
3. Expand the self-learning and entrepreneurship capabilities of participants
4. Enhance your knowledge, skills, and attitudes associated with the entrepreneurial process

At the end of the module you should be able to

1. Learn anything on your own
2. Create innovative consulting practices
3. Function effectively in ambiguity and uncertainty
4. Feel more confident about creating an independent consulting practice

Learning method

This course is an experimental workshop that is based on the learning method known as Problem-based learning.

Wikipedia describes problem-based learning as follows:

“Problem-based learning (PBL) is a student-centered pedagogy in which students learn about a subject through the experience of problem solving. Students learn both thinking strategies and domain knowledge. The PBL format originated from the medical school of thought, and is now used in other schools of thought too. It was developed at McMaster University School of Medicine in Canada in the 1960s and has since spread around the world. The goals of PBL are to help the students develop flexible knowledge, effective problem solving skills, self-directed learning, effective collaboration skills and intrinsic motivation. Problem-based learning is a style of active learning.”

Why PBL?

This is a very senior level course, so I wanted to expand your independent learning capabilities and use all the learning skills you have acquired to learn a new subject and acquire new skills. In this disruptively changing world, I wanted to be sure that you are confident that you can reinvent yourself at anytime.

Our scenario

Welcome to People People® the entrepreneurial incubator. The meetings are designed as interactive learning experiences. The focus is on INDEPENDENT self-learning and improvement (as opposed to teaching and imparting). In these learning and innovation meetings, it is useful to think of your mind as instruments to be used instead of a warehouse to be filled. We are building a community of collaborative learners. This is the sustainable distinctive competence of our firm.

Participants are responsible for their own learning. The facilitator guides or coaches the learning process rather than packaging materials to be learned. (I must emphasize this point again because the structure of this learning experience is so different from that of most modules that this point often lies outside participants' the frame of understanding).

For this course, students will adopt the role of partners in a start-up management consulting firm, The People People®. The facilitator will be the Founding Partner of the firm. The core business strategy is to provide solutions for new and emerging management issues. As the demand of the new economy unfolds, our solutions will address a growing need resulting in market share growth. Solutions and processes should add value to the employees of The People People® as well as for the client.

Vision

Create an unusually exciting and valuable experience for the client, our employees, and the eco-system.

Realistic Preview

This will be an untidy course. It is shocking!

For instance, in 2002, there was an opportunity to consult with a GLC and the class chose to take it. The 10 participants created \$50,000 in consulting value.

However, the process was very untidy, and sometimes chaotic! The class debated on: (1) whether to take or not take the project, (2) what the problem is, (3) what the course of action should be, (4) how to handle the company executives who were at times difficult, (5) whether they will have time to commit to what the company wanted, (6) how they should assign credit, and (7) how the project presentation should look like.

Assessment Methods

To be announced.