

Module: MNO4314 Consulting to Management

Semester 2 of AY2015/2016

Module Instructor & Coordinator: Andreas Raharso

Module Description:

Whether you want to follow a career in consulting or want to advance your problem solving skills, this course will provide you with important skills to navigate both the corporate and consulting worlds.

This course is designed for students interested in understanding the consulting practice, and the methods and tools used by top management consultants to help organizations improve performance and become more effective. Through a combination of group project, reading, written assignment, case discussion, guest lectures with leading consultants and consultancy session with real clients, students will learn both the hard and soft skills required to be a good consultant.

At the end of the course students will learn the practical and crucial aspects of consulting practices, such as how consulting firms compete and secure clients, generating novel ideas, diagnosing client's problems, implementing solutions, client management, common mistakes, and ethical issues in consulting.

Learning Outcomes:

1. Gain knowledge of management consulting practices.
2. Improve your ability to define key factors and issues relevant to a consulting engagement and examine their inter-relationships.
3. Practice and sharpen effective management consultancy and the dynamics of the client-consultant relationship. Including identifying and securing consulting opportunities
4. Develop one's own consulting "voice" and authenticity.
5. Develop and practice the ability to establish own, or group, consulting practice(s).

Modes of Teaching and Learning:

Lectures, presentations, cases and discussions, IVLE, problem-based learning, critical thinking, experiential learning and written assignments.

Syllabus:

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

1. Consulting Fundamentals
 - Overview of Management Consulting – What is consulting?
 - How consulting firms make money
 - Marketing and selling consulting services
 - Preparing to consult
 - Managing clients

2. Develop your own consulting “voice”
 - How to select the best ideas
 - How to apply the best ideas in consulting
 - Establishing credibility

3. Consulting in Action
 - Proposing a consulting Service
 - Delivering a consulting Service
 - Ethics and performance

Readings:

The Consultant’s Handbook: A Practical Guide to Delivering High Value and Differentiated Services in a Competitive Marketplace by Samir Parikh (2015). John Wiley & Sons, Inc. (ISBN # 978-1-119-10620-3)

Power Questions: Build Relationships, Win New Business, and Influence Others by Andrew Sobel and Jerold Panas (2012). John Wiley & Sons, Inc. (ISBN # 978-1-118-11963-1)

Assessment (%):

1. Individual-based
 - Class Participation 30%
 - Own consulting “voice” project 25%

2. Team-based
 - Client proposal presentation 20%
 - Delivering consulting project 25%

Pre-requisites:

MNO1001 Management and Organisation and MNO2007 Leadership and Ethics.

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/>