

DEREE COLLEGE SYLLABUS FOR: MG 4282 HRM CONSULTANCY PROJECT												
(Updated Spring 2021)		<b>UK LEVEL: 6</b> <b>UK CREDITS: 15</b> <b>US CREDITS: 3/0/3</b>										
<b>PREREQUISITES:</b>	MG 2003 Management Principles or MG 2014 Introduction to HRM MG 4131 Strategic Human Resource Management											
<b>CATALOG DESCRIPTION:</b>	A field-based course designed to develop proficiencies in a range of skills required for professional careers in HRM.											
<b>RATIONALE:</b>	This course offers students an opportunity to apply their academic coursework and learnings to real HRM problems. Students will address a particular HRM related problem or deficit and will be tasked with auditing and proposing a solution designed to address the deficit and drive organisational improvement.											
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student will be able to:  1. Apply business research skills to complete an HR project based on information provided by the sponsor firm.  2. Evaluate current HR practices of a business organization.  3. Analyze and synthesize HR information regarding a real-life HR problem and formulate appropriate solutions and recommendations.  4. Apply professional communication skills to present project results to the project sponsor firm.											
<b>METHOD OF TEACHING AND LEARNING:</b>	In congruence with the learning and teaching strategy of the college, the following tools are used:  ➤ Seminar-style class sessions devoted to supervising the consultancy projects and discussing relevant topics in the HR literature. Invited lectures help students become familiar with professional practice.  ➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.  ➤ Use of Blackboard, where instructors post lecture notes, online quizzes assignment instructions, required readings, timely announcements, as well as additional resources.											
<b>ASSESSMENT:</b>	<table><tr><td colspan="2"><b>Summative:</b></td></tr><tr><td><b>First assessment</b> Consultancy project (group; 4,000-4,500 words)</td><td><b>80%</b></td></tr><tr><td><b>Final assessment</b> Presentation (group)</td><td><b>20%</b></td></tr><tr><td colspan="2"><b>Formative:</b></td></tr><tr><td>In-class discussion of research articles; discussion of project component drafts; discussion of presentations skills</td><td><b>0%</b></td></tr></table>		<b>Summative:</b>		<b>First assessment</b> Consultancy project (group; 4,000-4,500 words)	<b>80%</b>	<b>Final assessment</b> Presentation (group)	<b>20%</b>	<b>Formative:</b>		In-class discussion of research articles; discussion of project component drafts; discussion of presentations skills	<b>0%</b>
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	<p>The formative coursework aims to prepare students for the consultancy project and to enable students to achieve an appropriate balance between the theoretical (conceptual) and applied aspects of the subject.</p> <p>The consultancy project tests Learning Outcomes 1, 2 and 3. The presentation tests Learning Outcome 4.</p> <p>Students are required to resit failed assessments in this module.</p>
<p><b>INDICATIVE READING:</b></p>	<p><b>REQUIRED READING:</b></p> <p>Baaij, G. Marc. (2016) An Introduction to Management Consultancy Sage Publications Ltd</p> <p><b>RECOMMENDED READING:</b></p> <p><b>BOOKS</b></p> <p>Elaine Biech. (2007). The Business of Consulting: The Basics and Beyond: Vol. 2nd ed. Pfeiffer</p> <p>Thomas, M. A. (2003). High-performance consulting skills: the internal consultant's guide to value added performance. Thorogood. INSERT-MISSING-URL.</p> <p><b>JOURNALS</b></p> <p>Campbell, R. (2001). Managerial consulting skills: a practical guide 20011charles margerison. managerial consulting skills: a practical guide . aldershot, uk: gower publishing 2000. 208 pp., isbn: 0566082926 £50.00. Journal of Management Development, 20(7), 668–670. <a href="https://doi.org/10.1108/jmd.2001.20.7.668.1">https://doi.org/10.1108/jmd.2001.20.7.668.1</a></p> <p>Carvalho, A., &amp; Cabral-Cardoso, C. (2008). Flexibility through HRM in management consulting firms. Personnel Review, 37(3), 332–349.</p> <p>Donnelly, R. (2011). The ambiguities and tensions in creating and capturing value: views from HRM consultants in a leading consultancy firm. Human Resource Management, 50(3), 425–440. <a href="https://doi.org/10.1002/hrm.20430">https://doi.org/10.1002/hrm.20430</a></p> <p>Major, R. J., Rival, M., Carmes, M., &amp; Seccia, M. (2019). Inclusive management consulting: a study of client-consultant relationship. Academy of Management Annual Meeting Proceedings, 2019(1).</p> <p>McCausland, R. (1999). HR consulting goes strategic. Accounting Technology, 15(5)</p> <p>Mosonyi, S., Empson, L., &amp; Gond, J.-P. (2020). Management consulting: towards an integrative framework of knowledge, identity, and power. International Journal of Management Reviews, 22(2), 120–149.</p> <p>Poorani, T., &amp; Thiagarajan, S. (2018). Assessing value creation of hr consultants on e-consulting implementation. Technology in Society, 55, 160–165. <a href="https://doi.org/10.1016/j.techsoc.2018.07.008">https://doi.org/10.1016/j.techsoc.2018.07.008</a></p>

	<p>Savall, A., Hillon, Y. C., Zardet, V., Pierce, A., &amp; Rosile, G. A. (2019). Women in management consulting: beyond inclusion and thriving as partners. Academy of Management Annual Meeting Proceedings, 2019(1).</p> <p>Treasure, W. (2008). Developing consulting skills. Education for Primary Care, 19(4).</p> <p>Wright, C. (2008). Reinventing human resource management: Business partners, internal consultants and the limits to professionalization. Human Relations, 61(8), 1063–1086. <a href="https://doi.org/10.1177/0018726708094860">https://doi.org/10.1177/0018726708094860</a></p> <p>Younger, J., Younger, A., &amp; Thompson, N. (2011). Developing the skills of hr business partnership: consulting and change management. Strategic Hr Review, 10(1), 6–14. <a href="https://doi.org/10.1108/14754391111091751">https://doi.org/10.1108/14754391111091751</a>.</p> <p>Additional articles will be assigned depending on the nature of the consultancy project commissioned.</p>
<b>COMMUNICATION REQUIREMENTS:</b>	Use of appropriate academic conventions as applicable in oral and written communications.
<b>SOFTWARE REQUIREMENTS:</b>	MS Office
<b>WWW RESOURCES:</b>	<a href="http://www.shrm.org/">www.shrm.org/</a> <a href="http://www.osha.gov">www.osha.gov</a> <a href="http://www.eeoc.gov">www.eeoc.gov</a> <a href="http://www.cipd.co.uk/">www.cipd.co.uk/</a> <a href="http://www.eurofound.europa.eu/observatories/eurwork">www.eurofound.europa.eu/observatories/eurwork</a>
<b>INDICATIVE CONTENT:</b>	<p>Topics of lectures vary depending on the nature of the commissioned consultancy project.</p> <ol style="list-style-type: none"> <li>1. Consultancy practices and techniques</li> <li>2. Strategic HR consulting</li> <li>3. Data gathering on HR related cases</li> <li>4. Analysis and framing of HR problems</li> <li>5. Ethical consultancy practices</li> </ol>