

DEREE COLLEGE SYLLABUS FOR: MG 4282 HRM CONSULTANCY PROJECT											
(Updated Fall 2021)	UK LEVEL: 6 UK CREDITS: 15 US CREDITS: 3/0/3										
PREREQUISITES:	MG 2003 Management Principles or MG 2014 Introduction to HRM MG 4131 Strategic Human Resource Management										
CATALOG DESCRIPTION:	A field-based course designed to develop proficiencies in a range of skills required for professional careers in HRM.										
RATIONALE:	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.										
LEARNING OUTCOMES:	As a result of taking this course, the student will be able to: <ol style="list-style-type: none"> 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. 										
METHOD OF TEACHING AND LEARNING:	In congruence with the learning and teaching strategy of the college, the following tools are used: <ul style="list-style-type: none"> ➤ 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. 										
ASSESSMENT:	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Summative:</td> </tr> <tr> <td style="width: 70%;">First assessment Consultancy project (group; 4,000-4,500 words)</td> <td style="text-align: center;">80%</td> </tr> <tr> <td>Final assessment Presentation (group)</td> <td style="text-align: center;">20%</td> </tr> <tr> <td colspan="2">Formative:</td> </tr> <tr> <td>In-class discussion of research articles; discussion of project component drafts; discussion of presentations skills</td> <td style="text-align: center;">0%</td> </tr> </table>	Summative:		First assessment Consultancy project (group; 4,000-4,500 words)	80%	Final assessment Presentation (group)	20%	Formative:		In-class discussion of research articles; discussion of project component drafts; discussion of presentations skills	0%
Summative:											
First assessment Consultancy project (group; 4,000-4,500 words)	80%										
Final assessment Presentation (group)	20%										
Formative:											
In-class discussion of research articles; discussion of project component drafts; discussion of presentations skills	0%										

	<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>INDICATIVE READING:</p>	<p>REQUIRED READING:</p> <p>Baaij, G. Marc. (2016) An Introduction to Management Consultancy Sage Publications Ltd</p> <p>RECOMMENDED READING:</p> <p>BOOKS</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>JOURNALS</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. https://doi.org/10.1108/jmd.2001.20.7.668.1</p> <p>Carvalho, A., & 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. https://doi.org/10.1002/hrm.20430</p> <p>Major, R. J., Rival, M., Carmes, M., & 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., & 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., & Thiyagarajan, S. (2018). Assessing value creation of hr consultants on e-consulting implementation. Technology in Society, 55, 160–165. https://doi.org/10.1016/j.techsoc.2018.07.008</p>

	<p>Savall, A., Hillon, Y. C., Zardet, V., Pierce, A., & 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. https://doi.org/10.1177/0018726708094860</p> <p>Younger, J., Younger, A., & Thompson, N. (2011). Developing the skills of hr business partnership: consulting and change management. Strategic Hr Review, 10(1), 6–14. https://doi.org/10.1108/14754391111091751.</p> <p>Additional articles will be assigned depending on the nature of the consultancy project commissioned.</p>
COMMUNICATION REQUIREMENTS:	Use of appropriate academic conventions as applicable in oral and written communications.
SOFTWARE REQUIREMENTS:	MS Office
WWW RESOURCES:	<p>www.shrm.org/</p> <p>www.osha.gov</p> <p>www.eeoc.gov</p> <p>www.cipd.co.uk/</p> <p>www.eurofound.europa.eu/observatories/eurwork</p>
INDICATIVE CONTENT:	<p>Topics of lectures vary depending on the nature of the commissioned consultancy project.</p> <ol style="list-style-type: none"> 1. Consultancy practices and techniques 2. Strategic HR consulting 3. Data gathering on HR related cases 4. Analysis and framing of HR problems 5. Ethical consultancy practices