NATIONAL UNIVERSITY OF SINGAPORE  
School of Business  
Department of Management & Organization

MNO4313F Selected Topics in Management and Organisation: Consulting to Management

Module Instructor : Mr Kulshaan Singh  
Session : Semester 2, 2009/2010

Aims and Objectives:

Develop understanding and awareness of “Consulting as a Business and a Potential Career. Develop know how and skills to “consult”.

Brief Module Description:

<table>
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<th>Module and Sub modules</th>
<th>Remarks</th>
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| Module 1 : Introduction to Consulting   | Overview :  
This module gives an introduction to consulting. This module will be taught in a traditional class room setting. The following sub modules will be covered during Module 1 |
| Overview, Kinds of Firms, History, Landmarks | This lesson will focus on giving students an overview of the Consulting business and landscape, the history of the business, first few consulting engagements, growth of consulting and its present place in the business eco system |
| Kind of Consulting Work – Profitability Improvement, Market Entry, Operational Efficiency | This lesson will focus on giving students an overview of the different kinds of Consulting Work encompassing Profitability Improvement, Market Entry, and Operational Efficiency etc |
| Consulting : How Firms Make Money       | This lesson will focus on giving students an overview of the Financials of Consulting Firms and how they make money. Concepts around Utilization Rates, Billing Rates, Project Fees, Project Recovery etc will be shared |
| Consulting : Clients                   | This lesson will focus on giving students a flavor of a typical client engagement of a reasonable size |
| Consulting : How to Consult            | In this lesson, students will be exposed to the nuances of consulting with clients and skills used : Probing, Data Gathering, Data Analysis, Presentation of Recommendations |
| Consulting : Careers in Consulting     | In this lesson, students will be exposed to careers in consulting and how growth happens in Consulting Firms |
Module 2  
Consulting Skills in Action

Overview:
This module takes students to the fast paced world of consulting. This module is taught and delivered in a fully experiential mode. In this, students actually play the role of consultants who work on a client engagement. Senior Consultants from Hewitt Associates play the role of different clients and coach and mentor the students.

Teaching Methodology:
- The teaching format of this module is via sectional teaching, which will be scheduled in a 3-hour block, with intervals. Also we might need to slot a day long schedule once for Module -2

Assessments:

Continuous Assessment: 100%
- Course Participation 20%
- Group Project 50%
- Quiz (3) 30%

Final Examinations: None
Total: 100%

Note: Single Group Project is a Case Study. This Case Study runs through the entire course explaining the key points students learn in the module. Evaluation is done through assessment of the following and the corresponding weightages:

1. Usage of Concepts (10%)
2. Relevance of Diagnostic (15%)
3. Solution Crafting and Conviction in presentation (25%)