

# Human Resource Consulting – Profession and Practice

## Course Objectives

The primary objective of this elective is to provide the student with an opportunity to become familiar with the typical phases in a consulting project with special reference on HR functional specialty. These phases include: selling a project, entering the client firm, gathering data, diagnosing issues, implementing solutions and sign-off.

## Syllabus

Introduction to Consulting, the Consulting Process, Managing consulting projects, Delivering results and disengagement, Human Resources in Organization Consulting.

## Expected Outcome

Upon completion of this course, the students will be able to: 1. Learn what a human resources consultant does, 2. Understand how to manage human resources consulting assignments and clients. 3. Understand how to develop their skills to succeed in a human resources consulting career

## References

1. Block Peter. Flawless Consulting – A Guide to getting your expertise used (3rd Edition), Jossey- Bass
2. Toppin Gilbert, Czerniawska Fiona. Business Consulting – A guide to How it Works and How to Make it Work, The Economist
3. Nair Rajit. Making of a Sensible Consultant, Createspace.com
4. Friga Paul, Rasiel Ethan The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm, McGraw-Hill Education
5. Olson, Thomas H. and Poulfelt, Flemming . Management Consulting Today and Tomorrow Casebook: Enhancing Skills to Become Better Professionals, Routledge
6. Bell, Chip R. and Leonard Nadler. Clients and Consultants: Meeting and Exceeding Expectations. 2nd Edition. Gulf Publishing Company, Book Division, Houston.
7. Cohen, William A. How to Make it Big as a Consultant. AMA, New York, 2009.
8. David Karlson. Marketing Your Consulting or Professional Services (A Step=By-Step Program of Proven Marketing Techniques. Viva Books, 2004.
9. HR Consulting reference sites: <http://www.hr-guide.com/HR/Consultants.htm>

10. Best HR Consulting firms to work with. <http://www.vault.com/company-rankings/consulting/best-firms-in-each-practice-area/?sRankID=81>

11. The most prestigious consulting firms - <http://www.forbes.com/sites/susanadams/2011/08/25/the-most-prestigious-consulting-firms/#58b2f9b770c9>

## Units Topics

1 Consulting- Firms and Professions: Business consulting; The changing consulting industry, global trends and acceptance of Consultants; Consultants - Types, competencies and Values; Consulting as a profession; HR consultancy – scope, application, effectiveness; Top Consulting Firms in the world – services offered, future of consulting companies; The new business consulting ecosystem – model, drawbacks.

2 The Consulting Process: Consulting Models - models used by consulting firms to analyze clients; The client market - Understanding buyer values, Advertising PR; Client relationship - relationship management, repeated assignments, retainer contracts; Generating and winning consulting assignments – services offering, marketing pitch, consulting services presentations; Proposals - Writing successful Proposals.

## First Internal Examination

3 Managing consulting projects: Process - From diagnosis to discovery – Diagnostic review; Dealing with internal Resistance; Whole-system discovery; Meetings to understand the complete picture; Workflow and Business process – Business Process definition, Mapping workflow techniques, bottlenecks identification, discovering Gifts, Capacities and possibilities; Findings – presentation of findings and recommendations; Project Management – tools, techniques.

4 Delivering results and disengagement: Analyzing and framing problems - applying business process reengineering, smoothening the bottlenecks; Preparation of Deliverables, standards and compliance with law of the land, benchmarking; Review of Deliverables – standardization; Meeting for ‘buy-ins’ – presentation of solutions; Implementation of deliverables – training, coaching and mentoring; Interim review and feedback; Knowledge transfer and disengagement.

## Second Internal Examination

5 Human Resources in Organization Consulting : Specialty areas of HR consulting; Outsourcing and HR – areas for outsourcing, readiness for outsourcing; HR Consulting firms in India and its future in India; HR Consultant Career graph.

## Final Examination