

Rutgers University
School of Management and Labor Relations (SMLR)

Syllabi

Instructor: Teresitia Walters, MA; MPA

How to contact your instructor

Email your instructor through the Canvas Inbox feature. This ensures your email is received and the instructor knows which student, from which course site is emailing. If you cannot access Canvas for some reason and just want to email, email the instructor from your Rutgers email account to Twalters@smlr.rutgers.edu

For direct contact, E-mail:twalters@smlr.rutgers.edu. Virtual Office Hours: By appointment, through Zoom

Course

Course Name: Special Topics: Human Resources Consulting
(2023FA - SPEC TOPIC HRM)

Semester: Fall 2023

Course Format: Lecture/ Field Placement

Time: M/W (M- Field & W-Class Lecture 2:00pm – 3:20pm)

Location: Beck Hall Rm 003

Overview

In this course, students work in small teams to provide consulting services to non-profit organizations, community groups and other local companies. These consulting services may include marketing, program evaluation, strategic planning, or other types of analysis that the organization may need. This is designed to specifically analyze these problems and formulate innovative solutions, and effectively communicate recommendations and implementation. The course will blend lecture with hands-on learning.

Students also learn valuable skills such as communication, teamwork, and relationship building. There will be a focus on developing those skills considered important by employers. Participants will learn how to assess organizational strengths and weaknesses, identify key problem areas, and make informed recommendations for improvement

The consulting model of service learning will adopt a 5-phase process to address the project. This benefits both the students and the community organizations. The organizations receive high-quality consulting services that they may not have been able to afford otherwise, while the students learn to apply skills from each phrase to practice like a consultant. This prepares students for future careers and helps to prepare students to build partnerships and enhance their credibility.

SMLR Learning Objectives

- Written & Oral Communication - Communicate effectively at a level and in modes appropriate to an entry level professional.
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 - Analyze and synthesize information and ideas from multiple sources to generate new insights
 - Produce quality research papers with proper convention of attribution/citation
 - Produce high quality executive summaries
 - Make an argument using contemporary and/or historical evidence
 - Present ideas and arguments in a logical and effective way
- Research Skills – Demonstrate an ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories and approaches to workplace issues.
 - Employ current technologies to access information, to conduct research, and to communicate findings
 - Analyze and synthesize information and ideas from multiple sources to generate new insights
 - Assess and critique relevant evidence and research findings
 - Access high-quality historical, qualitative, and quantitative evidence or research
 - Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues
- Understanding Context – Evaluate the context of workplace issues, public policies, and management decisions.
 - Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on work
 - Analyze a contemporary global issue in their field from a multi-disciplinary perspective
 - Analyze issues related to business strategies, organizational structures, and work systems
 - Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)
- Application - Demonstrate an understanding of how to apply knowledge necessary for effective work performance.
 - Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
 - Understand the legal, regulatory and ethical issues related to their field
 - Develop human resource management functional capabilities used to select, motivate, and develop workers
 - Understand the internal and external alignment and measurement of human resource practices
- Professional Development - Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations.
 - Develop effective presentation skills appropriate for different settings and audiences
 - Develop career management skills to navigate one’s career
 - Understand cultural differences and how to work in a multicultural environment
 - Work productively in teams, in social networks, and on an individual basis
 - Develop cultural agility competencies
 - Demonstrate lifelong personal & professional development skills

Course Learning Objectives

Students will understand the fundamentals of HR consulting and its importance in organizational success.

1. Learn effective strategies for engaging and strengthening relationships with clients to establish credibility and trust.
2. Develop skills in conducting needs assessments and diagnosing HR challenges.
3. Gain proficiency in designing and implementing HR consulting tools.
4. Learn techniques for collecting, analyzing, and interpreting HR data.
5. Enhance communication and presentation skills for delivering effective HR consulting recommendations.
6. Work collaboratively with team members to allow participants to share their experiences, insights, and challenges with each other.
7. Develop effective questioning and active listening skills to gather information from the client.
8. Collect data to identify problems and opportunities.
9. Demonstrate how to overcome resistance and respond to difficult client behaviors.
10. Participate in field placement to apply skills.

Book Require

[7 Habits of Highly Effective People](#) by Stephen Covey ISBN-13 978-2133487538

Recommended

1. Block, Peter. Flawless Consulting, 3rd edition. University Associates, La Jolla.

Optional Reading:

1. The Business of Consulting. The Basics and Beyond 2nd Edition. Elaine Biech.
2. Management Consulting Today and Tomorrow- Perspectives and Advice from 27 Leading World Experts. Greiner, Larry E. and Poulfelt, Flemming. Routledge Publishing.
3. The HR Scorecard: Linking People, Strategy, and Performance. Becker, B.E., Huselid, M.A., & Ulrich, D. Boston: Harvard Business School Press.

Process

The consulting model for this class will follow 5 phases to ensure the best results.

Phase 1- Managing Client Relationship

Phase 2 - Discovery

Phase 3- Analysis and Feedback

Phase 4 – Implementation

Phase 5 - Evaluation of Results

Course Assessment

Guided Analysis	20%
Discussion	10%
Knowledge Check (4)	10%
Attendance	5%
Field Work (20)	25%
Community Partner Evaluation	10%
Final Presentation Portfolio	10%
Final Paper	10%

Attendance (5%)

It is recognized that “life happens.” You will be excused from class for documented legitimate reasons such as ill-health, personal/family emergency, recognized religious holiday, death in the family, etc. Accordingly, please contact me as soon as you become aware of the anticipated absence or soon afterwards and we can discuss how best to accommodate the missed course work. My overarching concern is for your well-being; we can then figure out how to ensure that you don't fall behind on your course work. However, students are expected to attend all scheduled classes and academic activities to fully engage with the learning process. Students are allowed 1 absence for the semester.

Guided Program Analysis (20%)

Using a 5-phase process, students will be guided through the consulting process while learning the concepts in class. Your analysis and report will respond to various questions and will also include various quantitative and qualitative methods.

Discussion (10%)

Throughout the semester, students will engage in discussion with peers regarding chosen articles related to consulting in HR. These will take place throughout the semester using Canvas.

Knowledge Check (10%)

There will be a total of 4 knowledge checks worth 10% in total. These will be based on assigned readings and lectures. All knowledge checks will be done via Canvas.

Community Partner Evaluation (10%)

The community partner will assess the student on willingness to learn new ideas/concepts, punctuality, dependability, attendance, participation, attitude, level of application and commitment to assigned tasks, and demonstration of learning outcomes.

Field Work (25%)

Students should spend at least 20 hours in the field, which includes being on-site and peer meetings. Monday class periods will be set aside to allow for some of this time. Students will get a chance to meet the various organizations on September 13th. Field placement starts Monday, Sept 25th.

Final Presentation (10%)

You will split up into groups and present a solution or program to address the selected problem/need. This should be 15-20min. All groups will give a presentation to the class at the end of the semester. The class, site and teacher will act as agency boards of directors to evaluate the quality of the project and presentation. This should be designed to tell a story about your project using the 5 phases of consulting.

Final Paper (10%)

For your final essay, you are tasked with reflecting on your experiential learning journey and its effect on your personal development and community impact. Also use the 7 habits to share how you've grown this semester.

	Monday	Wednesday
Week 1		9/06 Course Welcome Getting to know you index card Review Syllabi Class Activity
Week 2	9/11 Overview of the Consulting Industry: or Ask Chat GPT about the consulting industry Knowledge check Due: Covey, Habit 1	9/13 Meet the local organizations in class Developing Consulting Skills: <i>Read 7 Habits of highly effective people summary.</i>
Week 3	9/18 Getting the Contracts Articles Knowledge check Due: Covey Habit 4/5	9/20 Community Training – Guest Building Trust/Needs Assessment Effective Listening/problem solving activity Communication & Building Relationship Field Assignments Get into groups
Week 4	9/25 Out in field – Put in time; obtain information for HR Consulting project. Group Meeting	9/27 Data Analytics and Strategic Insights SMLR Career Fair – Question recruiters Weekly Field Update Knowledge check 6/7

Week 5	10/02 Out in field – Put in time; cont. to obtain information for HR Consulting project. Group Meeting	10/04 Data Collection Session *Guest Lecture Weekly field update
Week 6	10/09 Out in field – Put in time; obtain information for HR Consulting project. Group Meeting	10/11 Group Assignment Visit from RBS Implementation Weekly field update
Week 6	10/16 Out in field – Put in time; obtain information for HR Consulting project. Group Meeting Implementation	10/18 Implementation HR Competencies Examined Weekly field update
Week 7	10/23 Out in field – Put in time; obtain information for HR Consulting project. Group Meeting Implementation	10/25 Speaker - Non profit consultant Change Management Weekly field update
Week 8	10/30 Out in field – Put in time; obtain information for HR Consulting project. Group Meeting Implementation	11/01 Speaker - Deloitte Consultant Deloitte Interactive Case In Class How to deliver a compelling internal and external presentation. Weekly field update
Week 9	11/06 Out in field – Put in time; obtain information for HR Consulting project. Group Meeting Implementation	11/08 Weekly field update Be prepared to speak about field experience thus far Knowledge Check: Micro credentialing:
Week 10	11/13 Out in field – Put in time; obtain information for HR Consulting project.	11/15 Evaluation/Effective Presentation Weekly field update

	Group Meeting	Implementation Site evaluations due from site
Week 11	11/20 Group Meeting	11/22 Catch All Prep Session for presentation
Week 12	11/27 Group Meeting	11/29 Presentation of projects to peers
Week 13	12/04 Group Meeting	12/06 Close Presentation Present field project to the client and guest professor- best results will result in a SMLR feature for that group. Final paper due 12/13 th at midnight

Student Wellness Services

The following Rutgers University Services can be helpful if you are struggling with various issues common for students. For other concerns, please schedule an office hours appointment with Professor Cleary (See contact information at the start of the document).

Web App <http://codu.co/cee05e> Access helpful **mental health information** and resources for yourself or a friend in a mental health crisis on your smartphone or tablet and easily contact CAPS or RUPD.

Counseling, ADAP & Psychiatric Services (CAPS) (848) 932-7884 / 17 Senior Street, New Brunswick, NJ 08901/ www.rhscaps.rutgers.edu/ CAPS is a University mental health support service that includes counseling, alcohol and other drug assistance, and psychiatric services staffed by a team of professional within Rutgers Health services to support students' efforts to succeed at Rutgers University. CAPS offers a variety of services that include: individual therapy, group therapy and workshops, crisis intervention, referral to specialists in the community and consultation and collaboration with campus partners.

Violence Prevention & Victim Assistance (VPVA) (848) 932-1181 / 3 Bartlett Street, New Brunswick, NJ 08901 / www.vpva.rutgers.edu/ The Office for Violence Prevention and Victim Assistance provides confidential crisis intervention, counseling and advocacy for victims of sexual and relationship violence and stalking to students, staff and faculty. To reach staff during office hours when the university is open or to reach an advocate after hours, call 848-932-1181.

Special Needs Accommodations

Rutgers, the State University of New Jersey abides by the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments (ADAA) of 2008, and Sections 504 and 508 which mandate reasonable accommodations be provided for qualified students with disabilities and accessibility of online information. If you have a disability and may require some type of instructional and/or examination accommodation, please contact me early in the semester so that I can provide or facilitate in providing accommodations you may need. If you have not already done so, you will need to register with the [Office of Disability Services \(Links to an external site.\)](#), the designated office on campus to provide services and administer exams with accommodations for students with disabilities. Below is the full contact information for the Office of Disability Services:

Office of Disability Services contact and address

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- <https://ods.rutgers.edu/>

Student Affairs

<https://studentsupport.rutgers.edu/>.

Note: This Syllabus – including but not limited to assignment due dates, assignment instructions, and topics for classes – is subject to change with notice. Students are responsible for reviewing canvas each week.