



# A Healthy Dose of Reality

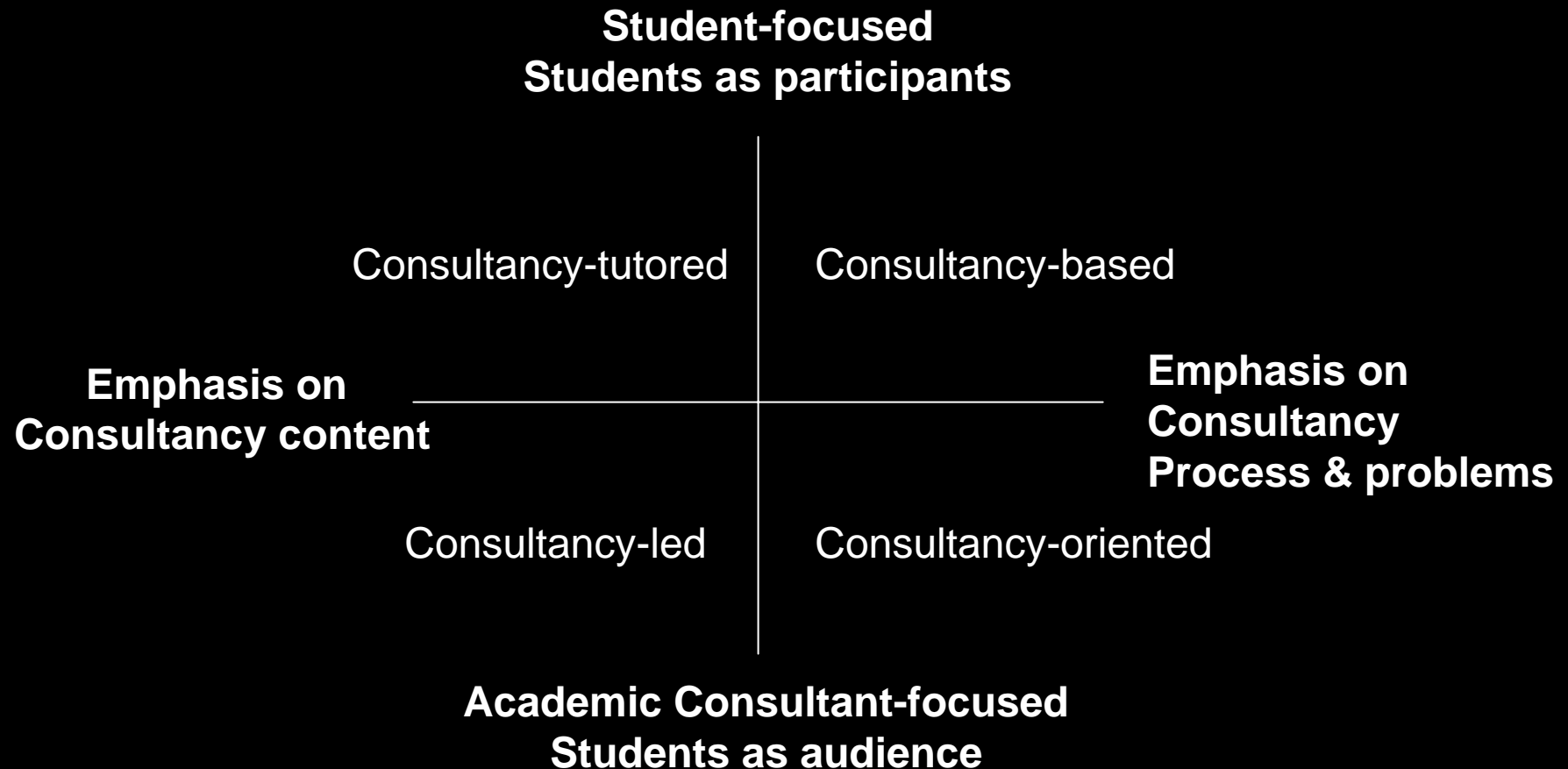
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**Caledonian Business School**

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# Background

- MSc Management of Information Systems
  - Deepening Specialist Masters (Type I)
  - Core Module (Semester B)
  - Mix of UK, EU and International Students
- Part of the Caledonian Business School's Portfolio
- Strategic Information Management
  - Research Methods and IM Consultancy
  - Dissertation/Applied Consultancy Project

# Conceptions of Consultancy-Based Teaching and Learning



*Adapted from Healey, 2005*



# The Case Context

- NHS (Health Board)
  - 10,000 staff; population @ 400,000; budget @ £550 million
- Executive Member (e-health and KM)
  - Now Information and Clinical Service Support
- Consultancy Role Play Assignment
- Live Corporate and Sensitive Documents
- Academic Marking and Feedback
- Practitioner Feedback and *Feed-forward*
  - Linked to CPD and Career Advice
- Presentation to Board (executives and CEO)
- Subsequent Applied Consultancy Work (paid/unpaid) for two students
- Original student now working for a major consultancy firm (Health Sector)
  - Used this as 'evidence' of being fit for purpose

# Students

- Assessment 'in and for' society benefit – social enterprise
- What it could be like .....
- Reflective and Reflexive
- Commercial/business perspective in a complex and political charged setting – contextualisation and 'transplantable nature' of theory into practice
- Access to other things
  - Research, applied consultancy work, network, references, etc
- Feedback from executive members (process and product)
- Careers and professional advice
- Mentoring and 'sponsorship'
- Links to other 'sister modules' on programme of study
- International Students
  - 'World known health system'
  - Marketable experience

# Student Feedback

“I’m working for GEDC at the moment doing business consultancy ... I was asked to submit a piece of coursework before the interview so I submitted that [consultancy] piece of coursework and my boss loved it - so it basically got me the job!!! So again thanks for designing decent coursework!!!!”



# Further Developments

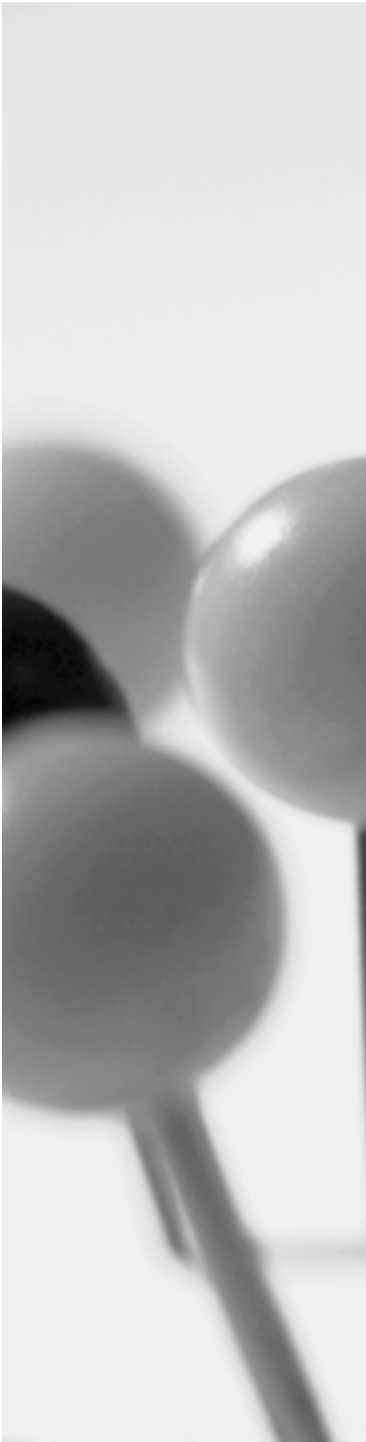
- Social Enterprise and Well Being
- MSc MISCO
- Working with two major consultancy firms
  - Mentor – Dragon's Den – Engagement Exp.
- ESRC grant – on academic enterprise informing the curricula
  - University of Strathclyde
  - Caledonian Graduate Centre
- KTP
- Staff Exchange(s)
- National IT/IS Professionalisation Committee for NHS
- Possible Strategic Alliance for NHS CPD for IT/IS staff

# Tug of War



# Personal Reflections

- Line between academic and consultant
  - *A Sounding board versus Predator*
- Funding the involvement
  - Managing the mix and balance of work
- What's in it for them – help them to see value
  - Social benefit card; long term partnership, the fuddy dudie card, etc
- Different skills
  - Collaborative and co-relational
  - Nurturing and coaching
  - Take time to 'catch the monkey'
  - Dare to say 'no'!
  - Their 'well being' your concern NOT Uni's or own
  - Sensitive, Responsive and Professional



## Organisation – why academia anyway (Pollitt, 2006)

- Agenda setting and re-framing
- Critical friend
- Conceptual clarification
- Challenge Meetings
- More robust research evidence
- More robust analysis and interpretation of ‘evidence’
- Advising on how best to collect data
- Technical tips based on previous experience in other, similar contexts

Thanks For Listening  
(Well Some of You)  
Questions And / Or Challenges

