

## Essay Question

I posed the following question to ChatGpt:

In their 2017 Harvard Business Review article Libert and Beck write that AI may soon replace even the most elite consultants. Discuss how likely it is that AI will replace the work of consultants.

Here is the response:

*The potential for AI to replace the work of consultants is a topic of much debate. While AI has made significant advancements in recent years, there are still some limitations that prevent it from fully replacing human consultants in all aspects of their work.*

*One area where AI is likely to replace consultants is in the gathering and analyzing of data. With its ability to process vast amounts of data quickly and accurately, AI can provide insights that are difficult for humans to uncover. This can help companies make better decisions and improve their performance.*

*However, consultants bring more to the table than just data analysis. They also offer expertise in specific industries, problem-solving skills, and the ability to develop relationships with clients. These are areas where AI still has limitations. For example, while AI may be able to provide insights based on data analysis, it may not be able to provide the same level of strategic thinking and creativity as a human consultant.*

*Moreover, human consultants also bring a personal touch to their work. They can provide personalized recommendations to clients based on their unique needs and goals, which AI may not be able to do without significant customization. They can also build trust and rapport with clients, which is important for successful consulting engagements.*

*In summary, while AI is likely to continue to replace some aspects of the work of consultants, it is unlikely to replace human consultants entirely. Instead, it is more likely that AI will become a valuable tool that can be used in conjunction with human consultants to improve their work and provide better outcomes for clients.*

Write a 2,000 word essay with reference to the response from ChatGpt expanding on the ideas provided and where appropriate critiquing ChatGpt's response.

In your response reference a minimum of 4 of the suggested readings given below along with other academic and non- academic readings.

The paper also needs to be written through a critical analytical lens explaining why you think AI cannot replace human consultants. Thus, the same point needs to be explained in a for and against manner.

For instance: AI can do accurate and speedy data crunching and analysing, but the application of the results of the data crunching needs to be done through a human consulting because it requires customisation of solutions for every client

Conclusion has to be comprehensive with a firm stance on the matter.

Total references are preferred to be in the range of 25-30 references with majority of academic references

### Suggested Readings:

De Keyser, B, Guiette, A & Vandembemt, K (2021) 'On the emotional dynamics of guided strategizing: An affective view on strategy-making directed by strategy consultants, *Strategic Organization*, online first: 1-30.

Heusinkveld, S. & Visscher, K. (2012) 'Practice what you preach: How Consultants frame management concepts as enacted practice', *Scandinavian Journal of Management*, 28, 285-297.

Libert, B & Beck, M (2017) AI May Soon Replace Even the Most Elite Consultants, *Harvard Business Review*, July 24.

Nikolova, N, Reihlen, M & Schlapfner J 2009 'Client-consultant interaction: Capturing social practices of professional service production, *Scandinavian Journal of Management*, 25(3), 289-298.

Nikolova, N, Reihlen, M & Schlapfner J 2009 'Client-consultant interaction: Capturing social practices of professional service production, *Scandinavian Journal of Management*, 25(3), 289-298.

O'Mahoney, J., Heusinkveld, S. and Wright, C. (2013). 'Commodifying the commodifiers: The impact of procurement on management knowledge'. *Journal of Management Studies*, 50: 204-35.

Richter, A. & Niewiem, S. (2009) 'Knowledge transfer across permeable boundaries: An empirical study of clients' decisions to involve management consultants, *Scandinavian Journal of Management*, 25(3): 275-288

Waisberg, I. & Nelson, A. (2018) 'When the General meets the Particular: The Practices and Challenges of Interorganizational Knowledge Reuse", *Organization Science*, 2(3): 432-448.