



MONARCH MANAGEMENT INSTITUTE

Open Course Network · Micro-Course 16

COURSE PROSPECTUS

Turn Evidence into Insight

A two-week, applied micro-course on consulting research and triangulation — a practical method for gathering evidence from five sources, weighing it, and triangulating to a defensible, evidence-based conclusion, worked on one real question you carry all the way through.

2 wks

Two weekly modules

12

Sections

70%

To pass · unlimited attempts

Monarch Management Institute

UGSM-Monarch Business School Switzerland · umonarch.ch/MMI

Online Management Education for Working Professionals

At a glance

Duration	2 weeks — two weekly modules of six sections
Study time	≈ 14 directed hours (5–8 per week)
Level	Introductory-intermediate; no prior research training required · no prerequisites
Assessment	2 auto-graded scenario assessments · 70% to pass · unlimited attempts
Award	Monarch-endorsed Certificate of Knowledge
Format	Fully online, self-directed

What you will gain

By the end of this course you will be able to reach and defend an evidence-based conclusion that answers the question while guarding against unsupported conclusions.

And what it counts toward

You earn the Monarch-endorsed Certificate of Knowledge and 2 MMI-Credits. MMI-Credits carry toward MMI program progression (PD-001).

What this course is

Turn Evidence into Insight is a fully online, self-directed micro-course on how to reach a conclusion you can defend. Most workplace problems are met with the first confident story — a manager who is sure they know why deliveries are late, why a team is losing people, why a product is slipping — and by the time anyone checks the evidence, a remedy has already been bought for the wrong cause. This course teaches the discipline that consultants and applied researchers use to avoid that: gather evidence from five different sources, weigh what each is worth, triangulate across them, and reach a conclusion that answers the question and survives challenge.

You choose one real organizational question in the opening section — your own, a well-documented public example, or the course's running case — and carry it through all twelve sections, finishing with a triangulated, evidence-based conclusion for it that you could put in front of a decision-maker who disagrees.

The five sources you will learn to gather and weigh

- **Interviews** — plan open, non-leading questions and treat an account as a perspective to be triangulated, not a verdict
- **Records and written evidence** — interrogate a document for what it omits as well as what it records
- **Observation** — watch the work as it is actually done while managing the effect of being watched
- **Organizational data** — use internal figures to establish scale, pattern and location, checking what each measure really counts
- **External research and benchmarks** — bring in tested knowledge to frame internal findings and test an "obvious" remedy

Who this course is for

- Managers and analysts asked to find out why something is happening, not just to react to it
- Consultants and internal advisers who gather evidence across sources and must defend conclusions to clients
- Decision-makers who commission analysis and want to tell a sound evidence base from a confident guess
- Reflective managers and BBA, MBA or DBA candidates seeking a rigorous, applied grip on evidence-based diagnosis — no prior research training assumed

What you will accomplish

- Gather evidence from interviews, records, observation, organizational data and external research
- Weigh each source's quality for the specific claim you want to make
- Triangulate across sources to test where evidence converges and where it conflicts
- Rule out rival explanations to earn a calibrated, defensible conclusion
- Recognize and counter the reasoning traps that manufacture false confidence
- Deliver an evidence-based insight a decision-maker can act on and challenge

Your fortnight, section by section

Module 1 — Gathering the Evidence

Section	Title
1	Gathering Evidence Through Interviews
2	Reading Records and Written Evidence
3	Gathering Evidence by Observation

Section	Title
4	Reading the Organization's Own Data
5	Bringing In External Evidence and Benchmarks
6	Assembling the Evidence Base

Module 2 — Turning Evidence into Insight

Section	Title
1	Weighing the Quality of a Source
2	Triangulating Across Sources
3	Reaching Conclusions from Converging Evidence
4	Guarding Against Unsupported Conclusions
5	Turning Evidence into a Defensible Insight
6	The Full Evidence-to-Insight Cycle

Each section follows the same four steps — Explain, Show, Do, Feedback — worked through a running case (Naomi Adler's diagnosis at Halvorsen Freight) and then on the question you choose.

The running case

Alongside your own question you follow Halvorsen Freight, a fictional mid-sized regional logistics company whose on-time delivery rate has slipped and whose complaints have risen over two quarters. Its operations director, Grant Weller, is certain the cause is slow drivers and wants to buy driver-tracking. Naomi Adler, brought in as the evidence lead, resists the confident first story: she gathers across all five sources — interviewing drivers and depot staff, reading despatch records, observing the morning shift, analyzing the delivery data, and checking external logistics benchmarks — weighs and triangulates what she finds, and shows the real cause is a changed morning depot sortation and hand-off bottleneck, not driver speed. You watch her build and defend that conclusion, step by step, before you apply the same moves to your own question. Real studies — the Loftus and Palmer memory experiment, the Hawthorne studies, Wason's reasoning task and the Berkeley admissions analysis — appear only as sourced illustrations of the ideas.

Assessment and certificate

Each module concludes with one auto-graded scenario assessment: a fifteen-item scenario drawn from a larger bank, presenting unfamiliar organizations and questions so it tests judgment rather than recall, with two formative checkpoints inside every section along the way. A score of **70%** passes, with unlimited untimed attempts, and a full explanation is

shown for every item. On passing both module assessments you earn the **Monarch-endorsed Certificate of Knowledge**.

Taught with its limits

Triangulation is a powerful discipline, but an honest one, and the course teaches its limits alongside the method — that no single source sees the whole picture and each carries its own blind spots; that convergence between sources that share a bias can mislead as easily as it reassures; that evidence is rarely complete and a conclusion must be calibrated to what it can actually carry; and that a first reading of the evidence will miss things and must be revisited, not filed. You leave able to reach a defensible conclusion and to say plainly how far the evidence lets you go.

Bring one real question, and learn to turn the evidence into an answer you can defend.

