

Brief Course Outline

Course Title: Management and Organizational Consulting

Course Number and Section:

MOS

4488B 550

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Disclaimer: Information in the brief course outline is subject to change. The syllabus posted on OWL is the official and authoritative source of information for the course.

Course Description:

This course examines the role of the management consultant and how the consulting industry serves to enhance the effectiveness of the organizations it serves. From an internal perspective, the course examines what it means to act as an external advisor, what skills are necessary to develop a successful consulting business model, and how to professionally engage clients to assist them in successfully reaching their goals through design and implementation of novel approaches and techniques that generate competitive advantages.

Emulating the skills necessary to be a successful consultant, this course will aid in the development of problem-identification and solving abilities, communication and influencing skills, and introduce a project-based management mindset. These components lead to success in the consulting marketplace by balancing formal processes, methodologies, and models with the spontaneous creativity of a high-performance team, which manifest in the form of true innovation for clients and firm alike.

By following the consulting lifecycle, course participants will learn the nuances of the consulting business from uncovering issues, to framing problems, analyzing issues, presenting recommendations, and planning for the ever-important "Phase 2". Students will see the industry from both perspectives, both as future consultants on a career-path to partner and as future industry managers looking to get the most from their use of external resources.

Learning Outcomes:

Applied cross-functional skills to make real-world-type decisions as they set and plan for the execution of engagements for several well-known organizations highlighted in the cases

Learned a number of new analytical techniques utilized by professionals in the practice of strategy consulting and business advisory services

Developed client issue responses, decide among alternatives, and created implementation plans to ensure project success, client satisfaction, and firm profitability

Created innovative “visions for the future” of each industry space in which case organizations play, including how the marketplace might evolve, what products/services will be like, what the consultant can do to assist to prepare for that future, and what can they do to “shape their destiny”, drive thought-ware development, and gain market eminence

Presented the results of their analyses and decision-making to clients in the form of a fully formatted and comprehensive deliverable

Successfully project managed a client engagement beginning a discovery session and finishing with a formal presentation to the client accompanied by a professional comprehensive deliverable

Textbooks and Course Materials:

Friga, P., (2001) The McKinsey mind: Understanding and Implementing the Problem Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm, McGraw-Hill: Toronto.

Methods Of Evaluation:

Assignment	Due Date mm/dd/yy	Weight - %
Online Discussions	ongoing	25
Class Participation	ongoing	25
Critical Analysis: Problem Solving Frameworks	01.19.2024	5
Group Project Deliverable & Presentation	TBD	45

In solidarity with the Anishinaabe, Haudenosaunee, Lūnaapéewak, and Chonnonton peoples on whose traditional treaty and unceded territories this course is shared.

Thursday, December 21, 2023