

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, framing problems, analyzing issues, presenting recommendations, and planning for the ever-important Final Deliverable. 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:

- Consulting Fundamentals: Demonstrate a comprehensive understanding of the consulting industry, including the roles, responsibilities, and ethical considerations of management consultants.
- Problem Identification and Framing: Identify, articulate, and analyze complex organizational problems using structured problem-solving frameworks.
- Client Engagement and Communication: Develop and implement effective client engagement strategies, including agenda setting, stakeholder communication, and status updates.
- Project Management: Apply project-based learning methodologies to scope, plan, and execute a consulting project, demonstrating proficiency in workback planning and milestone tracking.

- **Team Collaboration and Effectiveness:** Exhibit strong team collaboration skills by contributing effectively to group projects, resolving conflicts, and adhering to team pledges.
- **Critical Analysis and Framework Application:** Apply established consulting frameworks, such as the MECE principle and The Pyramid Principle, to structure analysis and recommendations.
- **Innovative Solution Design:** Develop actionable and innovative recommendations based on data-driven analysis, ensuring alignment with client objectives.
- **Professional Presentation and Deliverables:** Create and deliver client-ready consulting reports and presentations, including key components such as executive summaries, implementation roadmaps, and risk mitigation strategies.
- **Reflection and Continuous Improvement:** Critically reflect on individual and team performance to identify areas for growth and improvement in consulting practice.
- **Ethical and Responsible Consulting:** Exhibit ethical behavior, professional integrity, and cultural sensitivity throughout all phases of the consulting lifecycle.

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.

Course Readings will be posted in the course site (Brightspace)

Methods Of Evaluation:

Assignment	Due Date mm/dd/yy	Weight - %
class contribution	ongoing	25
critical analysis	tbd	5
Group Project Deliverable & Presentation	ongoing	45

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

Friday, January 3, 2025