

Course Outline

Department of Management  
School of Business and Economics

**BUSN 6070-3**  
**Project Management and Consulting Methods (3,0,0)**

**Calendar Description**

Students explore the concepts and practical techniques to apply consulting methods in their work and to participate in or manage complex projects. The topics include the five stages of the consulting process which include entry and contracting, discovery and dialogue, analysis and the decision to act, engagement and implementation and closing; analysis and presentation techniques; and examination of the five major project process groups which include project initiation, planning, execution, controlling and closing.

**Educational Objectives/Outcomes**

After completing this course, students should be able to:

1. Explain consulting methods.
2. Explain the importance of project management and the consultant's role.
3. Apply effective consulting methods in project management work.
4. Manage complex projects efficiently and effectively.
5. Recognize professional responsibilities.

**Prerequisites**

BUSN 6040 or BUSN 6041

**Co-requisites**

**Texts/Materials**

Block, Peter (2011), *Flawless Consulting: A Guide to Getting Your Expertise Used*, 3rd Edition, Pfeiffer.

Stackpole, Cynthia Snyder (2013). *A User's Manual to the PMBOK Guide*, 2nd Edition, Wiley.

Koomey, Jonathan (2008) *Turning Numbers into Knowledge: Mastering the Art of Problem Solving*, 2nd edition, Analytics Press.

## Student Evaluation

### Campus

Quizzes	10%
Case studies and presentations	30%
Assignments and discussion	20%
Final exam	40%

### Online

Discussions (12)	12%
Quizzes (4)	8%
Case studies (4)	40%
Final exam	40%

Students must pass the final exam with 50% or higher to pass the course.

## Course Topics

### 1. Introduction

- Roles of the consultant
- Skills and capabilities of a consultant
- Role of clients in projects
- Consultant client relationship
- working in projects
- Need for effective project management

### 2. Project Management Basics

- project management methodologies
- PMI & PMBOK
- Stages of a project
- Special characteristics of a consulting project
- Consulting process
- Project initiation
- Develop project charter
- Identify stakeholders

### 3. Consulting Process, Stage 1 - Entry and Contracting

- Determining clients expectations
- Wants versus needs
- Contracting
- Project planning
  - Plan communications management
  - Develop project management plan
  - Plan scope management

- Initial project plan

#### 4. Project Planning

- Developing the plan and schedule
  - Collect requirements
  - Define scope
  - Create work breakdown structure (WBS)
  - Plan schedule management
  - Define activities
  - Sequence activities
  - Estimate activity resources
  - Estimate activity durations
  - Develop schedule
- Plan stakeholder management

#### 5. Consulting Process, Stage 2- Discovery and Dialogue

- Data collection and initial analysis
- Developing problem statements
- Identifying needs for additional data collection
- Executing the project
  - Direct and manage the project
  - Manage communications
- Refining the project plan

#### 6. Analysis Techniques

- Pyramid principle
- Basic analytic frameworks
- displaying data

#### 7. Consulting Process, Stage 3 - Analysis and the Decision to Act

- Detailed analysis and presentation of findings
- Benefits justification
- Feedback techniques

#### 8. Presentation Techniques

- Consulting report
- Presentations as reports
- effective presentations
- Dealing with resistance

#### 9. Consulting Process, Stage 4 - Engagement and Implementation

- Change management
- Project execution
- Benefits capture

- Developing project plans for the client
  - Plan cost management
  - Estimate costs
  - Determine budget
  - Plan quality management
  - Plan HR management
- Project procurement management
  - Plan procurement management
  - Conduct procurements

#### 10. Running the Consulting Project – Part 1

- Risk management
  - Plan risk management
  - Identify risks
  - Perform qualitative risk analysis
  - Perform quantitative risk analysis
  - Plan risk responses
- Project execution
  - Direct and manage project work
  - Perform quality assurance
  - Acquire project team
  - Develop project team
  - Manage project team
- Controlling the project
- Running effective group meetings

#### 11. Running the Consulting Project – Part 2

- Monitor and control
- Monitor and control project work
- Perform integrated change control
- Validate scope
- Control scope
- Control schedule
- Control costs
- Control quality
- Control communications
- Control risks
- Control procurements
- Control stakeholder engagement
- Making ethical decisions in consulting projects

#### 12. Consulting Process, Stage 5 - Extension, Recycle or Terminate

- Closing the project
- Closing procurements

- Handling success
- Dealing with problems and failures

### **Methods for Prior Learning Assessment and Recognition**

Students can apply for PLAR in any course but it cannot be used to meet the program residency requirement.

### **Attendance Requirements – Include if different from TRU Policy**

As per TRU policy.

### **Special Course Activities – Optional**

### **Use of Technology – Optional**