

DEPARTMENT OF MANAGEMENT
SPRING 2008

COURSE NUMBER: Management 214

COURSE TITLE: Consultative Processes in Organizations

COURSE DESCRIPTION: An examination through actual practice as well as theories as to the nature of the helping process. The dynamics of the consulting process will be explored. Role differences in internal and external consultation will be examined. Development of skills in the helping relationship will be furthered within the framework of interpersonal relation concepts and experimental learning. Methods of evaluative research in the consulting process will be discussed.

PREREQUISITES: Management Science 210 and 212 or permission of instructor

PROFESSOR: Erik K. Winslow, Ph.D.
Funger 315c
Telephone: (202) 994-6447
Electronic Mail: erikkw@gwu.edu
Office Hours MTR 10:30a.m. – 4:00p.m.
R: 8:00p.m. 9:00p.m. Friday by Appointment

REQUIRED TEXTS: Kubr, Management Consulting: A Guide to the Profession. ILO Co.

RECOMMENDED TEXTS: Lippitt & Lippitt. Consulting Process in Action (Enl & Rev) Pfeiffer and Co. Zemeke & Kramlinger. Figuring Things Out, Addison-Wesley, 1984: Geoffrey M. Bellman. The Consultant's Calling: Bringing Who You Are To What You Do, Jossey-Bass, 1990.

COURSE OBJECTIVES:

1. To gain an understanding of dynamics of the helping process.
2. To further an understanding of the role of the internal and external organizational consultant.
3. To experience a consulting relationship and to have clinic sessions on one's work with the client system.
4. To develop further an understanding of self as a key element in being able to help others.
5. To examine ways to evaluate the consultation situations.

METHODS OF INSTRUCTION:

1. Lectures
2. Taped incidents
3. Cases
4. Group Projects
5. Instruments (Diagnostics)
6. Clinic Sessions

ASSIGNMENTS: Each student will be expected to complete the following learning experiences.

1. Complete all required reading
2. To serve as a consultant or consulting assistant, to an individual, group or organization and to develop a

written report on the experience in an analytical manner relating to theory and research.

3. To be involved with one or two others in planning and leading a skill practice session related to one of the stages, issues, dilemmas or roles in the consultation process and a written report on this session.
4. To complete (3) reviews and critiques of articles, books or theses/ dissertations on the consulting process. These will be collected periodically.
5. To interview three consultants on the approach and /or utility of consulting models presented in class. These interviews can be done with one other class member. The consultants must be different in role, as discussed in class.
6. Complete a paper on the interviews and comparisons with literature.
7. Exam

METHOD OF GRADING:	1. Client Case Paper	50%
	2. Group Class Project & Paper	15%
	3. Interviews & Research Paper	15%
	4. Exam	20%
	4. Instructor Idiosyncrasy	10%

TOPICAL AREAS

<u>AREA</u>	<u>TOPICS</u>
1.	A. The Consulting Relationship in an Organizational Context. B. Multiple Roles in the Consulting Process
2.	Common Elements in the Consulting Process
3.	Types of Organizational Consultants and Consulting
4.	Problem Areas in the Consulting Process
5.	Contributions of Consultants to Organizations
6.	Ethical Dimensions of Consulting
7.	Personal Aspects of Consultant Skills
8.	Professional Growth and Development
9.	Evaluation of the Consulting Process
10.	Research Reports

There may be sessions where invited guest lecturers will discuss the consulting process and/or consultant's role.

Management 214-
Consultative Processes
Spring 2008

Name _____

E-Mail _____

Telephone Day _____
Evening _____

Degree Program _____ MBA _____ Ph.D. _____ Other _____

Student Status _____ Full Time _____ Part Time _____

Major Field _____

Supporting Field _____

Undergraduate Major _____

Previous Graduate Education _____

Current Employment _____

Areas of Competency _____

Consulting Experience _____