




HEC
MONTRÉAL



Consulting mandates in

Management of Human Resources

Master of Science (MSc)

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MSc Graduates

hec.ca/en/msc

A solution to your management challenges, especially in times of crisis

Each year, businesses and organizations like yours benefit from the expertise of HEC Montréal's [Master of Science \(MSc\)](#) students by welcoming them to their offices to provide targeted consultation.

In the midst of the ongoing crisis caused by **COVID-19**, our students, with support from HEC Montréal faculty, are part of your company or organization's solution. They can help you better understand the impact of the crisis on your company or organization, suggest innovative solutions and strategies to help you manage the effects, and plan better for what is to come.

More generally, our students can help you solve a management problem, or identify business opportunities in the market.



Ting Wu
MSc Graduate

More than an internship

- A professional service offering, under the supervision of an HEC Montréal professor
- Access to best practices, and a strong understanding of current management issues
- Fingertip access to expertise in the various fields of management covered in the 20 program specializations
- 405 hours of work performed over one term (12 weeks)

When you offer a student the opportunity for a consulting mandate within your company or organization, you are offering them the chance to conduct a large-scale project that is tailored to your needs and can take on different forms:

- Assessment of the situation;
- Support in planning and implementing management practices;
- Design of tools and models that can serve as a basis for decision making;
- Performance analysis of company activities;
- Recommendations to address a problem;
- Support in other problem areas your company has identified.

Recruitment and compensation assistance

It is strongly recommended to provide compensation to students who provide your company or organization with consulting services. Several incentive programs offer internship hiring assistance. The government also offers a [tax credit for an on-the-job training period](#).

[See our webpage for further information on internship hiring assistance programs](#)

Examples of consulting mandates in Management of Human Resources

- Measure of the impact of digital technologies on work relations
- Revision of a performance management process within an organization by promoting mobilization and health at work
- Evaluation and analysis of a training program within an organization
- Revision of the staffing process and subprocess, to optimize performance and promote employer brand
- Intervention with individuals or groups to better manage conflicts and improve the work environment
- Preparation of a plan to preserve the human dimension of an organization while introducing automatization of processes and the use of artificial intelligence

Student training

[Learn more about this Master of Science \(MSc\)](#) (in French)

Skills of our students in Management of Human Resources

Students specializing in Management of Human Resources in the MSc Program at HEC Montréal know how to:

- Analyze and synthesize human resources issues from local or international perspectives;
- Implement human resource acquisition, skills development and recognition strategies;
- Implement mobility, loyalty and talent optimization strategies;
- Interpret compensation-related issues;
- Cooperate with the various stakeholders of organizations, especially in a unionized environment;
- Work in partnership with managers to negotiate, defuse conflict situations and create a work environment that is healthy and respectful of differences;
- Implement mobilization and performance improvement practises using HR analytical indicators;
- Consider the social and economic dimensions of organizational performance in their interventions.



Charlotte Douillard and Ivan Cédric Dabiré
MSc students

Areas of activity

Whether you run a non-profit organization, an SME or a company that operates in Canada or abroad, our students will provide consulting services that are tailored to your area of activity. The following table gives a few examples of projects carried out in recent years.

Industry	Company/Organization
Aerospace	<ul style="list-style-type: none"> Pratt and Whitney Canada Bombardier
Financial services and insurance	<ul style="list-style-type: none"> Caisse de dépôt et placement du Québec National Bank of Canada Desjardins Group PSP Investments Business Development Bank of Canada Laurentian Bank of Canada Intact Insurance
Consulting services	<ul style="list-style-type: none"> Talsom Deloitte Accuracy EY
Agri-food and retail	<ul style="list-style-type: none"> L'Oréal Metro Sobeys ALDO Reitmans SSENSE Danone Nespresso Canada Keurig Lassonde Industries
Communications	<ul style="list-style-type: none"> Vidéotron Bell Canada Radio-Canada
Other	<ul style="list-style-type: none"> AIMIA Statistics Canada Société de transport de Montréal Loto-Québec Cirque du Soleil Radio-Canada McKesson Canada gsk

Responsibilities of the company/organization

- Identify a facilitator within your company/organization to provide support throughout the mandate
- Give an overview of the company/organization and the problem at hand
- Provide the student with the data and information needed to carry out the mandate
- Help the student integrate into a team, if necessary

To propose a consulting mandate, email HEC Montréal's Career Management Services Centre at sgc@hec.ca