




HEC
MONTRÉAL



Consulting mandates in

Organizational Development

Master of Science (MSc)

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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.



Qihua Liu
MSc student

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 Organizational Development

- Support for change management and performance management (support, evaluation, development of programs)
- Support for performance management (development of evaluation tools, support for managers, evaluation)
- Development of programs to enhance employees' engagement (evaluation, diagnosis, activities, employee experience)
- Support for succession management (employer brand, integration of trainees, coaching or mentoring, internal mobility)
- Support for the development of leadership (training or development program, efficiency of programs)
- Promotion of health or well-being at work (managing absences, diagnostic, activities)

Student training

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

Skills of our students in Organizational Development

Students specializing in Organizational Development in the MSc Program at HEC Montréal know how to:

- Interpret the various challenges that executives and managers must meet to ensure the best performance of their teams;
- Facilitate the development of individuals, work teams and organizations, using emotional, social and cognitive skills (e.g., critical and systemic thinking);
- Diagnose organizational situations and determine the best intervention strategies to ensure quality of life at work;
- Facilitate the development of the organization using different intervention methods, from feedback survey to appreciative inquiry;
- Support executives and managers in the conduct of their activities and in the exercise of their leadership.



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; Ernst & Young
Agri-food and retail	<ul style="list-style-type: none"> • L'Oréal • Métro and Sobeys • ALDO, Reitmans, SSENCE • Danone • Nespresso Canada, Keurig • Lasonde 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; Glaxo Smith Kline

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 consultation mandate, email HEC Montréal's Career Management Services Centre at sgc@hec.ca