

UGBA192N.1: Management Consulting Skills for Social Impact – 2 units

What's the big deal about management consulting? Why do organizations pay so much money for strategy consulting from firms like McKinsey, BCG, Bain and A.T. Kearney? What's so special about those firms and similar ones? How is their work different from that of other types of consultancies?

What's so special about the 'social sector'? How are 'classic' consulting skills and approaches applied to problems and opportunities related to social impact? What does 'social impact' mean, anyway? And why is management consulting even more complicated, and more demanding, in the social sector?

What if I don't even want to be a consultant? How are these consulting skills useful in almost any professional career? How can I learn to solve complex problems – using both 'right-brain' and 'left-brain' thinking, manage teams, craft recommendations, and persuade peers and clients to take action?

UGBA 192N.1: Management Consulting Skills for Social Impact has the answers.

This course will provide students with a basic understanding of what consultants do and how they do it... and how consulting skills can be applied to thorny problems of social impact. Using real-world cases and team-based exercises in a social sector context, the course offers an opportunity to learn and practice core consulting skills such as planning an assignment, defining and analyzing a problem, coming up with practical recommendations, and convincing clients to take action. This course will help you to:

1. Gain a broad understanding of the management consulting industry, the various consulting models, and how consultants can generate value for their clients in the social sector
2. Learn and practice structured approaches to problem solving used by leading management consultancies like Dalberg, Bridgespan, McKinsey, A.T. Kearney and Deloitte Monitor
3. Understand other skills required in management consulting for social impact – such as communicating persuasively and managing projects and client relationships – as well as some of the ethical issues that consultants often face working in the social sector.

The course will feature short, in-class exercises as well as a larger, team-based case and several guest speakers from the consulting profession and the social sector.

About the Instructor: Joe Dougherty has served as a trusted advisor to nonprofits and social enterprises, as well as governments, corporations and foundations, for twenty years and has worked in more than thirty countries. Joe is a Partner at [Dalberg](#), a consultancy focused on global development, health, environment and education, where he also serves as Regional Director for the Americas. Previously, Joe served as Managing Director of the Economic Growth Practice at Cardno Emerging Markets, and, earlier, at Deloitte and at A.T. Kearney, where he was the firm's first Country Manager for Thailand.

In addition to his work in strategy consulting, Joe teaches courses consulting, writing and project management at The Johns Hopkins University School of Advanced International Studies (SAIS) as well as at Haas, where he has co-taught Social Sector Solutions (S3) for Social Enterprise, the \$100,000 Challenge for Impact and an undergraduate course on Leadership in Nonprofit and Social Enterprises. Earlier, Joe taught MBA courses in business strategy and project management as well as a consulting practicum course at University of North Carolina Wilmington's Cameron School of Business.

Joe serves on the Board of Directors of Bay Area-based nonprofit Village Enterprise and is Senior Advisor to a start-up social enterprise, Cool Capital. He also served as the Vice President of the Board of Directors of DREAMS, an awarding-winning, after-school program for at-risk youth in North Carolina. Joe graduated from Loyola University in Maryland and received an MA from Johns Hopkins SAIS as well as an MBA from the University of Pennsylvania's Wharton School of Business.