



University of the  
West of England

## MODULE SPECIFICATION

**Code:** UMSCCW-15-M

**Title:** Management Consultancy

**Version:** 3

**Level:** M

**UWE credit rating:** 15

**ECTS credit rating:** 7.5

**Module type:** Standard

**Owning Faculty:** FBL

**Field:** Strategy and International Business

**Faculty Committee approval:** QMAC

**Date:**

**Valid from:** 1 September 2004 **Discontinued from:**  
(Revised January 2010)

**Contributes towards:** Master of Business Administration

**Pre-requisites:** None

**Co-requisites:** None

**Excluded combinations:** None

### Aim of module

The aim of this module is to give students experience of designing and carrying out a live consulting project or intervention within a client organisation, allowing incorporation and synthesis of knowledge gained from a broad range of previous programme modules.

### **Learning outcomes:**

On successful completion of this module students will be able to:

- understand and critically evaluate the consultancy process/cycle applicable to external and internal consultancy interventions [A1]
- collect, analyse and synthesise complex datasets from a wide variety of sources (primary and secondary) and effectively communicate the outcome such analysis [A2/B2]
- demonstrate initiative and originality in complex problem solving in the context of the consultancy assignment [A2/B2]
- demonstrates advanced skills in terms of team-working and/ or leadership on the consultancy assignment including the application of skills in resolving conflicts [A1]
- demonstrate the ability to critically reflect on individual performance and that of the group in order to improve practice [A1]
- evidence skills in communicating with a client organisation in terms of presentation and justification of analyses, recommendations and implementation requirements [B1/A2]
- apply and adapt technical expertise from experiential and formal learning to consulting assignments. [A2/B2]

In addition the educational experience may explore, develop, and practise but not formally discretely assess the student on:

- presentation skills
- teamworking and leadership skills

The module will also address the importance of professional ethics when working for clients in consultancy settings. Moreover many projects which have been undertaken by students do in fact have a CSR focus; for example, a development plan for the Brandon Trust which looked at businesses staffed by people with learning / mental disability.

### **Syllabus outline:**

The syllabus will cover the following:

- an overview of the key stages in the consultancy cycle together with the key issue resolution and problem-solving skills required at each stage.
- client identification, issue identification, critical success factors, preliminary surveys, meeting with the client, proposal drafting and editing.
- Management of the client relationship, quality assurance, time and project management, operating under pressure, typical pitfalls and how to avoid them, evaluation of projects and design of evaluation systems
- effective reporting and presentation of recommendations and foregoing analysis
- application of theoretical knowledge and skills to a live assignment.

### **Teaching and learning methods:**

The main learning method will take the form of a live consultancy exercise including initial identification of and negotiation with a private / public sector client, preparation of proposals, development of a project plan and undertaking of the assignment to recommendation / implementation planning stage. The assignment will be supported by mentoring from the academic team and utilisation of the intervention software tool 'i-kit', an 'e-mentor'. This will be used as the main skills development tool with blackboard used for supplementary information.

Initial lectures will be held in order to orientate consulting groups or individuals. Students will be given a formal opportunity to reflect on learning gained during and following completion of the client report. Learning on the module will be divided approximately as follows: introductory lectures 10%; mentoring and progress reporting 15%; client facing work and research 70%; reflection and feedback 5%. Lectures will be in the form of introductory workshops including discussion and exploration with students.

A wide variety of approaches will be used in addressing the learning outcomes. Methods used will be drawn from the following: interactive formal lectures, live consultancy exercises including preparation of proposals, mentored workshops/clinics, and presentations.

Students who would normally attend a block format will commit instead to finding time over an average period of 3 months to complete the module.

### **Reading Strategy**

The 'e-mentor' programme i-kit will be made available to each student taking this module. This is a comprehensive consultants' toolkit, using a unique structure which breaks a consultancy project into 16 areas of practice giving, with guidance, examples and exercises provided for each component area.

It is to be expected that material required in terms of the technical application area will have been covered in a specific, previous MBA modules.

All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library web pages provide access to subject relevant resources and services and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

### **Essential reading**

The essential reading will be specified in the module handbook and on Blackboard at the start of the

module. This is potentially subject to change at short notice and students should not purchase any text without the guidance of the module leader. Essential 'reading' for this module may include:

- i-kit software package [distributed to individual students by BBS]
- Wickham, P.A. (2007) *Management Consulting*, London: Financial Times Pitman Publishing [available in Frenchay Library]

### **Indicative Reading:**

- Friga N (2008) *The McKinsey Engagement: A Powerful Toolkit For More Efficient and Effective Team Problem Solving* McGraw Hill
- Sturdy A (2009) *Management Consultancy: Boundaries and Knowledge in Action* Oxford

### **Assessment**

The assessment strategy is to offer the possibility of conducting either an agreed individual consultancy assignment within an organisation to which the student has access or to conduct a group based intervention.

In addition students will be expected to provide evidence of learning and reflection on the consultancy process. The assessment is designed to test knowledge at each critical stage of an intervention / consultancy study and to gauge learning from reflection on that process: hence a variety of assessment mechanisms has been included.

Formal assessment applies to critical reflection and preparation and delivery of the main consultancy outputs. Formative assessment applies to learning attached to the mentoring of students throughout the project.

### **Weighting between components A and B**

**A: 50%**

**B: 50%**

### **ATTEMPT 1**

#### **First Assessment Opportunity**

##### **Component A**

##### **Description of each element**

##### **Element weighting**

- 1 Individual Viva/Learning log (final assessment)
- 2 Individual or group presentation (includes handling questions)

40%  
60%

##### **Component B**

##### **Description of each element**

##### **Element weighting**

- 1 Individual or Group proposal for Consultancy Assignment
- 2 Individual or Group Final report on Consultancy Assignment

20%  
80%

#### **Second Assessment Opportunity (further attendance at taught classes is not required)**

##### **Component A**

##### **Description of each element**

##### **Element weighting**

- 1 Individual Viva/Learning log

100%

##### **Component B**

##### **Description of each element**

##### **Element weighting**

- 2 Proposal for Consultancy Assignment using case study
- 3 Individual or Group Final report on Consultancy Assignment using case study

20%  
80%

### **SECOND (OR SUBSEQUENT) ATTEMPT Attendance at taught classes is required.**