



# **2004 Full-Time MBA Programme**

## **ELECTIVE MODULE**

### **Management Consultancy**

### **Elective Module Handbook**

Master of Business Administration

**Module Handbook: Management Consultancy****CONTENTS**

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**NB**

This handbook is intended for the guidance of students taking this module in (year). Whilst the details contained in this handbook represent teaching staff intentions at the time of writing, it is in the nature of higher education that some module information, such as syllabus, reading lists and assignments, may be subject to modifications during the teaching of a module. Teaching staff reserve the right to make such minor changes in the matters covered by this publication and will endeavour to publicise any such changes as widely and timely as possible.



**TEACHING STAFF:**

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**MODULE AIMS & LEARNING OUTCOMES**

By the end of the module students should have:

- Critically reviewed present understandings/knowledge of the changing nature and role of management consultancy work at a time of unparalleled change and public interest.
- Obtained a detailed understanding of the key models and theories used to understand management consultancy work.
- Had the opportunity to use highly specialised and advanced critical, evaluative and communication skills in order to understand the issues involved in the application of management consultancy models to real business situations.
- Ascertained the sources for effective management consultancy and the dynamics of the client-consultant relationship.

In addition, students will have had the opportunity to further develop the following key skills:

- Understanding ambiguous and indeterminate contexts
- Managing the process of change
- Negotiating and persuading
- Networking
- Sourcing appropriate data and evaluating evidence
- Reflecting and synthesising from experience
- Developing critical thinking
- Exercising discrimination and judgement



- Synthesising diverse perspectives
- Developing coherent and persuasive arguments
- Selecting appropriate modes of communication
- Presenting effectively using oral, written and technological media

## DELIVERY MECHANISMS

The module is delivered by 8 half-day sessions, through a series of lectures, case studies, presentations, plenary sessions and guided reading.

## STUDENT WORKLOAD

In addition to attending the scheduled sessions, undertaking preparation for them as may be requested from time to time, and completing summative assessments, you are expected to undertake independent reading and learning. As a guide, the MBA programme handbook defines a 15-credit module as a study unit comprising 150 hours of Student Learning Activity Time (SLAT) per annum. The SLAT hours include all formal scheduled contact hours, the time devoted to background reading (individual study), and all preparation and reading time associated both with the formal contact hours and the assessment (directed study).

## SUMMATIVE ASSESSMENT

The summative assessment is in two parts

- a group presentation on the last day of the elective (25%), and
- a written assignment of 3,000 words (maximum) (75%).

The assignment titled, guidance notes and hand-in date can be found on DUO.

With respect to the latter, please consult the Assessment of Performance section of the MBA Programme Handbook, for more details, particularly information on the required format, referencing, submission procedures, and grade descriptors. Please also refer to the Elective Handbook for the word limit requirements and the deadline.

Unlike formative group assignments, summative assignments have to be a student's individual piece of work. Collaboration between students in writing the summative assignment is not permitted.



Details of the presentation are appended to the end of this handbook and are also on DUO.

## **ASSESSMENT CRITERIA**

Performance in the assessments for the module is judged against the following criteria:

- Relevance to question
- Structure/presentation & clarity of writing
- Scope & relevance of literature review
- Rigour of argument
- Evidence of understanding
- Conclusions/Recommendations

## **STAFF-STUDENT AND STUDENT-STUDENT COMMUNICATION**

Staff will communicate with you via announcements during scheduled sessions, e-mails, the internal post and the announcement board on DUO. You should check your e-mail regularly, ideally once a day. You should also check regularly the module entry on DUO, where lecture material and other module information will be posted (see next section below). If you need to meet teaching staff during term time, you can simply go to their offices during the Student Consultation Hours posted on their office doors and on DUO, when an appointment is not needed. If you cannot do so because of timetable constraints, or because it is an urgent matter, you can arrange to see staff outside their consultation hours. The most effective way to arrange a meeting is by e-mail; alternatively, you can use the telephone or the internal post, or more informally talk to staff during teaching breaks.

If you wish to communicate with fellow students on matters relating to the module, you may ask your lecturer to make an announcement at the beginning/end of a lecture. Alternatively they may do so by e-mail and via DUO.

## **DUO**

The following material will be posted on DUO:

- A copy of this handbook
- Assessment deadlines
- Timetable changes
- Material related to teaching sessions



- Additional references
- Web links
- Other announcements

You should consult the module entry on DUO at least every 3 days.

## OBTAINING HELP

You should always feel welcome to talk to staff whenever you wish to discuss any aspect of the module. Please do keep in touch with us. A small misunderstanding can turn into a big problem if it is not dealt with in a timely manner. It is our duty and pleasure to help you in any way we can to enjoy, and be successful in, this module.

The first port of call for any queries relating to your understanding of the material and study skills should be the relevant lecturing staff, especially for queries relating to the module's outline, lecture material and readings. The ultimate responsibility for the success of the module rests with the module leader, who is happy to discuss any aspect of the module with you and welcomes comments and suggestions on how to improve the module at any time during the year.

## MODULE SYLLABUS AND RECOMMENDED READING

The following pages give details of topics covered by the module. Further information may be provided on DUO as the module progresses.

Some reading is identified below. Additional references may be provided during the year. You should also undertake your own search for additional relevant literature and follow up relevant references contained in the literature identified below.

## TEXTBOOKS

Timothy Clark & Robin Fincham (eds) (2001) *Critical Consulting - New Perspectives on the Management Advice Industry*. Blackwell: Oxford.

Edgar Schein (1969) *Process Consultation*. Addison-Wesley.

Other books that you may find useful and interesting are:

Clark, T. (1995) *Managing Consultants*. Buckingham: Open University Press



Micklethwait, J. and Wooldridge, A. (1996) *The Witch Doctors*. Heinemann: London.

O'Shea, J. and Madigan, C. (1997) *Dangerous Company: The Consulting Powerhouses and the Businesses they Save and Ruin*. London: Nicholas Brealey.

Kipping, M. and Engwall, L. (2002) *Management Consulting: Emergence and Dynamics of a Knowledge Industry*. Oxford: OUP.

The following web sites contain informative and interesting material:

[www.ebkresearch.org/](http://www.ebkresearch.org/)

[www.ejkm.com/](http://www.ejkm.com/)

[www.imc.co.uk](http://www.imc.co.uk)

[www.kennedyinfo.com/](http://www.kennedyinfo.com/)

[www.managementconsultancy.co.uk/](http://www.managementconsultancy.co.uk/)

[www.mca.org.uk](http://www.mca.org.uk)

[uwf.edu/mcd/](http://uwf.edu/mcd/)

Specific recommended reading and additional references for each topic will be distributed during the delivery of the module.



**SYLLABUS**

**Session 1 (Timothy Clark and David Wagstaff)**

**Monday 23 February (9.30-12.30)**

**INTRODUCTION AND WHAT IS MANAGEMENT CONSULTANCY**

Clark and Fincham, Chapter 3

Schein, Chapters 1-3

**Session 2 (Timothy Clark)**

**Tuesday 24 February (9.30-12.30)**

**SETTING THE SCENE**

Clark and Fincham, Chapter 2

Thomas Armbrüster and Matthias Kipping, (2002/3) 'Strategy consulting at the crossroads: technical change and shifting market conditions for top-level advice', *International Studies of Management and Organisation*, 32, 4, 19-42.

**Session 3 (David Wagstaff)**

**Wednesday 26 February (9.30-12.30)**

**THE CONSULTANT - SKILLS AND ATTRIBUTES, ETHICS AND VALUES**

Clark and Fincham, Chapter 13,

Stephen A. Stumpf and Booz-Allen & Hamilton, Phases of professional development in consulting. New York.

**Session 4 (David Wagstaff)**

**Thursday 27 February (9.30-12.30)**

**CLIENT-CONSULTANT RELATIONSHIP, INTERNAL VS. EXTERNAL, SERVICE QUALITY**

Robin Fincham (1999) 'The consultant-client relationship: critical perspectives on the management of organizational change', *Journal of Management Studies*, 36, 3, 335-51.





Raphe Berenbaum 'Internal Consultancy', (Reprinted from : 'Developing Organisational Consultancy', Ed. Neuman et al, Routledge 1997).

Ron D. Mclachlin (1999) 'Factors for Consulting Engagement Success', *Management Decision*, 37, 5.

### **Session 5 (Timothy Clark)**

**Monday 1 March (9.30-12.30)**

#### **MEASURING ENGAGEMENT SUCCESS**

Guy G. Gable (1996) 'A multidimensional model of client success when engaging external consultants', *Management Science*, 42, 8, 1175-1198,

#### **Guest Speaker – Consulting: The Future?**

**Fiona Czerniawska, Visiting Fellow and leading commentator on the industry.**

### **Session 6 (Timothy Clark)**

**Tuesday 2 March (9.30-12.30)**

#### **THE MANAGEMENT KNOWLEDGE INDUSTRY**

Timothy Clark (2004) 'Strategy viewed from a management fashion perspective', *European Management Review*, 1, 1.

Roy Suddaby and Royston Greenwood (2001) 'Colonizing knowledge: Commodification as a dynamic and jurisdictional expansion in professional service firms'. *Human Relations*, 54, 7, 933-53.

Andreas Werr (2002) 'The internal creation of management knowledge: A question of structuring experience', in Kipping, M. and Engwall, L. (eds.) *Management Consulting: The Emergence and Dynamics of a Knowledge Industry*. Oxford: Oxford University Press, pp. 91-108.

### **Session 7 Timothy Clark**

**Wednesday 3 March (9.30-12.30)**

#### **THE ACHIEVEMENT OF REPUTATION**

Timothy Clark (1995) *Managing Consultants*. Buckingham: Open University Press.



David Greatbatch and Timothy Clark (2004) 'Humour and laughter in the public lectures of management gurus', *Human Relations*, 56, 12.

David Greatbatch and Timothy Clark (2003) 'Laughing with the gurus'. *Business Strategy Review*, 13, 3, 10-18.

**Session 8 (Timothy Clark)**

**Thursday 4 March (9.30-12.30)**

**FINAL PRESENTATIONS**



## Management Consultancy

### Presentation

Case study for the presentation - the following study sets the scene for the presentation you will be asked give on the last day of the course. This will be to a panel. You are assessed on the following criteria:

1. **Quality of the relationship** refers to how far the panel get a sense of your approach for attending to the client relationship and the likely quality of that relationship.
2. **Innovation of approach** refers to how far the panel get a sense of the consultants / consultancy responding to the particular client needs rather than using a standard method.
3. **Application of management skills** refers to the extent to which a clearly structured project management methodology is used to meet client requirements.
4. **Achievement of project objectives** refers to an indication of whether the overall objectives and client expectations are likely to be met (where specified) or surpassed.
5. **Clarity of language** refers to the overall clarity and presentation of the proposal.

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#### The Brief

*(This is an extract from a proposal for a consultancy project)*

#### BACKGROUND

Townsville Light Railway is facing a number of challenges as it moves from what has primarily been a developmental phase to an operational phase. The railway has been in operation for several years but during that time there has been a considerable amount of development work taking place in order to make the existing lines fully operational. Development work will now cease especially as there are no plans to extend the railway further. However the crucial thing is to ensure that the



existing network operates efficiently and proves effective, reliable transport facilities for its customers.

The company is keen to ensure that it meets the highest possible standards of quality both in terms of the service it provides and in terms of its internal operations. Fundamental to achieving such quality is the need to have effective management throughout the organisation. The development of a high standard of management needs to be part of an overall approach to developing Human Resources.

The company has experienced a period of rapid growth of personnel and now employs approximately 500 people. The appointment of a Human Resource Manager reflects the company's intention to focus on this area and put into place strategies which support the company's current activities and allow it to plan for the future.

A number of issues now face the company. The key issues can be summarised as follows:

- There is an intention to create an open and consultative management style throughout the railway and to build on the enthusiasm and commitment that exists in many of the staff.
- Communication within the company is perceived to be weak and needs to be improved.
- There is a need to improve the management and co-ordination of activities between the various departments within the company.

### Project Aims and Objectives

The **aim** of this project can be summarised as follows:

- To assist Townsville Light Railway as it responds to changing business needs through the development and implementation of a new strategy. This strategy will focus on improving the quality of management activity throughout the company.

The objectives are:

- To research the current situation and make strategy recommendations.
- To identify and prioritise changes required.
- To develop a programme or programmes for achieving change.
- To implement appropriate changes.
- To review and measure the effects of changes.