

MODULE DESCRIPTOR

MODULE TITLE	Management Consulting Project		
MODULE CODE	MD4063 (L7)	CREDIT VALUE	20 credits
SCHOOL	SCHOOL OF BUSINESS AND MANAGEMENT		

MODULE AIMS

The module aims to develop the students' ability to plan and conduct a team-based investigation into a live issue or problem within a host organisation in order to enhance their intervention, analytical and project management skills and their understanding of the process of using consulting methodologies to facilitate organisational change.

MODULE CONTENT

The module requires the students to work in small teams to identify, negotiate and action an analytical investigation into a 'live' issue or problem being experienced by a host organisation. To support this experiential approach to learning and development, the module will address key topics including:

- Introduction to the consulting process
- Consulting skills
- Getting In: finding and managing relationships with host organisations
- Developing the project proposal
- Getting On: gathering and making sense of data; problem-solving and the development of solutions
- Getting Out: communicating and influencing; project handover

Apart from the above, there is no set syllabus for the module as every team project will be different, although the theme is one of organisational analysis and change. Students will be guided towards any contextual knowledge required and will be expected to draw on their studies on other modules.

INTENDED LEARNING OUTCOMES

On successful completion of this module a student will be able to:

- | |
|---|
| 1. Work in a team to plan and implement an intervention into unfamiliar host organisation in order to address a live issue or problem |
| 2. Identify and scope the intervention adopting an appropriate methodology |
| 3. Develop a critical and evidence-based analysis to support relevant conclusions and recommendations |
| 4. Critically reflect upon and review the processes involved in undertaking the project from both a personal and team perspective |
| 5. Identify and evaluate the learning gained from the project process and relate it to their future personal and professional development |

TEACHING METHODS

The module involves students working in small teams of normally between 4 and 5 members, to identify, negotiate and action an analytical investigation into a “live” issue or problem being experienced by an organisation. It is expected that teams will not analyse an issue in an organisation in which any member of the team is employed in order that there are no prior assumptions related to the organisation

During this year-long module students will be mainly working with the host organisation researching the issue/problem and collecting primary and secondary data. In addition, a weekly 1.5 hour workshop session will be held throughout the year to provide time for tutor-led sessions to address key topics and to provide each project team with the opportunity to discuss their projects and to seek tutor guidance and support. Additional tutor support will be available to the project teams or individuals at other times by arrangement and by email/phone.

Each project team will be required to make an oral presentation to the rest of the class and the module tutor on their proposed project and to receive feedback. Following these presentations, each project team will submit a written 2 -3 page Project Proposal which outlines the overall aim, objectives, outcomes, intended methodological approach and time plan for the project. The proposal must include a written signed statement from the host organisation stating that they agree to the project being undertaken and that they recognise that it is being undertaken as part of the educational requirements of the MBA programme. The module tutor will seek to approve the project proposals at this stage.

Project teams will then progress their approved projects drawing on the support and guidance of the module tutor as required.

At the mid-point of the year, each project team will make a short oral progress report to the rest of the class and the module tutor to receive feedback and to discuss their progress to date and future plans.

Towards the end of the year, each project team will be expected to present the key features of their projects to the rest of the class and the module tutor and to receive feedback. These sessions will take place a few weeks before the final submission date for the team project

reports thereby enabling received feedback to be integrated, if appropriate, into the final reports.

In addition to the submission of the final team reports to the module tutor for assessment, project teams will have agreed a mechanism for feeding back the outcomes of their work to their host organisation. This is something that will have been negotiated with the host earlier in the process

The module is assessed exclusively on performance in coursework. Two pieces of work are required, both requiring submission as a specific requirement of the module. Assignment 1 consists of a team report of approx 3000 words (excluding appendices) that clearly explains the issue researched (i.e. the Project), the methodology used, analysis of the data, and the logic for the conclusions and/or recommendations. It is expected that this team report will draw upon any relevant contemporary management theories and recommended practices. The team report contributes 50% to the overall module grade. Assignment 2 requires students, individually; to submit a personal reflective report on their learning experiences (approx 1000 words). Such a personal report would be expected to include issues such as group dynamics, handling the host organisation and evaluation of key learning points for future development. The individual report will require the student to contextualise the individual and group learning process with relevant conceptual frameworks. The individual report contributes 50% to the overall module grade. To pass the module both assignments need to be submitted and a grade of 50% or more must be achieved for each piece.

ASSESSMENT METHODS

This module is assessed through a team Project Report and an Individual Reflective Report.