UNIVERSITY OF TECHNOLOGY, SYDNEY

SCHOOL OF MANAGEMENT

with

SHANGHAI UNIVERSITY

SYDNEY INSTITUTE OF LANGUAGE AND COMMERCE

21228/15195020 Management Consulting

Term 1, 2008

SUBJECT OUTLINE

UTS Subject Co-ordinator
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Adjunct Lecturer - School of Management
University of Technology, Sydney

SILC Tutor
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C/- Sydney Institute of Language and Commerce
Shanghai University
OBJECTIVES:
On successful completion of this subject, students should be able to:
1. Understand the values underlying different perspectives and approaches to management consulting, the analytical tools employed and outcomes desired;
2. Critically analyse the market environment of a business enterprise and business strategies, processes and systems in terms of the objectives of the enterprise, and other potential means to achieve these objectives;
3. Appreciate effective methods of creating developing, extending and transforming business enterprises, and to understand the resources requirements of development projects;
4. Understand the skills required and responsibilities exercised in engaging in management consultancy contracts including project management; and
5. Appreciate the liability and ethical issues involved in consultancy work.

CONTRIBUTION TO THE COURSE:
This subject forms part of the Management Major and Management Consulting Sub-major. It will serve to integrate and develop the different aspects of management consulting. It will consider different consulting perspectives and approaches to applying the range of knowledge to finding potential solutions to business problems through business analysis and development. The subject will inform students about appropriate performance measures in different business enterprises, and alert students to the responsibilities of professional and ethical consulting practices.

CONTENT:
- Making sense of management consulting - perspectives on the nature of consulting to management and its evolution, examining the role, challenges and opportunities of the consulting industry in the global market.
- Approaches to the consulting process exploring a range of different approaches to consulting to organizations, and consulting within organizations.
- The cycles of business development – the range of activities and skills that are required by a consultant to develop a sustainable business including: presenting a proposal, client relationship management, marketing, and follow-up.
- Critical reflections on management consulting: how knowledge construction and legitimation play an important part in the consultancy process. Modern views of knowledge and the expert are critically explored and alternative ideas and theories examined.
- The consultant as a change agent: the management of knowledge to promote innovation and change is explored as an import aspect of the consultant’s role. Consultants have been important agents of change and organizational development – this role is critically explored and key skills and techniques are in building rapport and managing relationships is examined.
- The future of management consulting: as the nature and understanding
of management is changing so too is the role of the consultant. The rise of network organizations and new technologies is creating new horizons for consulting.

CALENDAR ENTRY:

This subject examines how management consultants conduct business analysis of enterprises, including assessment of business strategies, processes and systems. It explores different approaches to business development encompassing launching new business ventures, acquisition, joint ventures, strategic alliances, mergers, electronic business design and development. It also considers methods of consultancy project design and management, and different performance measures. Finally, the subject takes a critical look at the responsibilities and ethics of consultancy contract management including project costing, scheduling and reporting.

SPECIFIC TEACHING STRATEGIES:

Format

This subject is based on a lecture and tutorial format. The key role of teaching will be to facilitate the interdependent learning of students. An intensive tutorials program delivers a series of interactive learning discussions and exercises throughout the semester dealing with both the theory and practice in identifying appropriate options and strategies to cope with the changing context of contemporary consulting. Students are encouraged to extend their knowledge by using the library. Teamwork and group facilitation skills are developed in class through peer learning activities.

Students will be expected to participate in group discussions in tutorials and to read the selected readings from the textbook, and relevant case studies before the class. Students are encouraged to extend their knowledge by using the library. Essential textbook that will be used throughout the course is


Both the lectures and the tutorials are built on this textbook. Students do not need to use other sources in order to pass the subject successfully. This edition has significant differences from the Second Edition.
TIMETABLE: Block 1.

04 December 2008, morning session
 Introduction: nature and context of management consulting

This lecture will introduce the course and help students to be acquainted with the structure and format of the course. Time will be devoted to help students understand and be clear on assessment procedures. An introduction to the roots and origins of consulting and its relevance to society as well as an exploratory discussion on the nature of management consulting and client relationship will be covered.

Readings: Chapter 1 and 2 of Management Consulting. Delivering an Effective Project, Philip A Wickham

04 December 2008, afternoon session
 Adding value through consulting

The consulting industry is today in a state of continuing economic transformation, insecurity and heightened uncertainty about its future. This is a troubling but challenging condition because as it evolves, it is likely to redefine the industry's overall structure and direction. These changes impact on the way consultants add value to their clients’ organizations. Emphasis on the process and different types of consulting will help to understand the nature of management consulting.

Reading: Chapter 1 of Management Consulting. Delivering an Effective Project, Philip A Wickham

05 December 2008, morning session
 The skills of the consultant

An effective consultant offers the client firm a way to add value that it cannot do on its own. To do this the consultant must call on analysis skills, relationship-building skills and project management skills. These skills, particularly analysis skills will be explored in this session.

Reading: Chapter 3 of Management Consulting. Delivering an Effective Project, Philip A Wickham

05 December 2008, afternoon session -
 The consultant-organizational interaction

The interaction between consultant and organization is key to the success of the consulting project. Emphasis will be put on the political, rational and cognitive dimensions of interaction and problem solving. The difference between objectives and outcomes and the clear communication of them will be discussed in detail. Finally, different communication styles suitable for different consulting projects will be discussed.

Reading: Chapter 5 and 6 of Management Consulting. Delivering an Effective Project, Philip A Wickham
Block 1 - 06 December 2008, morning session - Consulting and organizational development
In this session emphasis will be put on drivers of organizational change, and in how far consulting plays a role in the change process. Of particular interest will be resistance to change and its sources. Also, the session will explore which types of management consulting can actively facilitate and trigger change.
Reading:
- Chapters 5 and 7 of Management Consulting. Delivering an Effective Project, Philip A Wickham

Block 1 - 06 December 2008, afternoon session - Creative approaches to analysis
In this session we will explore the importance of a creative approach to analysis and problem solving. This includes a basic understanding of different analysis strategies as well as their visualization. The different cognitive and cultural styles managers use to make sense of reality will be discussed. Finally, creativity enhancing techniques will be explored.
Reading:
- Chapter 9 of Management Consulting. Delivering an Effective Project, Philip A Wickham (This is in part 3 of the text book but will be useful in your case study preparation)

Block 2 - 13 January 2009, morning (longer sessions)

PART 1...auditing, evaluating and analysing the client’s business
After briefly recapturing the key points from the first block this session will introduce students to analysis techniques that allow to recognise strategic options, and evaluate market information. Both quantitative and qualitative techniques will be explored.
Reading:
- Chapter 6 of Management Consulting. Delivering an Effective Project, Philip A Wickham

PART 2 Decision making and its context in the client’s business
In this session we will explore the traditional model of decision making in organizations. Critical reflection on its limitations will be presented and managerial decision making roles will be discussed. Emphasis will be also put on the decision making environment of the client organization and in how far organizational orientation, organizational culture and different styles of strategy implementation influence the decision making process.
Reading:
- Chapter 10 of Management Consulting. Delivering an Effective Project, Philip A Wickham
Block 2 - 13 January 2009, afternoon session

Part 1  Consulting project planning
In this session we will discuss key tasks which contribute to a successful consulting project. Special focus will be on internal division of labour between team members, project planning and budgeting, effective meetings and communication during the project, time management and monitoring progress of the project. We will also discuss project shocks, their sources and how to deal with them.

Reading:
- Chapter 11 of Management Consulting. Delivering an Effective Project, Philip A Wickham

Part 2  Communication skills
In this session we will discuss the importance of communication for the overall success of the consulting project. We will do so by exploring the process of communication, communication objectives, and emotional as well as rational aspects of communication. Furthermore we will discuss the advantages and disadvantages of verbal, written and visual communication. We will also discuss rapport building and its importance for the consulting process. Finally, presentation of ideas to the client’s organization will be discussed.

Reading:
- Chapter 12 of Management Consulting. Delivering an Effective Project, Philip A Wickham

Block 2 - 14 January 2009, morning session

Teamworking and leadership
In this session we focus on team work and leadership within the consulting project. We will discuss the process of team formation, conflict within teams and conflict resolution techniques, and external resources a team might use to accomplish its objectives successfully. Additionally, the importance of leadership will be discussed including the nature of leadership, leadership styles and behaviour as well as responsibilities of a leader.

Reading:
- Chapter 7 of Management Consulting. Delivering an Effective Project, Philip A Wickham
Block 2 - 14 January 2009, afternoon session

**Consulting as a career and subject review**

In our last session we will focus on key success factors in the consulting industry. We will also discuss critically how to support student’s career development through cross-learning and appropriate documentation. Finally we will discuss opportunities of consultants in both consulting and non-consulting jobs.

Reading:
- Chapter 14 of Management Consulting. Delivering an Effective Project, Philip A Wickham

*Note: The contents of the sessions above are subject to changes deemed necessary by the course coordinator/lecturer.*

**ASSESSMENTS FOR THIS SUBJECT:**

Students must attempt all 3 types of assessments to fulfil the requirements for completion of this subject as shown in the breakdown below:

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<th>ASSESSMENT BREAKDOWN:</th>
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<tr>
<td>1. Mid term case study</td>
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<tr>
<td>2. Group Presentation in tutorial</td>
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<tr>
<td>3. End of semester exam*</td>
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<td><strong>Total</strong></td>
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* The exam will be held during the formal examination period for this semester. The University will announce the date and venue.

**DETAILS OF ASSESSMENTS**

**Assessment One -**

**Mid term case study (25% ) Robinson Mason Case: Part 2 (page 177 of the text book)**
The mid term case study will be due after tutorial 4. It is designed to test each student's knowledge of the content covered in the first half of the subject (Chapters 1-6 plus Chapter 9). This way, students will not wait until the end of term to revise subject content. Using the material covered in the first half of the course, the student should create a report that answers the 3 case questions on P178. Students should consider how they would add value for the client, and the approach they would take to analysis.

Please ensure that students write their full name in English, as well as their SILC and UTS student numbers, on the front of their case study paper. The expected length is 5 pages plus the title page and coversheet.

**Assessment Two – Group presentation in tutorial (25%)**

The second assessment task will be a group presentation in the last tutorial. This assessment will gauge students' ability to: 1) understand both the theoretical and practical rationale for management consulting activities and 2) understand the skills required and responsibilities exercised in engaging in management consultancy contracts including project management.

Students will form groups of 4-5 and work through a case study. This will provide them with a practical perspective on the material discussed in class. In the final tutorial they will present their analysis and recommendations in class. The case study that student teams need to solve is “Inflight Entertainment” on page 232 of the textbook. Each team has 7 minutes to present its proposal to the class followed by 7-8 minutes of discussion time with the tutor and other students. It will be marked by the tutor according to the following criteria:
## Marking Criteria - Presentation

<table>
<thead>
<tr>
<th>Marking Criteria</th>
<th>Max. Marks</th>
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<tr>
<td>Demonstrate clearly how the consulting project adds value to the client.</td>
<td>5%</td>
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<tr>
<td>Delineate a clear process that drives the project</td>
<td>5%</td>
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<tr>
<td>Pay attention to the consultant-organizational interaction (set objectives and outcomes; develop strategy)</td>
<td>5%</td>
</tr>
<tr>
<td>Provide a clear project plan</td>
<td>5%</td>
</tr>
<tr>
<td>Format of the presentation</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25%</strong></td>
</tr>
</tbody>
</table>

The case study will provide the student teams with the opportunity to apply knowledge creatively and work as a consultant team. The briefing for this exercise will take place in tutorial 5 after the mid term exam.

### Assessment Three - End of semester exam (50%)

The end of semester exam will contribute 50% of the overall mark. It will consist of two parts. Part one is a multiple choice test with 20 questions (worth 1 mark each). Part two is comprised of a 6 short questions (1 paragraph per question worth 5 marks each). This test will examine each students’ ability to think more laterally and to connect concepts from different chapters of the textbook with each other.

Students write their full name in English, as well as their SILC and UTS student numbers on the front of their test paper. The test will cover ALL chapters of the
CLASS PARTICIPATION:
Active participation in tutorials and during group work is an important aspect of effective learning and is a requirement of this course. Quality of contribution relates to the degree to which individual students:

- make comments which are pertinent to the subject under discussion;
- display subject knowledge;
- generate ideas, insights and/or judgement which stimulate useful discussion and responses from others;
- show leadership in generating group discussions.

Students must participate in class discussion of case studies and readings. While there is no mark for attendance as such, a record of attendance will be kept, and clearly if a student is not present regularly, he/she cannot be regarded as having contributed adequately. It should be noted too that assessment of contribution is not simply on frequency of talking or loudness, but for quality contribution, as indicated above.

Where students know in advance that they are likely to be unable to attend a particular workshop, they are advised to notify the lecturer beforehand, if at all possible. The course is based on participation, a role will be kept and absence from class on more than 3 occasions, excluding bona fide medical reasons, will normally result in failure of this subject.

PLAGIARISM
‘Plagiarism’ is a broad term referring to the practice of appropriating someone else’s ideas or work and presenting them as your own without acknowledgment. Plagiarism is literary or intellectual theft! It can take a number of forms, including:

- copying the work of another student, whether that student is in the same class, from a earlier year of the same course, or from another tertiary institution altogether;
- copying any section, no matter how brief, from a book, journal, article or other written source, without duly acknowledging it as a quotation;
- copying any map, diagram or table of figures without duly acknowledging the source; or
- paraphrasing or otherwise using the ideas of another author without duly acknowledging the source.

Whatever the form, plagiarism is unacceptable both academically and professionally. By plagiarising you are both stealing the work of another person and cheating by representing it as your own. **Any instances of plagiarism can therefore be expected to draw severe penalties.**

Cheating means to defraud or swindle. Students who seek to gain an advantage by unfair means such as copying another student’s work, or in any other way misleading a lecturer about their knowledge or ability or the amount of work they have done, are guilty of cheating.

Students who condone plagiarism by allowing their work to be copied will also be subject to severe disciplinary action.

**Avoiding plagiarism is one of the main reasons why the Faculty of Business is insistent on the thorough and appropriate referencing of all written work.**
Please ensure that you access the following online resources for comprehensive guidance on this matter: