

Programme Specification

1	Awarding body	University of London				
2	Teaching Institution	Birkbeck College				
3	Programme Title(s)	MSc Management Consultancy and Organisational Change				
4	Programme Code(s)	TMSMCORG_C				
5	UCAS code	N/A				
6	Home Department	Organizational Psychology				
7	Exit Award(s)	PG Diploma; PG Certificate				
8	Duration of Study (number of years)	1 or 2 years				
9	Mode of Study	FT	X	PT	X	DL
10	Level of Award (FHEQ)	7				
11	Other teaching depts or institution	Management				
12	Professional, Statutory Regulatory Body(PSRB) details	N/A				
13	<u>QAA Benchmark Group</u>	Management				

14	Programme Rationale & Aims
	<p>This unique and innovative programme provides a practice-based perspective on management consultancy theory and application from the viewpoint of organisational and strategic change. It offers students the opportunity to develop their knowledge, skills and capabilities to operate as a successful consultant.</p> <p>MSc Management Consultancy and Organisational Change offers students the option of completing the Consultancy Challenge in place of the final Research Project. The Consultancy Challenge provides the unique opportunity to gain practical consulting experience and skills through working on a real consultancy project with PA Consulting, a global management consultancy.</p> <p>Aims:</p> <ul style="list-style-type: none"> • To develop an understanding of management consultancy theory and practice from the perspective of organisational and strategic change. • To help participants extend their interpersonal skills, improve personal performance and develop the analytical abilities and business knowledge required in a consultancy or change agent role. • To take a critical perspective on change management theory and consultancy practice, and the ethical issues involved in organisational development and change. • To develop the knowledge, skills and competencies essential for those aspiring to be management consultants with a special interest in organisational and strategic change. • To offer a qualification that provides a sound basis for professional development, lifelong learning and career progression as a consultant.

15	Entry Criteria
	<p>Students should have: 1) A good UK honours degree, or equivalent from a recognised university; 2) A good command of the English language both written and oral (IELTS score of 6.5 or equivalent). However, management development professionals and consultants with significant experience in a wide range of public and private sector organizations may be able to benefit substantially from the course, as well as contributing significantly to the learning experience of other students. Applicants may be admitted on the strength of five or more years' relevant experience (e.g. having a management development or consultancy role, at an appropriate level, in the private, public or voluntary sectors). All applicants must submit a formal application form, a supporting statement, and academic references.</p>
16	Learning Outcomes
	<p>On successful completion of this programme a student will be expected to be able to:</p> <ol style="list-style-type: none"> 1. Take control of one's own learning and self-development, through the evaluation of one's own strengths, weaknesses, and learning styles, and identification of core skills and competencies needed for effectiveness. 2. Understand the characteristics of and processes involved in organisational development and learning. 3. Demonstrate understanding of the causes, dynamics and analytical approaches to managing change within organisations. 4. Demonstrate core management consultancy knowledge across a range of key areas, including strategic management, financial analysis, human resource management and marketing/customer relations. 5. Manage the consultancy life cycle, including project scoping, managing the consultancy process and expectations, coaching clients, and providing sustainable solutions. 6. Ability to recognise, practice and employ a range of strategies to support personal learning, including the ability to reflect on the success of strategies and to effectively solve problems. 7. Ability to act as a self-directed, reflective learner. 8. Work effectively in groups. 9. Communicate effectively. 10. Be prepared for lifelong learning and development in the field. <p>For the final project, students may choose between the Consultancy Challenge and the Management Research Project.</p> <p>The aims and learning outcomes for <i>The Consultancy Challenge</i>:</p> <p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> • Understand the challenges and specific requirements of completing a consultancy assignment;

	<ul style="list-style-type: none"> • Confidently manage a client-facing project as consultancy team, working with a lead management consultant as a professional guide and advisor. • Appreciate the unique characteristics, requirements and contributions of management consultants to clients and the challenges/obstacles they face in their role • Gain a deeper understanding of the consulting process and develop a logical and systematic process for identifying the problems and opportunities confronting business organizations. • Develop your capacity to think strategically about business performance in a complex and changing environment. • Integrate knowledge and skills from previous coursework and business experience to add value to a business and deliver a final consulting project report. • Practice leadership and organization skills by establishing priorities, setting realistic expectations, and completing objectives with your consultancy team • Create value for a consulting client in terms of tangible deliverables in the form of new methods, processes, systems, products, and services that will have a lasting impact on the long-term growth of the business. <p>The aims and learning outcomes for the <i>Management Research Project</i>:</p> <p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> • Work independently on challenging and complex management problems relevant to your discipline and perhaps to your organisation; • Critically evaluate and synthesize research on a topic relevant to the focus of their respective MSc degree • Understand, evaluate and apply appropriate methodologies in an organisational context • Collect and/or analyse data in order to provide evidence for arguments • Demonstrate proficiency in the application of knowledge, paired with an understanding of practical, costed ramifications • Write a final project report that presents an authoritative account of a piece of theoretically based Consultancy • Critically evaluate your own practice throughout the project process and gain significant personal knowledge, learning and experience. • Develop your Consultancy skills and provide valuable knowledge/advice to your organisation.
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17	<p>Learning, teaching and assessment methods</p> <p>The programme combines research-led teaching and experiential forms of work-based learning. Students will be encouraged to develop a critical self-awareness of the scope and limits of management consultancy practices. Throughout the programme the emphasis will be on identifying core principles from relevant research, theories and practices and applying these to cases drawn from participants’ personal experience in the workplace. To this end, many classes will take the form of experiential workshops which acknowledge the participants current knowledge and past experience, and actively engage them in the process of learning, applying core management consultancy and change management development principles, while also understanding their limitations.</p>
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	<p>Participants will be expected to undertake personal study to develop a critical awareness of a range of core change management concepts and principles. They will be directed to core materials and will receive guidance on how to access materials relevant to their particular work.</p> <p>Each module will use a variety of teaching methods, including case studies, class and small group discussion, in-class examinations and tests, class presentations, role plays, group activities, and written assignments.</p> <p>Assessment methods:</p> <p>Professional Development and Learning (15 credits) Executive Summary (20%) Personal development plan (3,000 words 80%).</p> <p>Understanding Organizations and Change (15 credits) Essay (100%) 3,000 words.</p> <p>Managing Organizational Change (15 credits). Group work assignment (20%), coursework essay (80%) 2,000 words.</p> <p>Consultancy and Professional Practice (15 credits) Group work and personal reflections (20%), Consultancy proposal report (80%) 2,500 words.</p> <p>Knowledge Management, Organisational Learning and Innovation (15 credits). 3,000 word report and reflective review 300 words (100%).</p> <p>Applied Decision Making (15 credits) Group work presentation (20%) and Individual essay. (80%) 2,500 words.</p> <p>Strategy in Practice (15 credits). Group work and presentation (20%), coursework assignment/report 2000 words (80%).</p> <p>Research Methods (15 credits). Exam 2 hours (100%).</p> <p>Project Options:</p> <p>The Consultancy Challenge (60 credits) – Project status report (1000 words per report) (20%) Client Presentations and summary report (4000 words) (50%) Self Reflective Learning Report (2000 words) – 30% OR</p> <p>The Management Research Project (60 credits) – Literature Review and Research Proposal (2,500 words) (25%) Project Report including self-reflection and evaluation – 6000 words (75%) OR</p> <p>Dissertation (60 credits) Research Proposal, 3000 words, 25%; Research Project 8-1000 words (Quantitative) or 10-12000 words (qualitative) 75%.</p>
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18	<p>Programme Description</p> <p>This unique and innovative programme provides a practice-based perspective on management consultancy theory and application from the viewpoint of organisational and strategic change. It offers students the opportunity to develop their knowledge, skills and capabilities to operate as a successful consultant.</p>
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<p>Programme structure: Professional Development and Learning (15 credits) Research Methods (15 credits) Understanding Organizations and Change (15 credits) Consultancy and Professional Practice (15 credits) Managing Organizational Change (15 credits) Applied Decision Making (15 credits) Knowledge Management, Organisation Learning and Innovation (15 credits) Strategy in Practice (15 credits) The Consultancy Challenge (60 credits) or Management Research Project (60 credits) or Research Project/Dissertation (60 credits)</p>
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19	Programme Structure			
Full Time programme				
Year 1				
Level	Module Code	Module Title	Credits	Status*
7	FDMN001H7	Professional Development and Learning	15	Compulsory
7	BUOB037H7	Research Methods	15	Compulsory
7	MOOP005H7	Understanding Organizations and Change	15	Compulsory
7	BUOB044H7	Consultancy and Professional Practice	15	Compulsory
7	BUOB041H7	Managing Organisational Change	15	Compulsory
7	BUOB079H7	Applied Decision Making	15	Compulsory
7	FDMN002H7	Knowledge Management, Organisational Learning and Innovation	15	Compulsory
7	BUOB040H7	Strategy in Practice	15	Compulsory
7	BUOB063D7 or BUOB061D7 Or BUO042D7	The Consultancy Challenge Management Research Project Research Project (needs permission of the Programme Director for Organizational psychology)	60	Compulsory

Part Time programme				
Year 1				
Level	Module Code	Module Title	Credits	Status*
7	FDMN001H7	Professional Development and Learning	15	Compulsory
7	BUOB037H7	Research Methods	15	Compulsory
7	BUOB044H7	Consultancy and Professional Practice	15	Compulsory
7	BUOB079H7	Applied Decision Making	15	Compulsory
7	FDMN002H7	Knowledge Management, Organisational Learning and Innovation	15	Compulsory
7	BUOB040H7	Strategy in Practice	15	Compulsory
Year 2				
Level	Module Code	Module Title	Credits	Status*
7	MOOP005H7	Understanding Organisations and Change	15	Compulsory
7	BUOB041H7	Managing Organisational Change	15	Compulsory
7	BUOB063D7 BUOB061D7 BUOB042D7	The Consultancy Challenge or Management Research Project or Research Project (requires permission of the Programme Director for Organizational Psychology)	60	Compulsory

Status*

CORE – Module must be taken and passed by student; COMPULSORY – Module must be taken, mark can be reviewed at sub-exam board; OPTIONAL – Student can choose to take this module

20	Programme Directors	Dr David Gamblin & Professor Raymond Caldwell
21	Start Date (<i>term/year</i>)	Prior 2008/9
22	Date approved by TQEC	Prior 2008/9
23	Date approved by Academic Board	Prior 2008/9
24	Date(s) updated/amended	22 June 2021