PROGRAMME SPECIFICATION

Name, title and level of final qualification(s)	**MSc Management Consultancy and Organisational Change** (Level 7)
Name and title of any exit qualification(s)	PG Diploma PG Certificate
Awarding Body	University of London
Teaching Institution(s)	Birkbeck, University of London
Home school/other teaching departments	Birkbeck Business School
Location of delivery	Central London
Language of delivery and assessment	English
Mode of study, length of study and normal start month	Full-time 1 year Part-time 2 years September
Professional, statutory or regulatory body	N/A
QAA subject benchmark group(s) Higher Education Credit Framework for England	Business and Management
Birkbeck Course Code	TMSMCORG_C
HECoS Code	100813
Start date of programme	Prior 2008/9
Date of programme approval	Prior 2008/9
Date of last programme amendment approval	November 2022
Valid for academic entry year	**2024-25**
Date of last revision to document	26/08/2022

Admissions requirements

Students should have: 1) A second-class honours degree or above, 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.

We welcome applicants without traditional entry qualifications as we base decisions on our own assessment of qualifications, knowledge and previous work experience. We may waive formal entry requirements based on judgement of academic potential.

Course aims

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.

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.

Aims:

- 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

Course structure

Level	Module Code	Module Title	Credit	Comp Core/ Option	Likely teaching term(s)
Full-time – 1 year					
7	FDMN001H7	Professional Development and Learning	15	Compulsory	T1
7	BUOB037H7	Research Methods	15	Compulsory	T1
7	MOOP005H7	Organisation and Change Perspectives	15	Compulsory	T1
7	BUOB044H7	Consultancy and Professional Practice	15	Compulsory	T2
7	BUOB041H7	Managing Organisational Change	15	Compulsory	T2
7	BUOB079H7	Applied Decision Making	15	Compulsory	T2
7	FDMN002H7	Knowledge Management, Organisational Learning and Innovation	15	Compulsory	T3
7	BUOB040H7	Strategy in Practice	15	Compulsory	T3
7	BUOB063D7 or BUOB061D7 Or BUO042D7	The Consultancy Challenge or Management Research Project or Research Project (needs permission of the Programme Director for Organizational psychology)	60	Core	3 terms
Part-time – 2 years					
Year 1					
7	FDMN001H7	Professional Development and Learning	15	Compulsory	T1
7	BUOB037H7	Research Methods	15	Compulsory	T1
7	BUOB044H7	Consultancy and Professional Practice	15	Compulsory	T2
7	BUOB079H7	Applied Decision Making	15	Compulsory	T2
7	FDMN002H7	Knowledge Management, Organisational Learning and Innovation	15	Compulsory	T3
7	BUOB040H7	Strategy in Practice	15	Compulsory	T3
Year 2					
7	MOOP005H7	Understanding Organisations and Change	15	Compulsory	T1
7	BUOB041H7	Managing Organisational Change	15	Compulsory	T2
7	BUOB063D7 BUOB061D7 BUOB042D7	The Consultancy Challenge or Management Research Project or Research Project (requires permission of the Programme Director for Organizational Psychology)	60	Core	Over 2 or 3 terms

Core: *Module must be taken and passed by student*
Compulsory: *Module must be taken but can be considered for compensated credit (see CAS regulations paragraph 24)*
Option: *Student can choose to take this module*

How you will learn

Your learning and teaching is organised to help you meet the learning outcomes (below) of the course. As a student, we expect you to be an active learner and to take responsibility for your learning, engaging with all of the material and sessions arranged for you.

Each course is divided into modules. You will find information on the virtual learning site (Moodle, see Academic Support below) about each of your modules, what to expect, the work you need to prepare, links to reading lists, information about how and when you will be assessed.

Your learning for this course will be organised around the activities outlined below.

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.

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.

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.

Teaching on this course is a combination of lectures (pre-recorded) and seminars and for some modules workshops. Lectures are designed to provide you with an outline or overview of the topic, to engage you with the material and direct you to other resources. They are a springboard for your own learning. Seminars are group sessions where you will be asked to contribute to discussion or group work around the topic, with material set in advance for which you need to prepare.

How we will assess you

The course will use a variety of assessment methods. Assessment is used to enhance your learning rather than simply to test it. For most of the modules associated with this course, your assessment will be through the following types of assessment:

Coursework essays, reports, presentations, group assignments, personal development plans, examinations, and research projects.

Learning outcomes (what you can expect to achieve)

'Learning outcomes' indicate what you should be able to know or do at the end of your course. Providing them helps you to understand what your teachers will expect and also the learning requirements upon which you will be assessed.

At the end of this course, you should be able to:

- 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.
- Understand the characteristics of and processes involved in organisational development and learning.
- Demonstrate understanding of the causes, dynamics and analytical approaches to managing change within organisations.
- Demonstrate core management consultancy knowledge across a range of key areas, including strategic management, financial analysis, human resource management and marketing/customer relations.
- Manage the consultancy life cycle, including project scoping, managing the consultancy process and expectations, coaching clients, and providing sustainable solutions.
- 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.
- Ability to act as a self-directed, reflective learner.
- Work effectively in groups.
- Communicate effectively.
- Be prepared for lifelong learning and development in the field.

For the final project, students may choose between the Consultancy Challenge and the Management Research Project.

The aims and learning outcomes for *The Consultancy Challenge:*

By the end of the module, students should be able to:

- Understand the challenges and specific requirements of completing a consultancy assignment;
- 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.

The aims and learning outcomes for the *Management Research Project:*

By the end of the module, students should be able to:

- 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.

Careers and further study

You will find graduates in the following kinds of roles:

- Management consultancy both internal external

Birkbeck offers a range of careers support to its students. You can find out more on the careers pages of our website.

Academic regulations and course management

Birkbeck's academic regulations are contained in its Common Award Scheme Regulations and Policies published by year of application on the Birkbeck website.

You will have access to a course handbook on Moodle and this will outline how your course is managed, including who to contact if you have any questions about your module or course.

Support for your study

Your learning at Birkbeck is supported by your teaching team and other resources and people in the College there to help you with your study. Birkbeck uses a virtual learning environment called Moodle and each course has a dedicated Moodle page and there are further Moodle sites for each of your modules. This will include your course handbook.

Birkbeck will introduce you to the Library and IT support, how to access materials online, including using Moodle, and provide you with an orientation which includes an online Moodle module to guide you through all of the support available. You will also be allocated a personal tutor and provided with information about learning support offered within your School and by the College.

Please check our website for more information about student support services. This covers the whole of your time as a student with us including learning support and support for your wellbeing.

Quality and standards at Birkbeck

Birkbeck's courses are subject to our quality assurance procedures. This means that new courses must follow our design principles and meet the requirements of our academic regulations. Each new course or module is subject to a course approval process where the proposal is scrutinised by subject specialists, quality professionals and external representatives to ensure that it will offer an excellent student experience and meet the expectation of regulatory and other professional bodies.

You will be invited to participate in an online survey for each module you take. We take these surveys seriously and they are considered by the course team to develop both modules and the overall courses. Please take the time to complete any surveys you are sent as a student.

We conduct an annual process of reviewing our portfolio of courses which analyses student achievement, equality data and includes an action plan for each department to identify ongoing enhancements to our education, including changes made as a result of student feedback.

Our periodic review process is a regular check (usually every four years) on the courses by department with a specialist team including students.

Each course will have an external examiner associated with it who produces an annual report and any recommendations. Students can read the most recent external examiner reports on the course Moodle pages. Our courses are all subject to Birkbeck Baseline Standards for our Moodle module information. This supports the accessibility of our education including expectations of what information is provided online for students.

The information in this programme specification has been approved by the College's Academic Board and every effort has been made to ensure the accuracy of the information it contains.

Programme specifications are reviewed periodically. If any changes are made to courses, including core and/or compulsory modules, the relevant department is required to provide a revised programme specification. Students will be notified of any changes via Moodle.

Further information about specifications and an archive of programme specifications for the College's courses is available online.