Programme:  BSc (Hons) International Hospitality Management  
Course Title: Consultancy Project

Course Code: CONS401  
Scheduled for trimester: 9  
Credit hours: 6

Prerequisite/s: All management & specialisation core requirements (apart from level 4 courses) & general studies.  
Co-requisite/s: none  
Nominal Contact Hours: 26

Hours Breakdown:  
Lecture  6  
Tut/Sem  20  
Lab/Prac  
Field work  174  
Project/s  
Assignment/s  
Exam/s 0

Total Course hours  200

Instructor: Dr. Ivan Ninov  
Tel.: +971 4 315 5000, ext. 5149  
E-mail: ivan.ninov@emiratesacademy.edu

CONS 401 Consultancy Project

Rationale:  
The service sector represents the largest segment of most industrial economies. Hospitality and tourism are now the second largest of the service sectors. Excellence is critical for success in tourism and hospitality industries today, and its importance is increasing due to industry deregulation, global competition and rapidly evolving information technology. The aim of this course is for students to investigate and explore a range of topical and current issues of relevance to the hospitality and tourism industry. A problem based learning approach will be used by the application of pragmatic research methods to contemporary business questions.

- Many businesses require their employees to work together on collaborative investigations or group projects. This module is concerned with developing best practice for co-operation and communication in a group activity, whilst at the same time building on the competences and learning developed in the academic programme.

- The module allows students the opportunity to work with a participating company on hospitality / tourism related project that enables them through an action learning experience to apply the skills learnt in previous modules.

- The students will be required to establish practical and realistic terms of reference for the project and then self-manage the consultancy process through to completion.
As a composite element of their consultancy project they will need to undertake detailed research of the appropriate areas / markets under investigation and analyse the findings in accordance with the project objectives. Tutor supervision will be utilised throughout the process to evaluate and advise where necessary.

Teaching Philosophy

During this course my main goal as a teacher will be to stimulate students’ inquisitiveness, thinking, and learning. Students’ research, critical thinking, analytical and problem-solving skills will be further developed through a challenging project and a presentation. Students will not only learn the knowledge and the theories they have learned over the years, but they will also be able to apply them and use them in real life business situations. All students will be treated equally, with fairness and respect. They will benefit tremendously from taking this course and will be able to use the acquired knowledge in their future careers.

Course Aims and Objectives

- To provide an opportunity for students to undertake a short consultancy project
- To enable students to apply their learning from theoretical frameworks and concepts to the conduct of short individual and group projects
- To introduce students to the Consultancy Process, theories and approaches to consultancy
- To provide students with an opportunity to develop their consultancy skills and apply the knowledge, tools and techniques acquired throughout the programme into a real life situation.
- To place students into a live company environment in order to provide them with the opportunity to apply elements of the theoretical and conceptual knowledge developed within the academic programme.
- To undertake a related consultancy task for an external client within a real-time framework under actual conditions.
- To gain work experience from working for a sponsoring firm on a focused 'live' research and development problem requiring consultancy assistance
- To improve cross-cultural communication skills and teamwork
- To provide students with an understanding of the practical issues relevant to conducting an extended individual or consultancy project
- To develop the ability to organise the interaction between a ‘consultancy team’ and its client
- To be able to diagnose and justify recommendations to the client
Specific Learning Outcomes

**Knowledge:**
Upon completion of this course, students will know how to:

LO 1. Demonstrate an advanced understanding of current research and scholarship on innovation and creativity within one or two specific clusters of the hospitality and tourism industries.

LO 2. Summarize the importance of management consultancy and determine what makes (and keeps) companies competitive.

**Skill**
Upon completion of this course, students will be able to:

LO 1. Evaluate the data, using appropriate academic concepts and frameworks, and use it to draw together alternatives for development plans and to produce a structured and detailed analysis in an operational context, using both primary and secondary information sources.

LO 2. Effectively implement a designated research strategy, successfully gathering relevant information to operationalize the work plan.

**Autonomy and Responsibility Competence**
Upon completion of this course, students will be able to state the following reporting, regulating or ethical considerations:

LO 1. Develop and negotiate clear, practical and realistic terms of reference in response to client needs, which are then shown to be clearly achieved in the final report.

LO 2. Produce a written consultancy report, using appropriate conventions, which satisfies the client's needs; reports appropriately for those needs; has clarity and is effective in presenting the outcomes of the project.

LO 3. Conduct a thorough analysis of a certain area in a hospitality organization and present it in a written format.

LO 4. Conduct a full strategic analysis of a hospitality organization and present it in front of an audience.

**Self-Development Competence**
Upon completion of this course, students will be able to:

LO 1. Suggest and justify tactics and develop cost effective action plans.

LO 2. Use effective and appropriate communications techniques to present the outcomes of the consultancy project to client and faculty groups.

LO 3. Learn how to identify and use only relevant information which is of great importance to the management decision making process.

**Role in Context Competence**
Upon completion of this course, students will be able to effectively contribute to the following activities or endeavours:

LO 1. Act as management consultants to hospitality/business organizations
LO 2. Contribute to the management decision making process in hospitality companies and organizations

Contribution to Graduate Profile:
1. Students will develop a detailed understanding of management consultancy and will learn how to act as consultants to different hospitality organizations.
2. Students will develop the skills to conduct a detailed analysis of existing business problems and come up with recommendations for their solution.
3. Students will develop the skills to formulate business consultancy proposals and be able to negotiate the parameters of a business consultancy project.
4. Students will be able to deliver a professional consultancy presentation.

Transferable and Employment Skills

<table>
<thead>
<tr>
<th>SKILLS</th>
<th>PRACTICED</th>
<th>TAUGHT</th>
<th>ASSESSED</th>
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<tbody>
<tr>
<td>1. Written Communication</td>
<td>X</td>
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<td>2. Verbal Communication</td>
<td>X</td>
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<td>3. Commercial Awareness</td>
<td>X</td>
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<td>4. Problem Solving</td>
<td>X</td>
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<td>5. Networking</td>
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<td>6. Planning and Organising</td>
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<td>7. Numeracy</td>
<td>X</td>
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<td>8. Computer Literacy</td>
<td>X</td>
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<td>9. Time Management</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>10. Research</td>
<td>X</td>
<td>X</td>
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<td>11. Team Work</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<td>12. Leadership</td>
<td>X</td>
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<td>X</td>
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<td>13. Negotiating</td>
<td>X</td>
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Indicative Content
<table>
<thead>
<tr>
<th>Week</th>
<th>Hours</th>
<th>Topic</th>
<th>Content</th>
<th>Reading</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>2</td>
<td>Introduction to the course</td>
<td>Overview of management consulting and discussion of the project</td>
<td>PPT</td>
</tr>
<tr>
<td></td>
<td>Thu</td>
<td></td>
<td>Group selection</td>
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<tr>
<td>2.</td>
<td>2</td>
<td>What is a management consultant? Preparing a project proposal</td>
<td>Discussion of the project parameters Steps for developing a project proposal</td>
<td>PPT</td>
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<tr>
<td></td>
<td>Thu</td>
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<tr>
<td>3.</td>
<td>2</td>
<td>Project methodology</td>
<td>Overview of quantitative and qualitative research methods</td>
<td>PPT</td>
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<td></td>
<td>Thu</td>
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<tr>
<td>4-12</td>
<td>Ongoing</td>
<td>Project supervision</td>
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**Learning and Teaching Methodology**

- Students will be allocated to small groups of three people.
- Groups will have the responsibility for organising themselves and responding to the task negotiated with the client.
- The tutor will act as a facilitator, meeting each week with the groups to make formal inputs and to review the research activities of the group during the past week.
- Key learning points will be extracted, and shared with the wider group.
- The sub groups will be directed to research relevant theoretical and conceptual issues in international business and hospitality / tourism as the need and opportunity arises.
- It is intended that problem based learning methodology will be adopted.
- Key concepts on the skills needed for group work and consultancy work will be introduced in class through lectures and group discussion.
- Students will be expected to undertake directed reading to reinforce their levels of knowledge and understanding.
- The Library / Learning Centre will give access to significant amounts of supporting academic work and information required to support learning and assessment.

**Projects will:**

- Involve a specific hospitality / tourism problem currently faced by an existing or emerging company.
- Encompass a need for secondary and/or original research, requiring some form of analytical audit.
ASSESSMENT AND FEEDBACK - 100% course work

- This module will be assessed by
  - One piece of written work in report format (70%) (Assesses all learning outcomes)
  - A presentation of project findings and recommendations to a panel of tutors and clients (30%) (Assesses all learning outcomes)
- The written report will be provided to both EAHM and the client who may also provide feedback
- For the EAHM submission, the report will require an additional section requiring students to reflect on their learning during the module.
- Where this is a group report
  - Each group member will be awarded the same initial mark.
  - The additional reflective chapter will be used to differentiate between group members
  - Group members will be involved in peer group assessment, rating the contribution of their peers either satisfactory or unsatisfactory.
  - Where the contribution of a group member is deemed to be unsatisfactory by more than half the group, the mark for that individual will be reduced by 20%.

- Informal feedback on students' performance will be provided throughout the module.
- Students will also have the opportunity to submit a draft report for feedback prior to submitting their final work.

Possible Format of the Report

- Acknowledgements
- Preface
- Executive Summary
- Introduction
- Background Info and Overview
- Aim and Objectives of Research
- Expected Outcomes
- Methodology
- Findings / Results
- Limitations
- Recommendations
- Conclusions and Summary of Research
- Learning Outcomes
- Bibliography
- Appendices

DATES & DEADLINES: TBC Activity

Proposal By or before April 3\textsuperscript{rd}, 2013
Drafts: By or before June 16\textsuperscript{th}, 2013
Presentations: To be scheduled by student - subject to room /faculty /client availability anytime between June 16\textsuperscript{th} and June 20, 2013 or June 30\textsuperscript{th} to July 4\textsuperscript{th}

Final Written Project: By 12 pm on June 30\textsuperscript{th}, 2013
Recommended Reading


Maylor, Harvey & Blackmon, Kate (2005); Researching Business and Management: A Roadmap for Success, Palgrave Macmillan - ISBN 0-333-96407-1


Weiss Alan; (2002), How to Establish a Unique Brand in the Consulting Profession, Pfeiffer

Reference & Resources


Clark T, (1995); Managing Consultants: Consultancy as the Management of Impressions'; Open University Press


Margerison, C.J. (1995); Managerial consulting skills: a practical guide, Aldershot, Gower,
### Assessment Rubric - Report

<table>
<thead>
<tr>
<th>Learning Outcome from Module</th>
<th>D &gt;</th>
<th>C – C+</th>
<th>B</th>
<th>B+</th>
<th>A – A+</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop &amp; negotiate clear, practical and realistic terms of reference which are then shown to be clearly achieved in the final report</strong></td>
<td>Unrealistic, inappropriate and poorly expressed objectives, work undertaken varies from original or revised agreed outcomes. Little or no client management. Objectives not met.</td>
<td>Minor variances to agreed project terms of reference. Underlying objectives achieved but not in any real depth.</td>
<td>Achievable and appropriate objectives coupled with a realistic work plan. Reasonable attempts made at managing the client expectations and negotiating variances. Some depth achieved in project activates.</td>
<td>Well thought through objectives. A reasonable attempt made at gathering sufficient data in enough depth to provided rounded responses to client needs.</td>
<td>Clear and achievable approach based on well thought out objectives, focussed on providing appropriate data to address underlying client needs. Remains focussed on objectives throughout.</td>
</tr>
<tr>
<td><strong>Effectively implement the designated research strategy, successfully gathering relevant information and operationalising the work plan</strong></td>
<td>Ineffective management of the project resulting in fragmented and ineffective data being gathered. Poor process management, little depth of analysis.</td>
<td>Poor management of the process but appropriate data gathered which has allowed some of the underlying objectives to be met to a minor degree. Low level of analysis.</td>
<td>Reasonable attempt at managing the process. Realistic approach adapted to the task in hand. Some appropriate data gathered and applied in a realistic manner but lacking any real insight.</td>
<td>Good management of the process. Obvious attempts being made to explore the issues and to gather appropriate data. Evidence of good approach to data gathering.</td>
<td>Excellent management of the process. Coordination of group activities resulting in maximum use of resources and effective gathering of appropriate data. Evidence of a great depth of analysis, applied to a high standard.</td>
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<tr>
<td><strong>Use effective and appropriate communications techniques to present the outcomes of the consultancy project</strong></td>
<td>Unclear and fragmented presentation of findings / recommendations. Poor or inappropriate use of data, does not address objectives.</td>
<td>Objectives not fully addressed and/or presented in a confusing format. Recommendations and findings evident but unclear.</td>
<td>Objectives addressed but lack total clarity in delivery. Some of the findings / recommendations addressed.</td>
<td>Objectives addressed and reasonable attempt at presenting recommendations / findings and a clear and unambiguous way.</td>
<td>Excellent structure and framework ensuring objectives met and the findings and recommendations clearly communicated to the client in an appropriate manner.</td>
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<tr>
<td><strong>Produce documentary reports appropriate for the needs of the target audience which have clarity and are effective in presenting the outcomes of the project</strong></td>
<td>Poorly structured, lacks appropriate framework to effectively communicate recommendations / directions to the client. Lack of commercial appreciation.</td>
<td>Some attempt at addressing the needs of the client and their intended use of the document. Poor or ineffective framework.</td>
<td>Adopts an appropriate framework and attempts to acknowledge the needs of the client and their use of the document. Key observations / recommendations clearly evident.</td>
<td>Data and findings presented in a clear and useable format. Sufficient content to allow the document to stand alone without need to seek extensive clarification of comments or recommendations</td>
<td>Excellent clarity of expression and structure. Of use to the client and constructed with their specific needs in mind.</td>
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## CONS 401 – PRESENTATION GRADE SHEET

<table>
<thead>
<tr>
<th>AREA</th>
<th>Available</th>
<th>Actual</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Introduction</td>
<td>5</td>
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<tr>
<td>Background Information and Overview</td>
<td>5</td>
<td></td>
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<tr>
<td>Aim and Objectives of Project</td>
<td>5</td>
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<tr>
<td>Expected Outcomes</td>
<td>5</td>
<td></td>
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<tr>
<td>Methodology</td>
<td>10</td>
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<tr>
<td>Findings / Results</td>
<td>20</td>
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<tr>
<td>Recommendations</td>
<td>20</td>
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<tr>
<td>Learning Outcomes</td>
<td>10</td>
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<tr>
<td>Conclusions and Summary of Research</td>
<td>10</td>
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<tr>
<td>Presentation</td>
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<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
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Notes:
Grading Criteria for Assessments

A  The student’s work is outstanding in every respect showing an excellent ability to define the problem, analyse the problem using sophisticated analytical techniques and draw conclusions that are wholly located in the literature showing contributions to the literature and/or management practice. The number of references used will display ability to search the literature. Grammar and text structure is excellent and proper referencing is adopted with the provision of clear examples where appropriate. In cases of projects this implies that a potential exists for a student to be a sole author of a conference or journal paper. The conceptualisations go significantly beyond those discussed in class and are innovative in nature and strongly argued.

A- The student’s work is of an excellent standard but minor errors of a typographical or referencing nature are found. The student will have shown an excellent ability to define the problem, analyse the problem using sophisticated analytical techniques and draw conclusions that are wholly located in the literature showing contributions to the literature. Grammar is excellent and proper referencing is adopted. The number of references used will display ability to search the literature. In cases of projects this implies that a potential exists for a student to be a sole author of a conference or journal paper. Conceptualisation goes beyond that discussed in class and new ideas are introduced and strongly argued.

B+ The work is significantly above average in standard, showing an above average ability to define the problem, analyse the problem using sophisticated analytical techniques and draw conclusions that are wholly located in the literature showing contributions to the literature. There may be minor typographical and referencing errors. The candidates provide evidence of being able to develop conceptualisation beyond that done in class.

B  The work is of a good to above average standard showing good understanding of concepts, issues and literature beyond the obvious, thereby showing good evidence of additional learning. It is conscientious, well presented but possibly has not fully integrated concepts into a whole. Answers may be serial in nature without fully attempting a holistic assessment of the response to a problem. The work will draw upon an appropriate number of references but there may be some omissions in the literature. There may be a small number of typographical errors. There are clear, logical arguments identifying some of the clear critical issues for analysis with a clear thesis/hypothesis statement.

B- The work is of average standard showing a clear understanding of the concepts and issues that is to be expected of a student at a given standard of work. There may be a few factual errors, but these are not sufficient in number or significant in nature to generally detract from the main thrust of the argument. The main hypotheses are clearly stated, but some nuances may be left unattended. Writing is still clear with few errors of grammar and syntax, but there may be some typographical errors.
C+ The work is of an average standard to slightly below average. It is generally conscientious and the number of references used will be acceptable in number but do not provide evidence of detailed search for information/authorities. The analysis is acceptable but shows little innovative thinking being generally conventional and dependent upon a comparatively small number of authorities. The work will be generally properly displayed and contain a conclusion and bibliography but may contain omission of expected authorities and typographical errors of a minor nature. Arguments may be partial and not fully developed.

C The work is of below average level but sufficient to obtain a pass standard. It displays misunderstandings of the concepts and issues being discussed and an inability to correctly frame argument and draw conclusions. It contains errors of fact and/or interpretation that are sufficient to partially nullify the answer being provided. It may draw upon very few references, contain a significant number of typographical errors and be incorrectly referenced. Nonetheless it will be conscientious in that it shows basic levels of understanding and awareness to permit a pass grade. It identifies the main issues, even if incomplete in nature. The text is still readable and sound, even if containing typographical errors and a few errors of grammar.

Fail Grades - these will be characterised a number of faults that may include:
- Poor research skills demonstrated by inappropriate or few references.
- Poor standards of grammar and syntax.
- Inadequate referencing.
- Misunderstanding the nature of the task given and the means appropriate to completing the task.
- A failure to focus on the main concepts/arguments/issues set in the task
- Misunderstandings about the content of references used.
- Undue brevity.
- An inability to develop an argument in a logical and rational manner – the argument may be disjointed, comprise non sequiturs, and be irrelevant to the task in hand.
- Misunderstandings of the nature of the task set, the problems posed, the solutions required.
- A failure to provide evidence to support contentions.
- Non-performance in that work is not submitted in the time required with no valid reason being provided.
Methods for Monitoring and Authenticating Student Work

- File copies of each student’s written work will be kept during the course.

Academic Integrity
Each student in this course is expected to abide by EAHM’s Code of Academic Integrity. All students must ensure that they are familiar with Article 21 of the EAHM’s catalogue.

Plagiarism, in any form is not permitted, and correct citation policy should be followed at all times (APA format)

For this course, collaboration is allowed only in Group Project work

Successful EAHM Projects Include:
- A Performance Analysis of a Bar and Nightclub
- A Successful Hospitality Website for a Hotel Management Company
- Impact of the Palm Jumeirah on Adjacent Hotels
- Investigation and Evaluation of Emiratisation in Leading Service Sector Companies
- Issues with Customer Relationship Management (CRM)
- Market Research on Visitor Patterns to the Souk Madinat Jumeirah
- Examples of Previous Successful Projects:
- A Statistical Performance Analysis Of A Bar And Nightclub
- A Successful Hospitality Website For A Hotel Management Company
- Analysis And Benchmarking A New Website
- Analysis Of An Hotel Chain’s Intranet System
- Analysis of Emerging Asian Tourist Markets for DTCM
- Concept Analysis Of A 5 Star Hotel Bar Lounge
- Consumer Behaviour in Casual Restaurants
- Customer Choice Patterns in Selecting Casual Dining Restaurants
- Development of Restaurant SOP’s for an International Hotel Chain
- Dubai Hotel Development Cost Modelling
- Emiratisation And How It Affects Job Satisfaction
• Impact Of The Palm Jumeirah On Adjacent Hotels
• Improving Hotel Recruitment Processes
• In Depth Marketing - Business Plan For A Contract Catering Company
• Introducing Organic Spanish Wines Into The Dubai Market
• Investigation And Evaluation Of Emiratisation In Leading Service Sector Companies
• Issues With Customer Relationship Management Software (CRM)
• Market Research On Visitor Patterns To The Souk Madinat Jumeirah
• Market Research Survey To Identify Technological Systems Available In Hotels
• Marketing Plan For The BTEC National Diploma In Hospitality Supervision
• Observation Data To Improve Customer Engagement Levels In A 5 Star Hotel
• Pre-Opening Coordination Of A Luxury Maldives Island Resort
• Training Plan For Graduate Management Trainees