

BMIH6013

Organisational Consultancy

Week 1 · Module Overview & Introduction

Week 1

Daniel Payne

Today: Meet each other • Explore the module • Begin the subject

Register



Welcome

This Semester:

- **12 Weeks of lectures**
- **Lectures Time 9:00am-12:00 noon every Monday**
- **One assignment for this module**
- **Module handbook available on Moodle**

Where Are We Now?

Module:	Organisational Consultancy
Week	Lecture Topic
1	Module Overview and assignment brief, Introduction to the concept of Organisational Consultancy (OC)
2	Importance of Consultancy for hotel management and ethical considerations in OC
3	Methods for identifying organisational problems, and data collection and analysis in consultancy
4	Theories of organisational change, managing resistance to change in hospitality Change management plan development
W/C 26 th Oct	READING WEEK-NO CLASSES / MID-SEMESTER BREAK
5	Stakeholder theory, stakeholders
6	Communication and stakeholder engagement
7	Strategic planning and implementation
8	Performance measurement and evaluation
9	Strategy and strategic management
10	Problem solving and decision-making
11 and 12	Assignment workshop and Module Feedback

Today's Objectives

- Introduction
- Overview of the module
- Introduction to Organisational consultancy
- Discuss Assignment

About Your Lecturer

Two truths. One lie.

A

I've worked in hospitality for approximately 15 years.

B

I've visited 48 countries.

C

I live in West Wales.

Which is the lie — and why?

About your Lecturer...

Daniel Payne

Email: [*d.payne@uwtsd.ac.uk*](mailto:d.payne@uwtsd.ac.uk)



Your Turn

Let's get to know each other



Your name



Current work?



Hospitality experience?



Why HHM?



Travel / dream destination



Future plans

Use these as prompts — you do not have to answer everything.

Working Together

With a small class, everyone matters.

Be respectful

Be willing to contribute

Ask questions

Listen to different viewpoints

Be punctual and prepared

Anything you would add?

Where Are We Going?

Week 1

- Introduction to Organisational Consultancy

Weeks 2 – 4

- Ethics
- Organisational Problems
- Change

Weeks 5 - 6

- Stakeholders
- Communication

Weeks 7–10

- Planning
- Performance
- Strategy
- Decision-making

Weeks 11 - 12

- Assignment Workshops

Before We Begin...

Have you ever heard the term:

“Organisational Consultancy”

Yes

No

Not sure

What Comes to Mind?

When you hear...

**ORGANISATIONAL
CONSULTANCY**

What words or ideas come to mind?

When you hear...

CONSULTANT

What do you think a consultant actually
does?

Let's Break the Words Down

ORGANISATIONAL

What might this refer to?

CONSULTANCY

What might this mean?

So what might “organisational consultancy” mean?

Organisational Consultancy

A professional service provided by consultants to help organisations:

Improve performance

Overcome challenges

Achieve their goals

Consultants work with organisations to:

1. Assess the current situation

2. Identify opportunities for improvement

3. Recommend improvements

Let's Put That Into Context

Imagine you manage a hotel.



Guest satisfaction has fallen



Check-in is taking longer



Staff turnover has increased

You decide to bring in an external consultant.

Why might you want outside help?

Why Not Just Fix It Yourself?

Why would an organisation pay an external consultant...
...rather than solve the problem internally?

Think together for 2 minutes.
Then share your reasons.

Three Simple Questions

We can think about consultancy using:

AIM

To enhance the organisation's efficiency, productivity, and effectiveness by addressing issues related to structure, processes, and culture

PROCESS

Comprehensive analysis of various aspects of the organization: structure, processes, and culture etc.

GOAL

To identify areas that require improvement and implement strategies that enhance efficiency, and productivity.

Aim

To improve areas such as:

Efficiency

Productivity

Effectiveness

What might each look like in a hotel?

Process

Consultants may examine:

Structure

**How the organisation is
organised**

Processes

How things get done

Culture

**How people work
together**

Can you think of a hospitality example of each?

Goal

What is consultancy ultimately trying to achieve?

Identify areas for improvement

Recommend appropriate changes

Improve organisational performance

Is simply identifying the problem enough?

Quick Recap

Without looking back...

AIM

What does it mean?

PROCESS

What does it mean?

GOAL

What does it mean?

Work together. No pressure. No scoring.

Scope

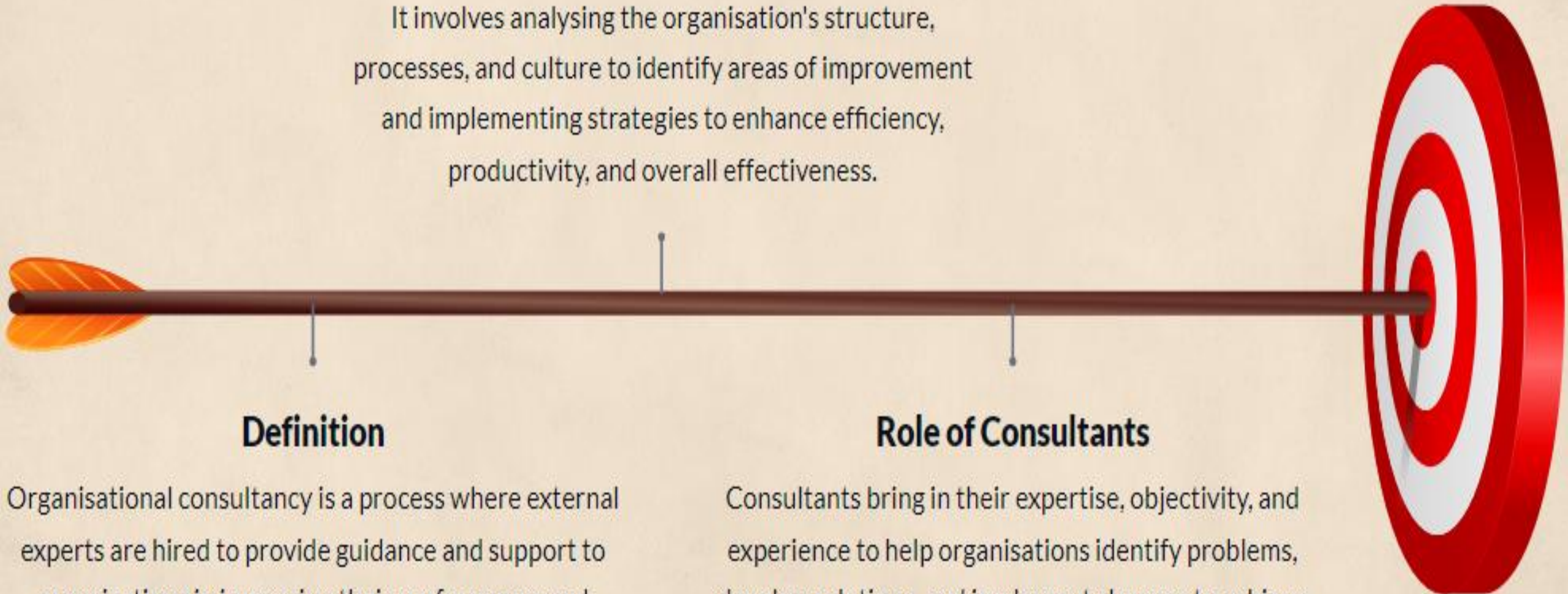
It involves analysing the organisation's structure, processes, and culture to identify areas of improvement and implementing strategies to enhance efficiency, productivity, and overall effectiveness.

Definition

Organisational consultancy is a process where external experts are hired to provide guidance and support to organisations in improving their performance and achieving their goals.

Role of Consultants

Consultants bring in their expertise, objectivity, and experience to help organisations identify problems, develop solutions, and implement changes to achieve desired outcomes.





Break

When we return: What areas can organisational consultants help with?

ORGANISATIONAL CONSULTANCY



Organisational consultancy (OC), is also known as organisational consulting or management consulting.



OC simply is a **professional service** provided by external experts or consultants to help organisations enhance their overall performance, overcome challenges, and achieve their goals.



OC is a **strategic process** where external experts or consultants are engaged to collaborate with an organisation, assess its current state, and provide recommendations for improvement.



Scope of Organisational Consultancy



1. Structural Analysis

Assess organisational structure to ensure it aligns with the company's objectives and promotes effective communication and collaboration.



2. Process Evaluation

Evaluation of existing processes and workflows to identify inefficiencies, bottlenecks, and areas for improvement.



3. Cultural Assessment

Analysis of the organisation's culture, including its values, norms, and communication patterns, to ensure alignment with strategic goals.



4. Change Management

Developing strategies for implementing changes within the organization, including managing resistance and ensuring a smooth transition.



5. Performance Improvement

Identifying and implementing measures to enhance overall organisational performance.



6. Goal Alignment

Ensuring that the organisational goals are clearly defined, communicated, and aligned with the overall business strategy.

Consultants Role



1. Expertise

Specialized knowledge and skills to solve organisational challenges.



2. Objectivity

Provide an unbiased perspective, free from internal biases and preconceptions, enabling a more objective analysis of the organisation.



3. Experience

Valuable insights and best practices from diverse experience.



4. Problem Identification

Thorough assessments and analyses to identify issues.



5. Solution Development

Developing tailored solutions to address identified challenges.



6. Implementation Support

Guide the organisation through the implementation of recommended changes, ensuring a smooth transition.



7. Feedback and Evaluation

Evaluate strategies to help organisations measure the effectiveness of implemented changes and make required adjustments.

Which Area Might This Relate To?

1. Two hotel departments are not communicating effectively.
2. The check-in process takes too long.
3. Employees dislike the organisation's way of working.
4. Staff are struggling with a recent organisational change.

Match to: Structure • Process • Culture • Change

Some examples may overlap.

Does Consultancy Only Fix Problems?

Does an organisation need to be failing...
...before it needs a consultant?

YES

NO

IT DEPENDS

What Does a Consultant Bring?

Why employ an external consultant?

Expertise

Objectivity

Experience

Did we identify any of these earlier?

The Consultant's Role

 **Provides expertise**

 **Offers objectivity**

 **Brings experience**

 **Helps identify problems**

 **Develops solutions**

 **Supports
implementation**

 **Evaluates results**

Which Is Most Important?

Which quality is most important for a consultant?

Expertise

Objectivity

Experience

Choose one — and explain why.

Could someone have lots of expertise but still be a poor consultant?

A Simple Consultancy Example

The Riverside Hotel

Guest satisfaction has been falling.

Management believes customer service is the problem.

Employees believe staffing levels are the problem.

An external consultant has been appointed.

Use only what we have covered today.

Apply Today's Ideas

1. What is the aim of the consultancy?

2. What areas might the consultant examine?

3. What could the consultant bring to the organisation?

4. What would the overall goal be?

Work as one group of three.

What Have We Learned So Far?

WHAT IS IT?

WHAT IS ITS AIM?

WHAT CAN IT EXAMINE?

WHAT DOES A CONSULTANT DO?

Now... Your Assignment

Consultancy Report



International chain-affiliated hotel



4,000 words

You are not expected to know how to produce this report yet.

Let's Look at the Brief

As we read it, highlight three things.

1. What am I being asked to do?

2. What are the key requirements?

3. What do I not understand yet?

Don't Panic!

You are NOT expected to know how to do all of this yet.

Organisational problems

Data collection & analysis

Change

Stakeholders

Communication

Strategy

Performance

Problem-solving &
decision-making

The assignment will make more sense as the module develops.

Today's Three Questions

Can we answer these now?

1. What is organisational consultancy?

2. What does an organisational consultant do?

3. How does this module connect to your assignment?

Before We Finish...

1. One thing you learned today

2. One question you still have

3. One thing you are interested to learn more about

Next Week...

**Importance of Organisational Consultancy
&
Ethical Considerations**