Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LEVEL 6 ASSESSMENT SPECIFICATION			
Student name:		**Student ID number:**	
Programme:	**BA(Hons) International Hotel Management**		
Module:	**Organisational Consultancy**		
Module code:	**BMIH6005**	***Contribution to Overall Module Assessment (%):***	**100%**
Lecturer:	**Emily Williams**	**Internal Verifier:**	**Dr Jayne Griffith-Parry**
Assignment Title:	**Consultancy Report**	**Word count (or equivalent):**	**6,000**
Submission deadline:	**22 March 2021**	**Return date of provisional marks & written feedback:**	**22 April 2021**
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. ***(Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.)*** **Late submission of the assessment will result in a late penalty mark.** Penalties for late submission: Up to one week late, maximum mark of 40%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission, you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Module Learning Outcomes

(from module syllabus)

Upon the successful completion of this module, the student should be able to:

- Identify with the role of a management consultant and initiate and carry out a project that is of strategic relevance to an organisation;
- Undertake a systematic analysis of data and produce a report that critically evaluates arguments and assumptions, draws realistic and appropriate conclusions and makes sound and informed judgements to achieve a solution(s).

TASK DESCRIPTION

What is a consulting report?

A consulting report is usually prepared by an expert for a client or company that doesn't have the time or knowledge to do the necessary research and write up a report. Preparing reports is usually part of a consultant's job description. Here is the requested layout for your report.

1. **Title Page:**

Name of report – so either the hotel, or department within that hotel that you are consulting on.

Your name (and your student number)

Name of your company – remember you can be imaginative here, and the name of your company and the design of your front page will add impact to your report. In professional practice an organisation may have chosen a variety of consultants to report for them, the ones that make the best impact and that they decide to follow may not be the one with the most relevant content, but appearance may have informed their choice.

Name of client – this can be factual or fictional, remember if you are going to use a fictional location then you need to devise your own background for the hotel/department. Its size location, as these are only some of the factors that can influence your assessment of the location and the recommendations that you might give to the client.

Date report delivered to client – this will need to be any date up to the date of your final submission point for this assessment. Remember though that things can change very quickly within the current situation and you need to consider the impact of the pandemic on the industry as well, so do not write to far in advance as this could impact on your assessment of your chosen location.

Design tips for consulting report cover pages:

Use clean, conservative fonts: Sans Serif fonts such as Times New Roman, Arial, Calibri

Avoid handwritten or calligraphy-style fonts. Or any fonts that are hard to read.

Brand your cover page template by using the client's logo, brand colours and font. Your font, images and text should all work together in design harmony. The best way to avoid sending mixed messages.

Choose the colour scheme, icons, font and images that you use in your consulting report cover page carefully. They should give readers a rock-solid idea of what they're about to read. When in doubt: keep your design as simple as possible.

Optional: use photos to set the tone for the report's content. *There are two types:*

A photo that represents the industry or a metaphorical photo, like plants to represent growth.

Contents List (excluded from word count)

Complete this section *after* you finish the rest of your report.

List each part of the report and the page number it is on

Executive Summary 15% of word count

An executive summary is a short description of the contents of a report. It goes before the introduction in a typical report. It should not include high-level information but instead facts and figures from your findings, plus any recommendations.

The difference between the writing of an academic report where the executive summary is a short section and not included within the marking to actually writing a consultancy report for professional purposes is that decision makers (within the industry) may only read the executive summary of a consulting report (and skim the rest). So, your word count will be considered and marked and should make up pend the most time on this section.

To test if you are putting your consultancy report together properly you can show the executive summary to someone not involved in your studies - Do they feel like they get an overview of the report and do not have to read further to understand it? If they feel confused or that they are missing information, you need to adjust this section. Consultants should write an executive summary *after* they write the rest of their report. Only then will you really understand what information to include.

Your executive summary should include:

- *The problem or issue at stake*
- *Your findings (including facts and figures)*
- *Your analysis of these findings*
- *Your recommendations to the client*
- *Conclusion*

This is in addition to the individual sections that you will have covered. But summarised, so that the reader (your client in this context), can read this quickly and understand your assessment.

Introduction: (5% of word count)

Purpose of report

Problems/issues to be addressed.

Methods to be used to analyse the problem/issue (Here you will write about your intention to use SWOT and PESTEL and why you have chosen those two methods. You can if you choose to use other audit methods also, such as observation of work placed practice, but make sure if you do so that you support this well with in text citations (even a professional client will want to know what supports this report)

Scope & analysis (20% of word count)

This is the section where you will be describing the hotel, so setting the scene for the report, write about location, room number, age of the hotel, recent feedback, are there any now problems for example, bad reports in the media. Has it developed a positive reputation for certain events, such as being a must have wedding venue- so really describing the background of the operation. This will allow the reader to understand the scope of positives and negatives and the impact your recommendations may have for the organisation. Within this section you should be using a PESTEL and SWOT analysis, these can be set in table format and are included within your word count. Remember that when you insert you text into your table, then it is recommended that you also summarise this within paragraphs after this to give a fuller explanation. Really think about the analysis and research the hotel that you have chosen. It is accepted that you will be using online information predominantly so make sure that this is the most relevant that you can find to support your writing. A client would not appreciate outdated information about their hotel being presented to them within a consultancy report.

Main Body (30%-word count)

When you have analysed your hotel (or individual department), then you need to think of imaginative ways in which the operation can be improved. This will allow you to consider a wide range of management techniques, does the staff training programme need to be enhanced? Does that relate to some of the problems that have been noted on review sites? For example. Are there problems mainly environmental? This does not need to be external to the hotel but could be that refurbishment is needed.

Within your main body there needs to be a balance between positive and negative aspects of your analysis. Not all the hotel operations will be good, but then not all will be bad either. This will, enable you to demonstrate your analytical and cognitive skills, what have you understood by investigating this hotel, what needs to change now what could wait, what needs to remain. These are questions that you will ask of yourself, and your answers will be based on your analysis.

List the issues, describe, and analyse each one, you can support this section also by the use of data and statistics. The web pages for your chosen hotel will display a lot of this data. Use also site such as the financial times index reports, and companies house (if within the UK) to give you understanding of their financial performance. Many companies display their financial performance on their websites, look for their company reports, and Directors reports - but you need to look for this. So, take time investigating fully.

Consultants within professional settings will carry out much of this work prior to even visiting the business they are reporting on, they need to have a full understanding of what they are walking into to, it is not just what managers or owners tell you that is important, it is what you can find out as well.

Findings & Results (15%-word count)

This is a summary section of results and can be presented in table format. This is relevant whether you have chosen to report on the hotel as a whole where you would list by areas for example food & Beverage, Rooms etc or if you have chosen one department so for Food & Beverage, Venue design & environment, Staff numbers and roles, Staff training, Menu choices, numbers and types of bars… and so on.

When presented in table format, similar to when you carried out your SWOT and PESTEL remember to make comments under the table as well, this will allow you to expand on what you have reviewed (the review process to be carried out by way of website, online analysis, and literature review)

Action Plan (5% of word count)

This allows you to insert in table format your findings by sub section. ***Example***

Number	Problem	Solution	Desired outcome	Time scale	Completion Date	Planned Budget
1	Poor external signage & brand image	To agree a revised logo whilst maintaining current colour scheme and font, considering the possible loss of some brand loyalty but balancing this with clear recognisable signage and image.	That the recent poor feedback and outdated image will be improved upon and reassure existing customers that their views have been considered and increasing customer conversion rate.	3 months	16/04/2021	£20,000 (single site)

Financial implications are a very important part of change management, this exercise will allow you to consider the cost of consultancy, you are not required within this report to consider your consultancy fees. These have been agreed as £25,000. This would include your initial investigative work, an initial site visit, interim and then final feedback visit. This may sound like a high fee, but many hours of work are carried out investing problems during consultancy, so this fee is seen as realistic for a consultancy report of this word count length.

You are required though to consider the costs of any works that need to be carried out. Within the table example above designing signage the manufacture of these and the installation has been assessed at £20,000.

So, consider what the costs of your recommendations will be. You have not been set an upper limit budget by your client, but be realistic, don't expect them to have an open budget for your recommendations, and so you might want to list them in order of priority, as you client may choose not to take all of your ideas on board, and some will definitely be more important than others.

Recommendations (5% of word count)

List your recommendations as bullet points to keep them short and to the point, this is very much a summary of your table format action plan.

Conclusion (5% of word count)

Summarise all your findings and recommendations from the report. It is usual as a consultant that you will thank the client for inviting you to undertake the work, think as a Consultant here, you want to be courteous to your client, they may need consultancy services again and there are many companies who can provide these, so make sure they choose you!

Reference List (excluded from word count) 1% of word count (60 references)

Although this is being written as a consultancy report it does incorporate academic skill. Remember that your consultancy client will also want to know where you have got information from. So, it is important that you use in text citations within your work and then list your references in alphabetical order at the end of your report.

GUIDANCE FOR STUDENTS IN THE COMPLETION OF TASKS

NOTE: The guidance offered below is linked to the five generic assessment criteria overleaf.

1. Engagement with Literature Skills

Your work must be informed and supported by scholarly material that is *relevant* to and *focused* on the task(s) set. You should provide evidence that you have accessed an appropriate *range* of sources, which may be academic, governmental and industrial; these sources may include academic journal articles, textbooks, current news articles, organisational documents, and websites. You should consider the *credibility* of your sources; academic journals are normally highly credible sources while websites require careful consideration/selection and should be used sparingly. Any sources you use should be current and up-to-date, mostly published within the last five years or so, though seminal/important works in the field may be older. You must provide *evidence* of your research/own reading throughout your work, using a suitable referencing system, including in-text citations in the main body of your work and a reference list at the end of your work.

Guidance specific to this assessment:

This consultancy report needs to be supported by reference material and your use of the information available to you will be assessed. For this length of report, you need to include a minimum of 60 reference sources. These must also be in-text inserted as citations suing the Harvard referencing method.

2. Knowledge and Understanding Skills

At level 6, you should be able to demonstrate: sound knowledge and critical understanding of the well-established concepts and principles of the subject area and the way in which those principles have developed; knowledge of the main methods of enquiry in the discipline. *Knowledge* relates to the facts, information and skills you have acquired through your learning. You demonstrate your *understanding* by interpreting the meaning of the facts and information (knowledge). This means that you need to select and include in your work the concepts, techniques, models, theories, etc. appropriate to the task(s) set. You should be able to explain the theories, concepts, etc. meaningfully to show your understanding. Your mark/grade will also depend upon the *extent* to which you demonstrate your knowledge and understanding.

Guidance specific to this assessment:

This consultancy report gives you the opportunity to investigate fully the operation of a chosen hotel or hotel department (within that hotel). You will also be able to demonstrate your critical thinking by analysing and prioritising matters to be improved upon or making note of the positive aspects of the operation. You need to demonstrate this within your investigative phase of your work and then present this in such a way that it is clear to the reader. Here you will be able to show your skills within the use of tools as SWOT and PESTEL.

3. **Cognitive and Intellectual Skills**

You should be able to critically analyse information, and propose solutions to problems arising from that analysis, including the critical evaluation of the appropriateness of different approaches to solving problems. Your work must contain evidence of logical, analytical thinking, evaluation, and synthesis. For example, to examine and break information down into parts, make inferences, compile, compare and contrast information. This means not just describing what! But also justifying: Why? How? When? Who? Where? At what cost? At all times, you must provide justification/evidence for your arguments and judgements. Evidence that you have reflected upon the ideas of others within the subject area is crucial to you providing a reasoned and informed debate within your work. Furthermore, you should provide evidence that you are able to make sound judgements and convincing arguments using data and concepts, with an understanding of the limits of knowledge, and how this influences analyses and interpretations. Sound, valid conclusions are necessary and must be derived from the content of your work. Where relevant, alternative solutions and recommendations may be proposed.

Guidance specific to this assessment:

Within the main body of your work, you will be able to discuss the operation of the hotel. This will be further written about within your analysis and recommendations, this shows your skill of understanding the problem you are faced with as a consultant, and how to remedy a problem. You will also be able to justify your recommendations by prioritising and placing and approximated value onto the individual areas.

Practical Skills

At level 6, you should be able to use/deploy a range of established techniques within the discipline and apply underlying concepts and principles outside the context in which they were first studied, including, where appropriate, the application of those principles in an employment context. You should be able to demonstrate how the subject-related concepts and ideas relate

to real world situations and/or a particular context. How do they work in practice? You will deploy models, methods, techniques, and/or theories, in that context, to assess current situations, perhaps to formulate plans or solutions to solve problems, or to create artefacts, some of which may be creative. This is likely to involve, for instance, the use of real-world artefacts, examples and cases, the application of a model within an organisation and/or benchmarking one theory or organisation against others based on stated criteria. You should show awareness of the limitations of concepts and theories when applied in particular contexts.

Guidance specific to this assessment:

When writing this report consider how you would as a manager use this information, how could it improve your operation, and increase reputation and often revenue. Has this report considered competitors has there been any benchmarking considered? All of these are important if this submission is to relate to the professional environment.

4. Transferable Skills for Life and Professional Practice

Your work must provide evidence of the qualities and transferable skills necessary for employment requiring the exercise of personal responsibility and decision-making. This includes demonstrating: professional development to advance existing skills and acquire new competences that will enable you to assume significant responsibility within organisations; that you can initiate and complete tasks and procedures, whether individually and/or collaboratively; that you can use appropriate media to effectively communicate information, arguments and analysis in a variety of forms to specialist and non-specialist audiences; fluency of expression; clarity and effectiveness in presentation and organisation. Work should be coherent and well-structured in presentation and organisation.

Guidance specific to this assessment:

The presentation and style of your report will be important to draw the attention of a client. What design have you chosen, what content have you decided to include? It is unnecessary to tell a client how good their operation is, there needs to be balance, remember if there were no problems, they would not need the report. Accuracy of information, use of correct spelling and grammar and appropriate font size and style are essential to allow this report to be suitable for professional practice, and therefore transferable as a skill for the future.

STUDENT FEEDBACK FORM

This section details the *extent* to which the assessment criteria are demonstrated by you, which in turn determines your mark. The marks available for each category of skill are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Generic Assessment Criteria		
1. Research-informed Literature Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions.		
	10	
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.		
	20	
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence		
	40	
4. Practical Application and Deployment Deployment of methods, materials, tools and techniques; application of concepts; formulation of innovative and creative solutions to solve problems.		
	15	
5. Skills for Professional Practice Attributes in professional practice: individual and collaborative working; deployment of appropriate media; presentation and organisation.		
	15	

COMMON ASSESSMENT AND MARKING CRITERIA

Assessment Criteria	OUTRIGHT FAIL 0-29%	UNSATISFACTORY 30-39%*	SATISFACTORY 40-49%	GOOD 50-59%	VERY GOOD 60-69%	EXCELLENT 70-79%	EXCEPTIONAL 80-100%
1. Research-informed Literature Extent of research and/or own reading, selection of credible sources, application of appropriate referencing conventions	Little or no evidence of reading. Views and findings unsupported and non-authoritative. Referencing conventions largely ignored.	Poor evidence of reading and/or of reliance on inappropriate sources, and/or indiscriminate use of sources. Referencing conventions used inconsistently.	References to a limited range of mostly relevant sources. Some omissions and minor errors. Referencing conventions evident though not always applied consistently.	Inclusion of a range of research-informed literature, including sources retrieved independently. Referencing conventions mostly consistently applied.	Inclusion of a wide range of research-informed literature, including sources retrieved independently. Selection of relevant and credible sources. Very good use of referencing conventions, consistently applied.	A comprehensive range of research informed literature embedded in the work. Excellent selection of relevant and credible sources. High-level referencing skills, consistently applied.	Outstanding knowledge of research-informed literature embedded in the work. Outstanding selection of relevant and credible sources. High-level referencing skills consistently and professionally applied.
2. Knowledge and Understanding of Subject Extent of knowledge and understanding of concepts and underlying principles associated with the discipline.	Major gaps in knowledge and understanding of material at this level. Substantial inaccuracies.	Gaps in knowledge, with only superficial understanding. Some significant inaccuracies.	Evidence of basic knowledge and understanding of the relevant concepts and underlying principles.	Knowledge is accurate with a good understanding of the field of study.	Knowledge is extensive. Exhibits understanding of the breadth and depth of established views.	Excellent knowledge and understanding of the main concepts and key theories. Clear awareness of challenges to established views and the limitations of the knowledge base.	Highly detailed knowledge and understanding of the main theories/concepts, and a critical awareness of the ambiguities and limitations of knowledge.
3. Analysis Analysis, evaluation and synthesis; logic, argument and judgement; analytical reflection; organisation of ideas and evidence	Unsubstantiated generalisations, made without use of any credible evidence. Lack of logic, leading to unsupportable/ missing conclusions. Lack of any attempt to analyse, synthesise or evaluate.	Some evidence of analytical intellectual skills, but for the most part descriptive. Ideas/findings sometimes illogical and contradictory. Generalised statements made with scant evidence. Conclusions lack relevance.	Evidence of some logical, analytical thinking and some attempts to synthesise, albeit with some weaknesses. Some evidence to support findings/ views, but evidence not consistently interpreted. Some relevant conclusions and recommendations, where relevant	Evidence of some logical, analytical thinking and synthesis. Can analyse new and/or abstract data and situations without guidance. An emerging awareness of different stances and ability to use evidence to support the argument. Valid conclusions and recommendations, where relevant	Sound, logical, analytical thinking; synthesis and evaluation. Ability to devise and sustain persuasive arguments, and to review the reliability, validity & significance of evidence. Ability to communicate ideas and evidence accurately and convincingly. Sound, convincing conclusions / recommendations.	Thoroughly logical work, supported by evaluated evidence. High quality analysis, developed independently or through effective collaboration. Ability to investigate contradictory information and identify reasons for contradictions. Strong, persuasive, conclusions, justifiable recommendations.	Exceptional work; judiciously selected and evaluated evidence. Very high quality analysis, developed independently or through effective collaboration. Ability to investigate contradictory information and identify reasons for contradictions. Highly persuasive conclusions
4. Practical Application and Deployment Effective deployment of appropriate methods, materials, tools and techniques; extent of skill demonstrated in the application of concepts to a variety of processes and/or contexts; formulation of innovative and creative solutions to solve problems.	Limited or no use of methods, materials, tools and/or techniques. Little or no appreciation of the context of the application.	Rudimentary application of methods, materials, tools and/or techniques but without consideration and competence. Flawed appreciation of the context of the application.	An adequate awareness and mostly appropriate application of well established methods, materials, tools and/or techniques. Basic appreciation of the context of the application.	A good and appropriate application of standard methods, materials, tools and/or techniques. Good appreciation of the context of the application, with some use of examples, where relevant.	A very good application of a range of methods, materials, tools and/or techniques. Very good consideration of the context of the application, with perceptive use of examples, where relevant. Evidence of some innovation and creativity.	An advanced application of a range of methods, materials, tools and/or techniques. The context of the application is well considered, with extensive use of relevant examples. Application and deployment extend beyond established conventions. Innovation and creativity evident throughout.	Outstanding levels of application and deployment skills. Assimilation and development of cutting edge processes and techniques.
5. Skills for Professional Practice Demonstrates attributes expected in professional practice including: individual initiative and collaborative working; deployment of appropriate media to communicate (including written and oral); clarity and effectiveness in presentation and organisation.	Communication media is inappropriate or misapplied. Little or no evidence of autonomy in the completion of tasks. Work is poorly structured and/or largely incoherent.	Media is poorly designed and/or not suitable for the audience. Poor independent or collaborative initiative. Work lacks structure, organisation, and/or coherence	Can communicate in a suitable format but with some room for improvement. Can work as part of a team, but with limited involvement in group activities. Work lacks coherence in places and could be better structured.	Can communicate effectively in a suitable format, but may have minor errors. Can work effectively as part of a team, with clear contribution to group activities. Mostly coherent work and is in a suitable structure.	Can communicate well, confidently and consistently in a suitable format. Can work very well as part of a team, with very good contribution to group activities. Work is coherent and fluent and is well structured and organised.	Can communicate professionally and, confidently in a suitable format. Can work professionally within a team, showing leadership skills as appropriate, managing conflict and meeting obligations. Work is coherent, very fluent and is presented professionally.	Can communicate with an exceptionally high level of professionalism. Can work exceptionally well and professionally within a team, showing advanced leadership skills. Work is exceptionally coherent, very fluent and is presented professionally.

Student Self Evaluation Form			
Student name:		**Student P number:**	
Programme:		**Year of programme**	
Assignment Title:			

This section repeats in brief the common assessment criteria detailed on previous pages. The *extent* to which these are demonstrated by you determines your mark. Using these criteria, tick the box that best indicates the level of achievement you feel you have achieved regarding each of them.

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Common Assessment Criteria Applied	Level of Achievement						
	REFER		3rd	2:2	2:1	1st	1st
	OUTRIGHT FAIL	UNSATISFACTORY	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
1. Research-informed Literature	0-29% ☐	30-39% ☐	**40-49%** ☐	**50-59%** ☐	**60-69%** ☐	**70-79%** ☐	**80-100%** ☐
2. Knowledge and Understanding of Subject	0-29% ☐	30-39% ☐	**40-49%** ☐	**50-59%** ☐	**60-69%** ☐	**70-79%** ☐	**80-100%** ☐
3. Analysis	0-29% ☐	30-39% ☐	**40-49%** ☐	**50-59%** ☐	**60-69%** ☐	**70-79%** ☐	**80-100%** ☐
4. Practical Application and Deployment	0-29% ☐	30-39% ☐	**40-49%** ☐	**50-59%** ☐	**60-69%** ☐	**70-79%** ☐	**80-100%** ☐
5. Skills for Professional practice	0-29% ☐	30-39% ☐	**40-49%** ☐	**50-59%** ☐	**60-69%** ☐	**70-79%** ☐	**80-100%** ☐

PLEASE COMMENT ON AREAS IN WHICH YOU FEEL THAT YOU HAVE PERFORMED WELL	PLEASE COMMENT ON AREAS YOU FEEL THAT YOU NEED TO DEVELOP

Student's Name		Date	
Student's Signature			