

TECHNICAL REFERENCE

Management consultants



Published by

Enterprise
Singapore

TR 43 : 2015
(ICS 03.080.20)

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ISBN 978-981-4726-10-8

First published, 2015

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Foreword

This Technical Reference was prepared by the Working Group (WG) on Consultant Quality Management under the direction of the Management System Standards Committee (MSSC). The MSSC endorsed the Technical Reference on 12 November 2015.

Management Consultants undertake a range of multi-disciplinary activities to help enterprises solve issues, create value, maximise productivity and growth, and improve business performance. They are concerned with the enterprise's strategy, structure, culture, management and operations, amongst others.

In carrying out their assignments, Management Consultants use a structured process to identify issues, scope the consulting assignment, gather and analyse data, make appropriate recommendations, and implement solutions.

This Technical Reference sets out the minimum acceptable professional standards and practices for Management Consultants. It can be used by:

- (a) Management Consultants seeking employment;
- (b) Management Consultants seeking recognition of their knowledge, skills and experience;
- (c) Management Consultants taking on assignments for clients;
- (d) Clients seeking clarification on the roles of Management Consultants;
- (e) Clients seeking reference on the management consultancy process;
- (f) Management consultancy trainers, researchers, academics and industry experts;
- (g) Certification bodies qualifying Management Consultants.

This Technical Reference is not to be regarded as a Singapore Standard. This Technical Reference is made available for provisional application over a period of two years, but does not have the status of a Singapore Standard. The aim is to use the experience gained to modify the Technical Reference so that it can be adopted as a Singapore Standard. Users of the Technical Reference are invited to comment on its technical content, ease of use and any ambiguities or anomalies. These comments can be submitted using the feedback form provided at the end of the Technical Reference and will be taken into account in the review of the publication. At the end of the two years, the Technical Reference will be reviewed by the WG to discuss the comments received and to determine its suitability as a Singapore Standard. Submission for approval by the Standards Council as a Singapore Standard will be carried out only upon agreement after review.

In preparing the Technical Reference, reference was made to the following publications:

- (a) BS EN 16114 : 2011 Management consultancy services
- (b) ISO 22222 : 2005 Personal financial planning – Requirements for personal financial planners
- (c) Management consulting – A guide to the profession (4th edition)

The Technical Reference was developed in consultation with stakeholders such as representatives from industry associations, industry experts and users of the Technical Reference in both the public and private sectors.

Attention is drawn to the possibility that some of the elements of this Technical Reference may be the subject of patent rights. Enterprise Singapore shall not be held responsible for identifying any or all of such patent rights.

Technical Reference for management consultants

1 Scope

This Technical Reference provides a frame of reference for management consultancy. It defines the consultancy process, specifies the competency and ethical requirements and outlines the scope for continuous professional development of Management Consultants.