

**City University of Hong Kong
Course Syllabus**

**offered by Department of Management
with effect from Semester A in 2017 / 2018**

Part I Course Overview

Course Title:	Management Consulting Skills
Course Code:	MGT 5508
Course Duration:	1 Semester
Credit Units:	3
Level:	P5
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: (Course Code and Title)	Nil
Precursors: (Course Code and Title)	Nil
Equivalent Courses: (Course Code and Title)	Nil
Exclusive Courses: (Course Code and Title)	NIL

Part II Course Details

1. Abstract

The aims of this course are to:

- to provide an understanding of the management consulting industry, the nature of management consulting, and the process of consulting;
- to provide some insights for managers on how the management consulting profession works and how to get the best out of management consultants; and
- to develop the key analytical skills needed to be an internal or external consultant

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Demonstrate knowledge of the management consulting process and managing the client relationship.	20%	✓		
2.	Demonstrate knowledge of, and ability to use, the key tools and skills needed to collect and analyze data as used in consulting projects.	50%	✓	✓	
3.	Demonstrate ability to prepare and present the recommendations to the client in a clear and persuasive manner.	30%	✓	✓	✓
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CIOs.)

TLA	Brief Description	CISO No.			Hours/week (if applicable)
		1	2	3	
Emphasis in lectures that are placed on the rigorous use of fundamental techniques.		X	X		
Learning through class exercises that are primarily based on hands-on activities and interactive problem solving allowing instant feedback.		X	X	X	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CIOs.)

Assessment Tasks/Activities	CISO No.						Weighting	Remarks
	1	2	3	4	5	6		
Continuous Assessment: <u>50%</u>								
In class participation	X	X	X				10	
Group project	X	X	X				30	Group project to prepare and present recommendations to "client"
Individual assignments covering key consulting skills	X	X	X				10	Self-reflective action plan on development of consulting competencies and mindset
Examination: <u>50%</u> (duration: 3 Hours , if applicable)								
	X	X					50	Final examination to assess the ability to apply fundamental concepts, principles and models.
							100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. In class participation	1.1 Clearly ARTICULATE ideas and suggestions	High	Significant	Moderate	Basic	Not even reaching marginal levels
2 Group project	2.2 ABILITY to COMMUNICATE key findings and recommendations	High	Significant	Moderate	Basic	Not even reaching marginal levels
3. Individual assignments covering key consulting skills	3.1 ABILITY to APPLY key analytical tools	High	Significant	Moderate	Basic	Not even reaching marginal levels
	3.2 ABILITY to COMMUNICATE key findings and recommendations	High	Significant	Moderate	Basic	Not even reaching marginal levels
4. Final examination.	4.1 ABILITY to EXPLAIN and USE fundamental concepts, principles, and models.	High	Significant	Moderate	Basic	Not even reaching marginal levels

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Management consulting industry landscape; management consulting project practices; the role of the consultant; consulting ethics; the consulting agreement; managing the consultant-client relationship; establishing consulting project objectives; conducting and analyzing focus group interviews; the use of archival and benchmarking data; preparing the consulting project report; presenting the findings.

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	NIL
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2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)

1.	Stroh, Linda K. & Homer H. Johnson. (2006). <i>The Basic Principles of Effective Consulting</i> . Mahway, NJ: Lawrence Erlbaum Associates.
2.	Block, Peter. (2011). <i>Flawless Consulting: A Guide to Getting Your Expertise Used, 3rd Ed.</i> San Francisco: Pfeiffer.
3.	Greiner, Larry E., Lawrence A. Bennis, & Flemming Poulfelt. (2005). <i>The Contemporary Consultant: Handbook of management consulting; insights from world experts</i> . Thomson South-Western.
4.	Hilburt-Davis, Jane & William G. Dyer. (2003). <i>Consulting to Family Businesses: Contracting, Assessment, and Implementation</i> . San Francisco: Jossey-Bass/Pfeiffer.
5.	Kipping, Mathias & Timothy Clark. (2012). <i>The Oxford handbook of management consulting</i> . New York: Oxford University Press.
6.	Margerison, C. J. (2001). <i>Managerial Consulting Skills: A Practical Guide</i> . Hampshire, England: Gower.
7.	Weiss, Alan. (2009). <i>Getting Started in Consulting</i> . Hoboken, NJ: Wiley