

City University of Hong Kong

**Information on a Course
offered by Department of Management
with effect from Semester A in 2014 / 2015**

Part I

Course Title:	Management Consulting Skills
Course Code:	MGT 5508
Course Duration:	One Semester
Credit Units:	3
Level:	P5
Medium of Instruction:	English
Prerequisites:	NIL
Precursors:	NIL
Equivalent Courses:	NIL
Exclusive Courses:	NIL

Part II

Course Aims:

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

Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

No.	CILOs	Weighting (if applicable)
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%

Teaching and learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

Total Hours: Seminars 39

ILO No	TLAs	Hours/week (if applicable)
1, 2	Emphasis in lectures that are placed on the rigorous use of fundamental techniques.	---
1, 2, 3	Learning through class exercises that are primarily based on hands-on activities and interactive problem solving allowing instant feedback.	---
1, 2, 3	Group project to prepare and present recommendations based upon the collection and analysis of qualitative and quantitative data	---

Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

Coursework: 50% , Final Exam: 50% (3 Hours)

CILOs	Type of assessment tasks/activities	Weighting (%)
1, 2, 3	In class participation	10
1, 2, 3	Group project to prepare and present recommendations to "client"	30
1, 2, 3	Self-reflective action plan on development of consulting competencies and mind-set	10
1, 2	Final examination to assess the ability to apply fundamental concepts, principles and models.	50

Grading of Student Achievement: Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

Letter Grade	Grade Point	Percentage Mark	Grade Definition	Remarks
A+	4.3	80% and above	Excellent	CILOs substantially achieved. Strong evidence of original thinking, capacity to be critical and analytical e.g., in determining appropriateness of recruitment and selection methods. Evidence of extensive knowledge base and deep familiarity with literature.
A	4.0	75-79		
A-	3.7	70-74		
B+	3.3	65-69	Good	CILOs achieved. Evidence of original thinking, some capacity to be critical and analytical. Some evidence of knowledge base and familiarity with literature.
B	3.0	60-64		
B-	2.7	55-59		
C+	2.3	50-54	Adequate	CILOs achieved to some extent. Little evidence of critical thinking; some understanding of the subject matter and some ability to apply appropriate methods of recruitment and selection.
C	2.0	45-49		
C-	1.7	40-44		
D	1.0	36-39	Marginal	Sufficient achievement of CILOs to enable student to progress without repeating the course. A basic understanding of the subject matter.
F	0.0	35 and below	Fail	Little evidence that CILOs have been achieved; little critical analysis, irrelevant use of literature or unfamiliarity with literature.

Part III

Keyword Syllabus:

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

Reading:

Stroh, Linda K. & Homer H. Johnson. (2006). *The Basic Principles of Effective Consulting*. Mahway, NJ: Lawrence Erlbaum Associates.

Block, Peter. (2011). *Flawless Consulting: A Guide to Getting Your Expertise Used, 3rd Ed.* San Francisco: Pfeiffer.

Greiner, Larry E., Lawrence A. Bennis, & Flemming Poulfelt. (2005). *The Contemporary Consultant: Handbook of management consulting; insights from world experts*. Thomson South-Western.

Hilbert-Davis, Jane & William G. Dyer. (2003). *Consulting to Family Businesses: Contracting, Assessment, and Implementation*. San Francisco: Jossey-Bass/Pfeiffer.

Kipping, Mathias & Timothy Clark. (2012). *The Oxford handbook of management consulting*. New York: Oxford University Press.

Margerson, C. J. (2001). *Managerial Consulting Skills: A Practical Guide*. Hampshire, England: Gower.

Weiss, Alan. (2009). *Getting Started in Consulting*. Hoboken, NJ: Wiley

Reference will also be made, where appropriate, of contemporary locally or regionally based research in the field.