

**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:	Organizational Consulting Project
Course Code:	MGT 6531
Course Duration:	One Semester
Credit Units:	3
Level:	P6
Medium of Instruction:	English
Prerequisites: <i>(Course Code and Title)</i>	MGT 5204 Organizational Behavior MGT 5205 Strategic Management
Precursors: <i>(Course Code and Title)</i>	MGT 5508 Management Consulting Skills
Equivalent Courses: <i>(Course Code and Title)</i>	NIL
Exclusive Courses: <i>(Course Code and Title)</i>	NIL

**Part II**

**Course Aims:**

The aims of this course are to:

- provide participants with a hands-on opportunity to **apply** relevant knowledge and skills to a management consulting project.

This course enables participants to:

- (a) Apply relevant knowledge and skills to address a specific management challenge;
- (b) Practice the basic knowledge and skills needed in management consulting;
- (c) Apply their perspective and knowledge about business practices to a consulting project;
- (d) Work effectively in a team under demanding conditions; and
- (e) Practice their verbal and written communication skills to present a consulting project.

### Course Intended Learning Outcomes (CILOs)

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

No.	CILOs	Weighting (if applicable)
1.	Effectively apply basic management consulting capabilities	40%
2.	Work effectively as part of a team for carrying out consulting projects in business organizations.	30%
3.	Exercise good communication and interpersonal skills in contacting and interacting with representatives of business organizations for carrying out project work.	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, 3	<b>Project Proposal.</b> Participants, organized in project teams, are required to develop a consulting project proposal. To do so, they need to understand the client's challenge, define project objective and scope, review the relevant literature, and develop a project execution plan. Before engaging in the project, the proposal must be approved by the client and/or the course coordinator	---
1, 2, 3	<b>Project Engagement.</b> Participants will execute their project plan in a comprehensive and systematic manner by collecting and analyzing a wide range of data from a combination of primary and secondary sources. They are expected to filter their requests for primary data from the client through the course coordinator.	---
1, 2, 3	<b>Project Reporting.</b> Participants are expected to transform their consulting project proposal into a complete project report by integrating their diagnostics and findings. The report, composed professionally, will be presented to the course coordinator and the client for evaluation.	---

### 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: 100%

#### AT1: Project Proposal (30%)

- Problem statement, project objective and scope
- Background research and literature review
- Project plan (schedule of activities, budget, division of responsibilities)
- Summary of data collection and analysis tools (survey instruments, interview protocols, etc., as applicable)
- Hypothesized analyses and solutions

#### AT2: Process (10%)

- Ability to work effectively in a team under demanding conditions
- Ability to effectively communication during the project

#### AT3: Final Report (40%)

- Clear and complete description of the situation
- Comprehensive, systematic and convincing analysis of the specific problem(s) and their probable root causes
- Coherent and realistic set of recommendations
- Clear, complete yet concise communication

#### AT4: Individual Self-Reflection Report (20%)

- Insightful reflection on what was experienced (the good, the bad and the ugly) during the project AND what was learned from the experience

ILO No	AT1: Project Proposal	AT2: Process	AT3: Team Project Report	AT4: Individual Self- Reflection
CILO 1	2	2	2	2
CILO 2	1	2	2	2
CILO 3	2		2	2
CILO 4	1	2	2	2

1

Minor focus on the ILO

2

Main focus on the ILO

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

<b>ILO</b>	<b>Excellent</b>	<b>Good</b>	<b>Adequate</b>	<b>Marginal</b>
<b>CILO1</b>	Innovatively, and effectively apply all or nearly all the relevant concepts and skills.	Effectively apply most of the relevant concepts and skills	Fairly effectively apply many of the relevant concepts and skills	Apply some of the key concepts and skills
<b>CILO2</b>	Effectively, efficiently and accurately complete the engagement process.	Effectively and accurately complete the engagement process.	Effectively perform most of the consulting tasks.	Successfully complete many of the consultation tasks.
<b>CILO3</b>	Work in a team with superior levels of both efficiency and effectiveness.	Work in a team efficiently and effectively..	Work in a team with a fairly good levels of efficiency and effectiveness.	Work in a team with modest levels of efficiency and effectiveness
<b>CILO4</b>	Very clear and complete yet concise report that is insightful and interesting with compelling recommendations based on a thorough and systematic analysis.	Clear and complete yet concise report with a set of coherent and useful recommendations based on a fairly thorough and systematic analysis.	Fairly clear and complete yet concise report with useful recommendations based on a fairly good analysis.	Comprehensible report with some good ideas to improve the situation based on an analysis that has made use of some basic ideas from the program.

### **Part III**

#### Keyword Syllabus:

Management consulting teamwork; Division and delegation of responsibilities; Project proposal; Data collection and analysis; Stakeholder analysis; Client engagement; Stakeholder interactions; Analysis of potential solutions; Report writing; Report presentation

#### Readings:

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

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