

MGT5508: MANAGEMENT AND INNOVATION CONSULTING SKILLS

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Management and Innovation Consulting Skills

Subject Code

MGT - Management

Course Number

5508

Academic Unit

Management (MGT)

College/School

College of Business (CB)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

Upon the completion of this course:

- Students understand the management consulting industry, the nature of management consulting, the process of consulting, and related techniques and practices in management and innovation;
- Students learn how the management consulting profession works on management and innovation-related projects and how to get the best out of management consultants; and
- Students develop the key analytical skills needed to be an internal or external consultant for management and innovation-related issues

Course Intended Learning Outcomes (CILOs)

| CILOs | | Weighting (if app.) | DEC-A1 | DEC-A2 | DEC-A3 |
|-------|---|---------------------|--------|--------|--------|
| 1 | Explain the management consulting process and managing the client relationship. | 20 | x | | |
| 2 | Identify and apply the key tools and skills needed to collect and analyze data as used in consulting projects related to management and innovation. | 50 | x | x | |
| 3 | Apply management and innovation consulting skills to prepare and present the recommendations to the client in a clear and persuasive manner. | 30 | x | x | x |

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 real-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.

Learning and Teaching Activities (LTAs)

| LTAs | Brief Description | CILO No. | Hours/week (if applicable) |
|------|--|--|----------------------------|
| 1 | Presentations by the professor or lecturer | Students will learn how to describe and explain relevant concepts, theories, principles, models, tools and techniques using real-world examples. | 1, 2 |
| 2 | Class discussions and drill/practice | Students will learn through discussions and activities and/or problem-solving tasks that allow rapid feedback. | 1, 2, 3 |

| | | | | |
|---|---|---|---------|--|
| 3 | Peer discussion supervised by professor or lecturer | Students will participate in groups to conduct a consulting project, including proposal, data collection, data analysis, summary of findings, conclusions, recommendations, and final presentations to "client" | 1, 2, 3 | |
|---|---|---|---------|--|

Assessment Tasks / Activities (ATs)

| ATs | CILO No. | Weighting (%) | Remarks ("- " for nil entry) | Allow Use of GenAI? | |
|-----|--|---------------|------------------------------|-----------------------------------|----|
| 1 | Participation in discussions and exercises | 1, 2, 3 | 10 | - | No |
| 2 | Group project | 1, 2, 3 | 30 | Complete a project for a "client" | No |
| 3 | Individual assignment | 1, 2, 3 | 10 | Reflection on learning | No |

Continuous Assessment (%)

50

Examination (%)

50

Examination Duration (Hours)

3

Additional Information for ATs

Final examination: Evaluate the ability to apply management consulting knowledge and skills.

Assessment Rubrics (AR)**Assessment Task**

In class participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

1.1 Clearly ARTICULATE ideas and suggestions

Excellent

(A+, A, A-) High

Good

(B+, B, B-) Significant

Fair

(C+, C, C-) Moderate

Marginal

(D) Basic

Failure

(F) Not even reaching marginal levels

Assessment Task

Group project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

2.2 ABILITY to COMMUNICATE key findings and recommendations

Excellent

(A+, A, A-) High

Good

(B+, B, B-) Significant

Fair

(C+, C, C-) Moderate

Marginal

(D) Basic

Failure

(F) Not even reaching marginal levels

Assessment Task

Individual assignments covering key consulting skills (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

3.1 ABILITY to APPLY key analytical tools

Excellent

(A+, A, A-) High

Good

(B+, B, B-) Significant

Fair

(C+, C, C-) Moderate

Marginal

(D) Basic

Failure

(F) Not even reaching marginal levels

Assessment Task

Individual assignments covering key consulting skills (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

3.2 ABILITY to COMMUNICATE key findings and recommendations

Excellent

(A+, A, A-) High

Good

(B+, B, B-) Significant

Fair

(C+, C, C-) Moderate

Marginal

(D) Basic

Failure

(F) Not even reaching marginal levels

Assessment Task

Final examination. (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

4.1 ABILITY to EXPLAIN and USE fundamental concepts, principles, and models.

Excellent

(A+, A, A-) High

Good

(B+, B, B-) Significant

Fair

(C+, C, C-) Moderate

Marginal

(D) Basic

Failure

(F) Not even reaching marginal levels

Assessment Task

Participation in discussions and exercises (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to DEVELOP and ARTICULATE ideas and suggestions
Clearly EVALUATE and agree or disagree with the ideas of others

Excellent

(A+, A, A-) Very High

Good

(B+, B) High

Marginal

(B-, C+, C) Moderate

Failure

(F) Not even reaching marginal levels

Assessment Task

Group project (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to APPLY key analytical models and tools.

Ability to EVALUATE relevant data in order to DEVELOP and JUSTIFY conclusions and recommendations

Ability to COMMUNICATE key objectives, ideas, principles, findings, conclusions and recommendations

Excellent

(A+, A, A-) Very High

Good

(B+, B) High

Marginal

(B-, C+, C) Moderate

Failure

(F) Not even reaching marginal levels

Assessment Task

Individual assignment (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to REFLECT on the applicability of key analytical models and tools

Excellent

(A+, A, A-) Very High

Good

(B+, B) High

Marginal

(B-, C+, C) Moderate

Failure

(F) Not even reaching marginal levels

Assessment Task

Individual assignment (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to COMMUNICATE clearly, concisely and convincingly

Excellent

(A+, A, A-) Very High

Good

(B+, B) High

Marginal

(B-, C+, C) Moderate

Failure

(F) Not even reaching marginal levels

Assessment Task

Final examination (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to APPLY relevant concepts, theories, principles, models, tools, and techniques.

Ability to EVALUATE relevant data to DEVELOP and JUSTIFY conclusions

Ability to DEVELOP and JUSTIFY or EXPLAIN recommendations

Excellent

(A+, A, A-) Very High

Good

(B+, B) High

Marginal

(B-, C+, C) Moderate

Failure

(F) Not even reaching marginal levels

Part III Other Information

Keyword Syllabus

Management consulting industry landscape; consulting project practices; the role of the consultant; consulting ethics; establishing and managing the consultant-client relationship; consulting project objectives; preparing a project proposal; conducting and analyzing surveys; conducting and analysing focus group interviews; the use of archival and benchmarking data; preparing a consulting project report; communicating the findings and recommendations.

Reading List

Compulsory Readings

| Title | |
|-------|-----|
| 1 | Nil |

Additional Readings

| Title | |
|-------|---|
| 1 | The McKinsey Way by Ethan Rasiel. This book provides an insider's perspective on the world of management consulting and offers practical advice on problem-solving, client management, and communication. |

| | |
|---|---|
| 2 | The Boston Consulting Group on Strategy by Carl W. Stern and Michael S. Deimler: This book explores the strategic frameworks and concepts used by one of the leading consulting firms. It offers insights into strategy formulation, implementation, and competitive advantage. |
| 3 | Flawless Consulting: A Guide to Getting Your Expertise Used by Peter Block: This focuses on how to engage with clients effectively, build trust, and navigate complex organizational dynamics to deliver meaningful results. |
| 4 | Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter: This book reinforces key concepts and models from the business strategy level of Strategic Management. It provides a framework for analyzing industry structure, competitive forces, and creating sustainable competitive advantages. |
| 5 | Consulting Mastery: The Ability Myth by Keith Merron: This book explores the mindset, skills, and behaviours required for mastery in the consulting profession, emphasizing the importance of self-awareness, empathy, and continuous learning. |
| 6 | The Pyramid Principle: Logic in Writing and Thinking by Barbara Minto: This book provides a structured approach to organizing and presenting information, helping consultants develop clear and persuasive communication skills. |
| 7 | The Consultant's Guide to Proposal Writing: How to Satisfy Your Clients and Double Your Income by Herman Holtz: This book provides guidance on developing compelling consulting project proposals. |
| 8 | Managing the Professional Service Firm by David H. Maister: This book addresses the unique challenges faced by professional service firms, including management, leadership, and client relationship strategies relevant to management consultants. |