

MGT6531: ORGANIZATIONAL CONSULTING PROJECT

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Organizational Consulting Project

Subject Code

MGT - Management

Course Number

6531

Academic Unit

Management (MGT)

College/School

College of Business (CB)

Course Duration

One Semester

Credit Units

6

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

MGT 5204 Organizational Behavior
MGT 5205 Strategic Management

Precursors

MGT 5508 Management Consulting Skills

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

Upon the completion of this course:

Students can apply relevant knowledge and skills to a management consulting project.

- 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)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Effectively apply basic management consulting capabilities	40	x	x	
2	Work effectively as part of a team for carrying out consulting projects in business organizations.	30	x	x	x
3	Demonstrate good communication and interpersonal skills in contacting and interacting with representatives of business organizations for carrying out project work.	30		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	Project Proposal.	Students will participate in project teams 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	
2	Project Engagement.	Students will engage in executing 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	
3	Project Reporting.	Students will engage in transforming their consulting project proposal into a complete project report by integrating their diagnostics and findings. They will present the professionally composed report to the course coordinator and the client for evaluation.	1, 2, 3	

Assessment Tasks / Activities (ATs)

ATs		CILO No.	Weighting (%)	Remarks ("- " for nil entry)	Allow Use of GenAI?
1	Project Proposal	1, 2, 3	30	2,1,2,1	No
2	Process	1, 2	10	2,2,2	No
3	Final Report	1, 2, 3	40	2,2,2,2	No
4	Individual Self-Reflection Report	1, 2, 3	20	2,2,2,2	No

Continuous Assessment (%)

100

Additional Information for ATs

1 - Minor focus on the ILO

2 - Main focus on the ILO

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

Assessment Rubrics (AR)

Assessment Task

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

Excellent

(A+, A, A-) Innovatively, and effectively apply all or nearly all the relevant concepts and skills.

Good

(B+, B, B-) Effectively apply most of the relevant concepts and skills

Fair

(C+, C, C-) Fairly effectively apply many of the relevant concepts and skills

Marginal

(D) Apply some of the key concepts and skills

Failure

(F) Inability to address even simple issues and problems by logically applying the subject matter.

Assessment Task

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

Excellent

(A+, A, A-) Effectively, efficiently and accurately complete the engagement process.

Good

(B+, B, B-) Effectively and accurately complete the engagement process.

Fair

(C+, C, C-) Effectively perform most of the consulting tasks.

Marginal

(D) Successfully complete many of the consultation tasks.

Failure

(F) Inability to address even simple issues and problems by logically applying the subject matter.

Assessment Task

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

Excellent

(A+, A, A-) Work in a team with superior levels of both efficiency and effectiveness.

Good

(B+, B, B-) Work in a team efficiently and effectively...

Fair

(C+, C, C-) Work in a team with a fairly good levels of efficiency and effectiveness.

Marginal

(D) Work in a team with modest levels of efficiency and effectiveness

Failure

(F) Inability to address even simple issues and problems by logically applying the subject matter.

Assessment Task

Individual Self-Reflection Report (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Excellent

(A+, A, A-) Very clear and complete yet concise report that is insightful and interesting with compelling recommendations based on a thorough and systematic analysis.

Good

(B+, B, B-) Clear and complete yet concise report with a set of coherent and useful recommendations based on a fairly thorough and systematic analysis.

Fair

(C+, C, C-) Fairly clear and complete yet concise report with useful recommendations based on a fairly good analysis.

Marginal

(D) 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.

Failure

(F) Inability to address even simple issues and problems by logically applying the subject matter.

Assessment Task

Project Proposal (for students admitted from Semester A 2022/23 to Summer Term 2024)

Excellent

(A+, A, A-) Innovatively, and effectively apply all or nearly all the relevant concepts and skills.

Good

(B+, B) Effectively apply most of the relevant concepts and skills

Marginal

(B-, C+, C) Fairly effectively apply many of the relevant concepts and skills

Failure

(F) Apply some of the key concepts and skills

Assessment Task

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

Excellent

(A+, A, A-) Effectively, efficiently and accurately complete the engagement process.

Good

(B+, B) Effectively and accurately complete the engagement process.

Marginal

(B-, C+, C) Effectively perform most of the consulting tasks.

Failure

(F) Successfully complete many of the consultation tasks.

Assessment Task

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

Excellent

(A+, A, A-) Work in a team with superior levels of both efficiency and effectiveness.

Good

(B+, B) Work in a team efficiently and effectively...

Marginal

(B-, C+, C) Work in a team with a fairly good levels of efficiency and effectiveness.

Failure

(F) Work in a team with modest levels of efficiency and effectiveness

Assessment Task

Individual Self-Reflection Report (for students admitted from Semester A 2022/23 to Summer Term 2024)

Excellent

(A+, A, A-) Very clear and complete yet concise report that is insightful and interesting with compelling recommendations based on a thorough and systematic analysis.

Good

(B+, B) Clear and complete yet concise report with a set of coherent and useful recommendations based on a fairly thorough and systematic analysis.

Marginal

(B-, C+, C) Fairly clear and complete yet concise report with useful recommendations based on a fairly good analysis.

Failure

(F) 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 Other Information

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

Reading List

Compulsory Readings

Title	
1	Block, Peter. (2011). Flawless Consulting: A Guide to Getting Your Expertise Used, 3rd Ed. San Francisco: Pfeiffer.
2	Margerison C. J. (2001). Managerial Consulting Skills: A Practical Guide. Hampshire, England: Gower.

Additional Readings

Title	
1	Nil