

# MGT5508: MANAGEMENT AND INNOVATION CONSULTING SKILLS

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## Effective Term

Semester B 2024/25

## 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	
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**Assessment Tasks / Activities (ATs)**

ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)	
1	Participation in discussions and exercises	1, 2, 3	10	
2	Group project	1, 2, 3	30	Complete a project for a "client"
3	Individual assignment	1, 2, 3	10	Reflection on learning

**Continuous Assessment (%)**

50

**Examination (%)**

50

**Examination Duration (Hours)**

2

**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

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**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

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**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

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**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

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**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

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**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

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**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

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**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.