

EXECUTIVE DIPLOMA – Strategic Management Consultants & Artificial Intelligence Transformation

12 Study Modules (100 hours) + Project (32 hours)

Accredited by IMCHK and ICMCI, get an exemption (grade B or above) from the Certification Process of Certified Management Consultants (CMC) worldwide, and receive the ISO 20700 Certificate from ICMCI.

12.5 weeks of classroom study (part-time) on Saturday (100 hours) + project assignment work at home (32 hours)



CERTIFIED MANAGEMENT CONSULTANT



**Part-time study on Saturday - classroom training
(UOWCHK Campus)**

Students who have completed the program requirements will receive certificates awarded by IMCHK and UOWCHK.

IMCHK and ICMCI accredit the Executive Diploma study. Students who achieve an overall study grade of B or above will be exempt from the Certification Process of the Certified Management Consultant (CMC) of IMCHK, earning the CMC qualification worldwide. IMCHK, ICMCI, and IMCs recognize the CMC qualification in 50 countries.

Students who completed and passed all subjects of the Executive Diploma may apply for the Qualifi Level 7 Postgraduate Diploma (UK qualification on the Regulated Qualifications Framework, RQF) and can be directly admitted to the top-up MBA (dissertation only) of the University of Sunderland in HK (UoSHK).

Panel of Speakers: The experienced & qualified Certified Management Consultants (CMC) from IMCHK & ICMCI

Entry requirements: Holding a bachelor's degree or equivalent and having relevant working experience (The degree holders without working experience may be admitted to the diploma training, see FAQ 5).

Introduction

In facing the rapid change of technologies, markets, and constant paradigm shifts in businesses, technology adoption, business transformation, and management consultants play a vital role in helping organizations manage and thrive in an increasingly competitive environment. Organizations increasingly turn to professional management consultants (consulting firms) for advice on technology adoption and business transformation. At the same time, senior executives are expected to act as internal consultants and experts in technology adoption to provide services and advice to their organizations. A management consultant is an independent, qualified person who provides a professional service to businesses, the public, and other management undertakings. Service recipients could either be external clients or their employers; this is the case of an internal management consultant.

The Importance of Technology Adoption & Artificial Intelligence

Technology adoption refers to the process of adopting and integrating new technology into existing environments, whether they be personal, business, or societal. This involves the stages through which a new technology or innovation is accepted and becomes a part of daily routines, operations, or systems. With the rapid change of technology, introducing technological innovations into business is the enabler to push the sustainable transformation of business in the competitive market. Today, the amount of data that is generated by both humans and machines far outpaces humans' ability to absorb, interpret, and make complex decisions. The adoption of Artificial intelligence forms the basis for computer learning and is the future of automation and complex decision-making. By enhancing predictive analytics, streamlining integration processes, bridging the knowledge gap, and catalyzing global diffusion, Artificial intelligence is not just shaping the future of technology but also ensuring that this future is accessible and beneficial for all. Management consultants are qualified and professional individuals to help and coordinate with external and internal clients to take the migration of business as well as technology.

About Management Consultants

Management Consultants provide advice to organizations to improve their performance through the analysis of existing organizational problems and the development of improvement plans. The consultancy may serve in areas including, but not limited to, organizational change, risk management, staff development strategy, technology implementation, operational improvement, or process analysis. As a management consultant, you may distinguish yourself from your peers and provide the best services to clients by acquiring the Certified Management Consultants (CMC) designation. The CMC designation, bestowed on individual management consultants after a rigorous process of examination and awarded by the International Council of Management Consulting Institutes (ICMCI), is an acknowledged international benchmark and an undoubted recognition of a management consultant's competence and professionalism.

The Institute of Management Consultants Hong Kong (IMCHK)

The Institute of Management Consultants Hong Kong (IMCHK) is the professional chapter and qualifying body for management consultants in Hong Kong. IMCHK was established in October 2000, aiming to set and maintain high standards of quality, independence, objectivity, and integrity for CMCs originating in Hong Kong and Macau. IMCHK is represented by ICMCI in Hong Kong, which has over 60,000 members worldwide. The Institute aims to enhance the practicing standards of management consultants and the confidence of the clients about consulting services in the world. IMCHK is the awarding body of the CMC, recognized by the United Nations and in over 50 countries around the world. IMCHK will create a platform to get all members and consulting professionals worldwide to stay connected through various activities organized and professional development programs throughout the year.

<https://www.imchk.com.hk>

<https://www.cmc-global.org/>

UOW College Hong Kong (UOWCHK)

UOW College Hong Kong (UOWCHK) is part of the global network of the University of Wollongong (UOW) in Australia, which has offshore campuses in Dubai, Hong Kong, India, and Malaysia. As one of the top 200 universities in the world, UOW is a young, dynamic, and innovative Australian university. With four decades of experience and expertise in providing higher education to the Hong Kong community, UOW has nurtured thousands of outstanding graduates across various sectors, contributing to society and serving our nation. Registered under the Post Secondary Colleges Ordinance (Cap 320), UOWCHK offers a wide range of degree, UOW Top-up degree, associate degree, higher diploma, and diploma programs. With well-qualified and dedicated staff, UOWCHK maintains an unwavering commitment to delivering quality holistic education and services that not only nurture the intellect but also foster personal discovery and growth. Students at UOWCHK are empowered through rigorous curriculum design and early career exposure to relevant industries. Activities such as study tours further enhance their learning experience.

<https://www.uowchk.edu.hk>

<https://www.uow.edu.au/>

Partnership Between IMCHK and UOWCHK

IMCHK partners with UOWCHK to offer diploma and certificate training in management consulting, AI, and ISO 20700 in Hong Kong, which aims at promoting professional education and training, stimulating management consultants and AI professionals, and increasing the competitive advantage in the Greater Bay Area.

Program Objectives

The program is designed to equip participants with the professional knowledge and skills necessary to excel in AI and management consulting and pursue the CMC training under the ICMCI requirements.

Upon completion of the program, participants will be able to:

- (1) Understand the essential concepts, theories, and approaches in artificial intelligence and management consulting to drive business change.
- (2) Adopt practical tools and techniques to lead and operate effectively in business change or management consulting.
- (3) Acquire skills necessary for leading, managing, and presenting artificial intelligence and management consulting projects.
- (4) Set the next step to acquire the professional qualification on CMC.

Designed For

- (1) Professional and independent management consultants for the consulting industry.
- (2) Internal consultants and performance engineering in different industries.
- (3) Senior executives who have to serve as change agents for their organizations, e.g., human resources management, business management, business development, and IT management (internal consultants).
- (4) Management executives in various disciplines (business decision makers)

Admission Criteria

Applicants must have:

- (1) Bachelor's degree from a recognized university or equivalent (e.g., professional qualification such as chartered accountant, chartered engineer, etc.), and
- (2) At least three years of management experience, preferably in management consulting.

Pre-requisites of CMC

- (1) Apply for IMCHK membership and CMC, with
 - Completion of this program, achieving an overall result of grade B or above;

- and
- A verifiable track record of at least three years of management or management consulting experience.

(2) Complete and pass the Case Assignment Presentation, Test on the Code of Professional Conduct, and Panel Interview of IMCHK.

The Path to Achieving the CMC Qualification

The certification process consists of 4 parts:

Part 1: Complete and send the CMC Application Form to IMCHK via email adminsec@imchk.com.hk and pay the Application Fee (800 HK\$)

Part 2A: Join the CMC examination to study a consulting case and suggest changes and improvements. Candidates need to study and present their suggestions to 3 examiners within 3 hours (completed the Executive Diploma with grade B, will have the exemption).

Part 2B: Share and present 3 cases of experience in management consulting (completed the Executive Diploma with grade B, will have the exemption).

Part 3: Ethical Test (completed the Executive Diploma with grade B, will have the exemption) and Panel Interview.

Part 4: Pay Annual Fee (1,900 HK\$)

Panel of Speakers

Experienced CMCs, AI experts, and accredited trainers of ISO 20700 from IMCHK and ICMCI.

Some of the speakers



Prof. Alfred Ho
CMC Emeritus,
HonFIMC



Prof. Gregg Li
FCMC Emeritus,
ICMCI CMC-AF



Dr. Samson Ma
FCMC,
ICMCI CMC-AF



Mr. Daniel Chan
CMC, IMCHK
President



Prof. Stephen Ng
FCMC,
ICMCI CMC-AF



Ir. Michael Pang
CMC



Dr. Terence Chung
FCMC,
ICMCI CMC-AF



Dr. Hannah Koo
CMC

Study References

- IMCHK Management Consultants Handbook - Knowledge, Skills & Practices, 1st Edition, May 2025, IMCHK, ISBN: 978-988-71237-0-5

https://www.imchk.com.hk/imchk/imchk_management_consultants_handbook_sample.pdf

- Guidelines for management consultancy services, First Edition, ISO 20700: 2017(E), 2017-06

<https://www.iso.org/standard/63501.html>

<https://cdn.standards.iteh.ai/samples/63501/97bc8b0046b149cea61d4ab922a4ef6f/ISO-20700-2017.pdf>

- ICMCI CMC004 Common Body of Knowledge Version 4.0

- ICMCI CMC002 Competence Framework version 4.0

- ICMCI CMC003 Code of Conduct 4.0

- IMCHK Code of Professional Conduct version 2

<https://www.cmc-global.org/content/cmc>

- A Guide to Artificial Intelligence, June 2024, ICMCI

https://www.cmc-global.org/sites/default/files/public/ai_white_paper_-_icmci_2024.pdf

- Sustainability: Driving Innovation - The Role of Business Leaders in Embracing Innovation to Advance Sustainable Development, June 2025, ICMCI

https://www.cmc-global.org/sites/default/files/public/sustainability_-_driving_innovation_-_icmci_white_paper.pdf

Students who join the Executive Diploma study will receive a physical book of "IMCHK Management Consultants Handbook - Knowledge, Skills & Practices" for free.

Methodology

Consists of intensive study modules and practical workshops built around:

- Lectures
- Exercises, Test, and Role-plays
- Case Studies
- Case Assignments and Presentations

Medium of Instruction

Lectures will be delivered in English and supported by Cantonese, supplemented with handouts in English.

Accreditation

Students who have completed the Executive Diploma training and fulfilled the program requirements:

- (1) Completed the program with a 75% attendance rate; and
- (2) Achieved an overall grade of B in the test of the required modules and project presentation (case assignment).

IMCHK accredits the diploma study and accepts it for the CMC exemption. Students may apply for the exemption from the CMC Certification Process and earn the CMC qualification recognized by ICMCI worldwide.

Certification Award

Students completed the Executive Diploma study; certificates will be issued separately by IMCHK and UOWCHK. The ISO 20700 certificate will be awarded by ICMCI through IMCHK. A record of study achievement (grade of the study modules) will be issued to the student of the Executive Diploma program.

Role of IMCHK

- (1) Promote the program through partnerships with professional bodies and training institutes.
- (2) Prepare training materials, provide a trainer, and offer professional recognition of the training and study.
- (3) Award the training certificates of IMCHK and ICMCI.
- (4) Coordinate the application of IMCHK and CMC qualification and membership.

Role of UOWCHK

- (1) Promote the program through the website of UOWCHK.
- (2) Provide administration, classroom, and online facilities for training.
- (3) Monitor and ensure the quality of training, testing, examination, and assessment of the study.
- (4) Award the training certificate of UOWCHK.



UOW
COLLEGE
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香港伍倫貢學院

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AUSTRALIA

Strategic Executive Diploma – Management Consultants & Artificial Intelligence Transformation

Studying in 12 Modules with Project Assignment

Accredited by IMCHK and ICMCI, get an exemption (grade B or above) from the Certification Process of Certified Management Consultants (CMC) worldwide, and receive the ISO 20700 Certificate.

12.5 weeks of classroom training (UOWCHK Campus) of part-time study on Saturday (100 hours) + project assignment (32 hours)

Contents of the Program:

Module 1

1A. Leading Strategic Management Projects, Consulting Engagement, Finance/Resource Planning (4 hours)

Leading strategic management projects involves aligning project execution with an organization's overarching goals, requiring skills in analysis, stakeholder management, risk mitigation, and implementation to drive long-term success, not just immediate delivery, focusing on complex environments and creating lasting value through proactive leadership and clear communication. Key components include defining strategic fit, choosing high-value projects, robust planning, effective execution, and continuous evaluation, bridging the gap between strategy and operations for competitive advantage.

Successfully leading strategic management projects for business management or management consultancy, the management consulting engagement is one of the critical areas. Introducing the consulting engagement models and operations with their clients and typical processes in the management consultancy of external and internal consultants in business. Let management consultants develop their successful consulting models and processes for their consulting business with clients. The major study included:

- Framework and model of leading strategic management projects
- Requirements and business needs of professional engagement with clients
- Consulting engagement model and relationship with ISO 20700
- Consulting engagement processes (Enquiry, Contracting, Execution, Closure)
- Engagement models and processes for different consulting assignments
- Consulting knowledge management (Industrial experiences, professional skills, Client's experience)
- Consulting administration (proposal, contract, cost estimation, teaming, and operations)
- Finance/Resource planning (taskforce, working schedule, facilities, pricing, payment, cash flow, and consumption)

Reference: Chapter 1 - Consulting Engagement Process & Model of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices,

1B. Problem, Root Cause, & Solution (4 hours)

Analyzing the relationship of the problem, root cause, and solution of problem-solving. Introducing the ways to identify the problems and how to analyze the root causes of problems and derive potential solutions to the problems. The major study included the areas of:

- Nature of the problem and problem identification
- Methods of root cause analysis
- Ways of finding the solution
- System and complex thinking
- Solution mapping (problems, root causes, solutions, improvement actions)

Reference: Chapter 5 - Problems, Root Causes & Solution Analysis of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

Module 2

2A-B. Consulting Services & ISO 20700 (8 hours)

Introducing the concepts, benefits, and operations of ICMCI ISO 20700, and how to use ISO 20700 in management consulting and consulting assignments. The major study included:

- Management Consultancy and ISO 20700
- ISO 20700 benefits: transparency, understanding, and trust building.
- Three phases of services: Contracting, Execution, and Closure
- Three categories of projects: Small, Medium, and Large/Complex Business (such as execution in SME, government assignment, institution development, family business, AI development, etc.)

- ISO 20700 Application & case studies

References:

- Chapter 1 - Consulting Engagement Process & Model of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices
- Guidelines for management consultancy services, First Edition, ISO 20700: 2017(E), 2017-06

Module 3

3A. Process Management (4 hours)

Process management is the basic skill of a management consultant. The study introduces the theories, concepts, and operations of Business Process Management (BPM), and illustrates how to use BPM to review and improve business operations and support business improvement. The major study included the areas of:

- Business Process Management (BPM), Improvement (BPI), Re-engineering (BPR)
- BPR and BPI Cycles
- Present Mode Operation (PMO) Study
- Process Flow Mapping
- Activity-Based Costing (ABC) Analysis
- Future Mode of Operation (FMO) Redesign
- Business Process Management working with KPI, KRI, CSF, and OKR measurement

Reference: Chapter 8 - Process Analysis & Design of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

3B. Strategic Decision Making & Quantitative/Qualitative Analysis (4 hours)

Strategic decision-making is the process of choosing actions that align with an organization's long-term goals, vision, and overall success, focusing on major, complex choices with significant, lasting impacts on direction, resources, and competitive advantage, unlike short-term operational decisions. It involves defining problems/opportunities, gathering data, developing and evaluating options, and taking action, all while considering market trends, risks, and available resources for sustainable growth and adaptation.

Quantitative analysis uses numbers and statistics for measurable, objective insights (the "how much"), while qualitative analysis uses non-numerical data like opinions and behaviors for context and reasons (the "why"), with the best decisions often stemming from a balanced hybrid approach that combines hard data with a deep understanding of human factors. Quantitative methods identify trends and measure outcomes, while qualitative methods uncover motivations and experiences, making them

complementary tools for comprehensive strategic planning and decision-making.

Introducing the purposes of quantitative and qualitative studies in applied and business studies for management consultancy, and how to use quantitative and qualitative studies to sustain and improve business management. The major study included:

- Requirements and process of strategic decision-making in business
- Strategic decision-making supported by quantitative and qualitative analysis
- Studies used in applied and business research
- Types of research studies
- Scientific methods of quantitative and qualitative studies
- Comparison of quantitative and qualitative research studies (purposes, advantages, and disadvantages)
- Methods and stages of research used in management consulting studies
- Research study used for problem-solving, improvement changes, and business management

Reference: Chapter 6 - Qualitative Analysis, Chapter 7 - Quantitative Analysis of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

Module 4

4A. Client Management (4 hours)

Client management is an important topic for service providers, including professional services and management consultancy. Client management is the process of coordinating all interactions with clients to build and maintain long-term, positive relationships. It involves understanding client needs, setting clear expectations, communicating effectively, and delivering consistent service to ensure client satisfaction, retention, and loyalty. The goal is to move beyond transactional exchanges to create a strategic partnership for mutual success. The study client management includes the areas of:

- Client service mindset
- Client relationship
- Client study and understanding
- Client organization
- Client connection, interfacing and data collection

Reference: Chapter 3 - Client Relationship Management, Chapter 4 - Client Understanding and Data Collection of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

4B. Management of Team Performance & Consulting Leadership (4 hours)

Team performance management is a systematic process of guiding a group to achieve organizational goals through setting clear objectives, continuous monitoring, regular feedback, development, and recognition, ensuring alignment with strategic aims for improved productivity, collaboration, and success, using data and tools to track progress and foster an environment of psychological safety and accountability. Team leadership is the key success factor of management and management consultants.

Consulting leadership involves consulting leadership on consulting assignments and guiding clients' policies and organizations to achieve long-term goals by providing external advice, shaping high-level strategies, and managing change. The study areas included:

- Requirements, system, and process of team performance management
- Anticipation, challenging, interpretation, decision, alignment, and learning
- Leadership in consulting services
- Consulting leadership roles
- Self-Leadership and team leadership
- Consulting leadership competencies

Reference: Chapter 2 - Consulting Leadership of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

Module 5

5A. Business Strategy, Organizational Change & Benchmarking (4 hours)

A business strategy is a comprehensive, long-term plan outlining how a business organization will achieve its vision, goals, and competitive edge in the market by guiding decisions, allocating resources, and aligning actions across the organization, acting as a roadmap for growth and success. It defines *what* to achieve (vision, objectives) and *how* to do it (competitive advantage, tactics). The business strategy should be regularly reviewed according to the market and competition changes. Organizational change is the way to implement the new business strategy, and benchmarking is a method to measure the business gaps or needs of the change.

Business benchmarking is the process of comparing an organization's performance, processes, and practices against industry best practices or competitors to identify areas for improvement and help businesses understand their strengths and weaknesses, set goals, and develop strategies to plan improvement on efficiency, productivity, and competitive advantage. Organization and change management are the ways or processes of preparing, supporting, and guiding individuals and

organizations through transitions to minimize disruption, reduce human effects, and prevent size effects on the change. It involves planning, implementing, and reinforcing changes to ensure the success of the business. The integrated study included the areas of:

- Business strategy setting, reviews, and changes
- Purposes and functions of business benchmarking
- Types and processes of business benchmarking
- The objectives and requirements of organizational development and change
- Dynamics of organizational change
- Emotions in organizational change

Reference: Chapter 9 - Benchmarking, Organization Development & Change Management of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

5B. Strategic Planning & Business Innovation (4 hours)

Strategic planning is the process of organizations defining their long-term direction, setting priorities, and allocating resources to achieve a future vision, translating big-picture goals into actionable steps, often over 5 years, ensuring all activities align with the overall mission and objectives. It involves defining vision, goals, and how to measure success, acting as a compass for decision-making and resource allocation, and adapting as the environment changes.

Business innovation is the strategy for staying competitive, driving growth, and ensuring long-term success by creating new products and services, increasing efficiency, and adapting to market changes. It allows organizations to differentiate themselves from competitors, improve brand recognition, increase profitability, and build stronger customer loyalty. Business innovation is one of the effective ways for management consultants to help clients strengthen their businesses.

Strategic planning and business innovation is the vital integration of long-term vision with creative, disruptive thinking to ensure sustainable growth, competitive advantage, and adaptability in a dynamic market, moving beyond isolated ideas to strategically embed innovation into core processes, models, and culture for real value creation. The major study included the areas of:

- The requirements and process of strategic planning of a business
- Understanding creativity and innovation
- Different types of business innovation
- Technological innovation is the enabler of business innovation
- Social and behavioral change in innovation
- Finding insights into business innovation
- Business innovation and AI adoption of the organization in the 21st Century

Reference: Chapter 11 - Business Innovation and Consulting of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

Module 6

6A. Technology Changes & Strategic Direction on Business Development (4 hours)

A strategic direction for business development involves creating a clear roadmap (vision, goals, metrics) to drive growth by identifying target markets, developing innovative offerings/partnerships, and aligning all company efforts (sales, marketing, operations) with long-term objectives, requiring agility, customer focus, and consistent communication for sustained success. The rapid changes and development of technology can directly affect a strategic direction for business development. Different periods of technological changes may cause the strategic direction of the business operation and development.

Technology changes are the evolutions in different periods of creating, improving, and spreading new tools, systems, and methods of technology. The change is fundamentally altering how we live, work, and interact, driving innovation and efficiency in areas such as automation, leading to rapid changes in society, business operations, economic growth, and the development of industries. Studying and understanding the ways of change can help management consultants manage the changes for their clients' businesses. The study areas included:

- Strategic direction on business development
- Generation of technologies and impact on business decisions
- Industrial revolutions
- Digital economy
- Business change and digital transformation
- Generation of e-business

Reference: Chapter 10 - Technology Adoption of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

6B. Information Management & Technology Adoption (4 hours)

Information management (IM) is the practice of collecting, organizing, storing, and distributing data to support a business organization, directly fueling better decision-making by providing timely, accurate insights, transforming raw data into actionable intelligence that replaces guesswork with fact-based choices for planning, strategy, and operations. Effective IM ensures the right people get the right information at the right time, enabling smarter, faster decisions and creating competitive advantages, though human judgment remains crucial alongside technology.

Technology adoption is the process of migration by which individuals, organizations, and societies accept and integrate new technology into their business decision-making and practices. It involves stages, methods, requirements, and selection of technological applications for human life, studies, communication, business operations, services, and products. The study areas included:

- Data, information, knowledge, and digitization
- Information management and business decision-making
- Virtual integration and digitalization
- Digital transformation
- Cloud, 5G
- Internet of Things (IoT)
- Data Science, Big Data, and Digital Intelligence
- Information management and AI

Reference: Chapter 10 - Technology Adoption of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices

Module 7

7A. History & Concepts of AI (4 hours)

The history of AI began with early 20th-century ideas. Owing to the limitations of technology in the early stages, AI was a conceptualized and presentable idea, and it seldom had a real application. With the increasing power of computing and communication networks in the 21st Century, the concepts and ideas of AI can be applied to real-world applications. Understanding the history, concepts, and ideas of AI may help management consultants catch up with the development trend of AI in the 21st Century or the long-term future. The study areas included:

- Different ways to think about AI
- Knowledge and human Intelligence
- Traditional AI in the early stages
- Technology change and AI
- Change of AI in the 21st Century

7B. Building Blocks & Methods of AI (4 hours)

There are so many AI methods that involve core techniques like Machine Learning, Deep Learning (Neural Networks), Natural Language Processing (NLP), and Computer Vision, enabling systems to learn from data, understand language, and interpret visuals through algorithms that identify patterns, make predictions, and automate tasks, ranging from basic rule-based systems to complex self-aware models. Understanding the AI methods can capture the formation of AI applications in the 21st Century. The study of AI methods included:

- Data, algorithms, and computing power of AI

- Machine Learning (ML)
- Robot
- Human-like reactions
- Deep learning and neural networks
- ML, big data, and data science
- Analysis and decision making
- Generative AI (GenAI) and computer vision
- AI in supply chain and military

Module 8

8A. GenAI (4 hours)

Generative AI is a common type of AI application that can create new content, such as text, images, audio, and code, by learning from existing data. It works by processing prompts and then using a trained model, often a neural network, to generate a unique output. Generative AI is used for a wide range of applications, including writing assistance, image prototyping, software development, and automating processes. The study areas included:

- Natural language processing (NLP)
- Expert System and Search Engine
- Formation of GenAI
- Applications of GenAI
- Digital Perception and AI Agents

8B. GenAI Use in Management Consulting (4 hours)

GenAI transforms management consulting by automating routine tasks (data analysis, report drafts, market research), enabling faster, deeper insights, and enhancing problem-solving through scenario simulation, leading to significant time savings and freeing consultants for higher-value strategic work, creating new roles like AI assistants for complex tasks, and allowing firms to offer more innovative, data-driven, and personalized client solutions in areas like supply chain, risk, and customer experience. The study areas included:

- Enquiry, data collection, data analysis, and study
- Searching for references, knowledge, and insights
- Helping with problem identification and finding potential solutions
- Sentiment analysis (meaning analysis and summary)
- Text generation and content creation
- Article and report writing

Module 9

9A. ML, Big Data & AI in Business & Management Consulting (4 hours)

AI in business uses technologies like ML, big data, human interfacing, and intelligent automation to handle human-like tasks, boosting efficiency, cutting costs, and improving decisions by analyzing vast data for insights, personalizing customer experiences, automating routine work (data entry, support), generating content, and securing systems. There is no concrete definition of an AI application in business and management consulting, and it depends on the needs, design, and technology support for different business operations. Some areas of study may help to think about the AI applications:

- Business management with AI
- Business operations with AI
- Different types of model ML and big data
- Virtual integration of AI into business processes
- Examples of AI in business
- Thinking and brainstorming of potential AI in business operations

Reference: - A Guide to Artificial Intelligence, June 2024, ICMCI

9B. AI Design & Development in Business & Management Consulting (4 hours)

AI design and development is the process of creating AI systems to enhance business operations, involving stages such as requirement study, problem definition, data collection and preparation, technology application, model training, IT deployment, and implementation. Management consultants have the role to recommend the best solution to their clients. AI solutions are one of the best solutions for all problems. To be a smart management consultant, some study areas about AI may help to think about AI solutions for clients' business needs.

- Automation, Virtual Value Chain, Virtual Integration and AI implementation
- Technology change and limitations
- AI in business and supply chain management
- AI in education and learning
- AI impact on human society
- AI development and limitations

Reference: - A Guide to Artificial Intelligence, June 2024, ICMCI

Module 10

10A. Strategic Approaches of Sustainable Development - Management Consulting & AI (4 hours)

Strategic approaches to sustainable development focus on integrating economic, social, and environmental goals through participatory planning, innovation (like circular economies and renewables), robust policy, and stakeholder engagement, using frameworks like the UN SDGs to guide actions from local to global levels for balanced, long-term well-being. Key methods involve systems thinking, data analysis, and adaptive governance to create context-specific strategies for resource efficiency, equity, and resilience.

Understanding the concepts and requirements (professional and ethical needs) of sustainability and AI for management consultancy is the critical role of management consultants. Both sustainability and AI are hot topics in business operations and development. Management consultants should be well-equipped with the knowledge and skills about them, which include consulting studies, recommendations, improvement, and development for clients. The major study included:

- History of sustainable development and human civilization
- Strategic management approaches to sustainable development
- Three components of sustainability and AI
- Sustainable development planning and design
- ESG, CSR, carbon neutrality, carbon credit, sustainable Innovation, sustainability consultants, and AI sustainability

Reference:

- (1) Chapter 12 - Sustainable Development, Chapter 13 - Sustainability: ESG of IMCHK Management Consultants Handbook - Knowledge, Skills & Practices,
- (2) Sustainability: Driving Innovation - The Role of Business Leaders in Embracing Innovation to Advance Sustainable Development, June 2025, ICMCI

10B. Strategic Management & Approaches of the "Trend of Development" - Management Consulting & AI (4 hours)

Strategic management approaches involve setting long-term goals, analyzing internal/external environments, formulating plans, implementing them, and evaluating performance for sustained success and competitive advantage, using approaches like top-down (prescriptive) or emergent (descriptive) to guide decisions, from corporate-level direction to functional execution. Key steps include vision setting, SWOT analysis, strategy development, execution, and continuous control, ensuring organizational agility.

The strategic management of "trend of development" refers to the long-term planning, patterns, and directions of growth, change, or evolution in a specific field, technology, purpose, or areas under the decision of policies. There are some trends of

developments that are closely related to business development and management consultancy in Hong Kong. The study of the trend of development is included:

- Belt & Road
- Greater Bay
- Smart Cities

10C. Strategic Business Change & Transformation - Management Consulting & AI (4 hours)

Strategic business change and transformation involve fundamentally reimagining an organization's core (strategy, model, culture, operations) to adapt to major market shifts or create new competitive advantages, differing from incremental "change" by aiming for revolutionary, lasting impact rather than just efficiency gains, requiring clear vision, strong leadership, and deep employee engagement for success. It's about reinventing the business model, not just tweaking processes, to ensure relevance and future growth in volatile environments.

Business change is the process of modifying a business's structure, operations, technology, or strategy to improve efficiency, adapt to the market, or achieve new goals. Business transformation is a fundamental rethink and redesign of an organization to achieve significant improvements in performance, competitiveness, and adaptability. Both change and transformation may involve minor adjustments or making wholesale changes to an organization's strategy, operations, technology, and culture to respond to market shifts, technological change, and the new value of business. A management consultant is a change agent for business transformation, and AI is the tool to enable the changes. The key studies of change and transformation of business are included:

- Business reviews on environment, market, objectives, and target changes
- Businesses and industries' migration under technological change
- Business transformation and change management
- Type, styles, and steps of business transformation
- Business transformation framework (sustainability, digital business, technology adoption, and AI)
- Process, innovation, and AI migration on business transformation

Module 11

11A. Management Consultant Professional (4 hours)

Introducing the certification, professional requirements, and membership of Certified Management Consultants (CMC) of ICMCI and IMCHK. Briefly outline the requirements of ethical, knowledge, and competence of CMC professionals. Introduce the joining Qualifi Level 7 Postgraduate Diploma (RQF) and admission to the Top-up MBA (dissertation only) of UoSHK.

The major study included the areas of:

- Qualifi Level 7 Postgraduate Diploma, and Top-up MBA of UoSHK
- Professionals of Certified Management Consultants (CMC)
- Client relationship and ISO20700
- Common Body of Knowledge
- Competence Framework
- Code of Professional Conduct
- Guideline for AI
- Preparation for CMC Panel Interview
- Test on Code of Professional Conduct

References:

- ICMCI CMC004 Common Body of Knowledge Version 4.0
- ICMCI CMC002 Competence Framework version 4.0
- ICMCI CMC003 Code of Conduct 4.0
- IMCHK Code of Professional Conduct version 2
- A Guide to Artificial Intelligence, June 2024, ICMCI

11B. Participating & Leading Strategic Management Project - Case Study & Assignment (4 hours)

Leading a strategic management project involves aligning complex initiatives with an organization's long-term vision, focusing on analysis, choice, and implementation, and requiring strong leadership to navigate uncertainty and deliver lasting impact beyond just time, budget, and scope. Key steps include defining goals, engaging stakeholders, conducting risk analysis, executing with clear roadmaps, and evaluating outcomes to ensure the project drives competitive advantage and organizational evolution, not just task completion.

Under the ICMCI requirements for the admission of CMC, CMC candidates are required to present 3 cases of their management consulting assignments. The study in 11B will guide students to select their project and prepare their cases, including the topics of:

- Requirements of leading a management or consulting project
- Scope of case study
- Selection of cases and assignments
- Preparation and presentation requirements

(Students should start their project after 11B, and they need to complete the assignment within 6 weeks in 32 hours)

Students will use their study outcomes to prepare consulting projects or cases for presentation and discussion. The admission of CMC needs to present 3 cases in

management consulting services. If the student is planning to join CMC, he or she (CMC candidates) should select and prepare the presentation of 3 consulting cases to fulfill the requirements.

Module 12

11C. Project - Case Presentation & Sharing (8-16 hours)

(After students complete their assignment, they should join 12A-B to present their selected project)

Examiners from IMCHK, and all students will attend the presentation. Examiners will mark the score and give comments on the presentation. Other students may share their views and comments on the presentation.

- Presentation, discussion and sharing of cases and assignment
- Q&A

CMC Candidates need to prepare and present their projects or cases selected from their working experiences (e.g. business improvement or management consulting services)

The admission of CMC requires presenting cases of management consultancy (internal or external consultants). If the student plans to join CMC, they must successfully pass the presentation.

Students or CMC candidates will use their study outcomes to prepare consulting projects or cases for presentation. Examiners will give the grade for each presentation.

FAQ

(1) What are the Certified Management Consultants (CMC)?

CMC is the same as the standard of chartered professionals in the UK, and it is a membership and worldwide recognized professional qualification for management consulting, which is qualified by the International Council of Management Consulting Institutes (ICMCI), the Institutes of Management Consultants (IMCs) in 50 countries, and the United Nations.

(2) What is ISO 20700?

ISO 20700 Guidelines for Management Consultancy Services was developed by the International Council of Management Consulting Institutes (ICMCI) together with the International Organization for Standardization (ISO), to enhance the knowledge of the profession's standard to all stakeholders and encourage management consultants worldwide to adopt the professional requirements in their day-to-day business. ISO

20700 certification training is provided by IMCs (e.g. IMCHK) and authorized by ICMCI and ISO.

(3) How important is AI, and what are the correct approaches to taking AI studies?

AI studies and qualifications are so important for all professionals and businesses to plan their careers and business development. AI knowledge and experiences may help a lot in the decision-making of professionals and business activities. Now AI is under development, and it depends on the way of technological and market changes. A lot of people attend certificate and diploma studies at famous universities (without a connection to applications or industries) and expect to differentiate their AI qualification, but it is not the correct way to enrich their actual AI knowledge. AI is a way of technological adoption in business. It should be linked with different applications or industries. The AI study should be interconnected with the applications or industries, such as AI for management consultants, AI for financial management, AI for logistics, AI for customer services, etc.

(4) What is the purpose of Executive Diploma training?

The Executive Diploma training is not the only purpose of earning the CMC qualification. The training is also a process to demonstrate that students have achieved the required training and skills in management consultancy, ISO 20700, and AI in accordance with the business management and professional requirements/regulations of IMCHK and ICMCI.

(5) When does a degree holder (e.g. fresh graduate) have insufficient relevant experience?

Students who hold a bachelor's degree but have insufficient experience to be admitted to CMC may also be eligible to apply for a diploma program, but they may apply and be admitted to the professional membership (MIMC) after completing the diploma training. They may upgrade to CMC after acquiring enough working experience (3 years of management or consulting experience).

(6) What is the selection of the projects (case study & assignment)?

The selection of cases of study should be management consulting-related. The cases may be projects or assignments of academic studies, working cases, research studies, project development, problem identification, or business solutions.

(7) When and how to retake the training modules?

If students cannot fulfill the program requirements of (1) completing the program with a 75% attendance rate, and (2) achieving an overall grade of B in the required study modules and project presentation (case assignment), they may not have an exemption from the CMC Certification Process. Students may apply to retake some study modules through the arrangement of UOWCHK.

(8) What is the value of Executive Diploma training in AI?

AI is not an independent application, and it is an integrated application for different businesses. The diploma training of a management consultant and AI is the study of an integrated application of AI, which teaches students how to use management consulting skills to apply AI for business, and allows students to think about how AI supports and works with management consultancy and business improvement.

(9) How to save time and money in MBA study after completing the Executive Diploma study?

Generally, universities in the UK accept all recognized Level 7 postgraduate diplomas as part of an MBA study and provide an exemption from the entry requirements of MBA study, or direct entry to the study of a dissertation (exempt from all required coursework subjects). For example, a complete MBA study of UoS in HK (4 study modules + dissertation) requires HKD145,000 and takes 15 months. The completion of the Executive Diploma from IMCHK and UOWCHK can apply for the Qualifi Level 7 Postgraduate Diploma (requires taking 1 to 2 subjects via online study depend on the working experiences of the applicant). The student who holds Qualifi Level 7 Postgraduate Diploma may directly enter the dissertation of the MBA study and requires HKD 69,000 and takes 9 months. In addition to the charge of Qualifi Level 7 Postgraduate Diploma from agents in HK, students may save HKD 5,6000 and study time in 6 months.

<https://www.sunderland.edu.hk/product/mba/>

<https://www.sunderland.edu.hk/product/mba-project-only/>

(10) How to apply for the Qualifi Level 7 Postgraduate Diploma?

Qualifi is a UK-based, Ofqual-regulated Awarding Organization providing vocational qualifications (Awards, Certificates, Diplomas) in subjects like management, business, and IT, designed to meet modern education/employer needs, offering recognized, flexible learning pathways for career progression. Qualifi is recognized and regulated by Ofqual (Office of Qualifications and Examinations Regulator). Ofqual regulates qualifications, examinations, and assessments in England. As an Ofqual-recognized Awarding Organization, Qualifi is required to carry out external quality assurance to ensure that centers approved for the delivery and assessment of Qualifi's qualifications meet the required standards. Students who completed and passed all subjects of the Executive Diploma may apply for the Qualifi Level 7 Postgraduate Diploma. This is the official qualification of the UK under the Regulated Qualifications Framework (RQF). IMCHK has aligned with one of the Qualifi agents in HK, the Pioneer Education Group, to award the Qualifi Level 7 Diploma in Strategy Management and Leadership. Students who completed the Executive Diploma may apply for a Qualifi Level 7 Diploma through IMCHK. Students need to pay the diploma fee, but at a special discount. They may only take 1 to 2 assignments on the study subjects of the Level 7 Diploma, depending on students' working experience. They may earn and be awarded a postgraduate qualification from the UK.

<https://pioneeredu.com.hk/en/>

(11) How to apply & is there any discount for the top-up MBA study at UoSHK?

The agent, Pioneer Education Group, has a good connection with UoSHK to confirm the Qualifi Level 7 qualification for the administration of the MBA. Students who received the Qualifi Level 7 Diploma in Strategy Management and Leadership may directly apply for admission to the top-up MBA (dissertation only) of the UoSHK through the Hong Kong Campus. Students should also register with IMCHK, because students who have the IMCHK membership may have a (10% ~ 15%) discount on the study fees for the MBA at UoSHK. (IMCHK signed an agreement with UoSHK to offer a discount for members of IMCHK, including CMCs. A payment refund will be arranged between IMCHK and UoSHK)

<https://www.sunderland.edu.hk/>