MNGT5589
Strategic Consulting Projects

Course Outline
Session 4, 2015

Part A: Course-Specific Information

Part B: Key Policies, Student Responsibilities and Support
Table of Contents

PART A: COURSE-SPECIFIC INFORMATION .................................................. 1

COURSE STAFF DETAILS .......................................................................... 1

COURSE DETAILS ................................................................................... 1
  Units of Credit ...................................................................................... 1
  Summary of Course .............................................................................. 1
  Course Aims and Relationship to Other Courses .............................. 1
  Student Learning Outcomes ............................................................... 2

APPROACH TO LEARNING AND TEACHING IN THE COURSE ............. 3

ASSESSMENT ......................................................................................... 4
  Formal Requirements ......................................................................... 4
  Assessment Details ............................................................................ 4
  Late Submission .................................................................................. 5

COURSE EVALUATION AND DEVELOPMENT ...................................... 5

COURSE SCHEDULE (PROJECTED TIMELINE) ...................................... 6

APPLICATION PROCESS ........................................................................ 6

PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT .... 7

1. PROGRAM LEARNING GOALS AND OUTCOMES ................................ 7

2. ACADEMIC HONESTY AND PLAGIARISM ....................................... 8

3. STUDENT RESPONSIBILITIES AND CONDUCT .................................. 8
   3.1 Workload ...................................................................................... 9
   3.2 Attendance .................................................................................. 9
   3.3 General Conduct and Behaviour ................................................ 9
   3.4 Occupational Health and Safety .................................................. 9
   3.5 Keeping Informed ....................................................................... 9

4. SPECIAL CONSIDERATION AND SUPPLEMENTARY EXAMINATIONS .. 10

5. STUDENT RESOURCES AND SUPPORT ............................................. 11

MNGT5589 – Strategic Consulting Projects 2
PART A: COURSE-SPECIFIC INFORMATION

COURSE STAFF DETAILS

The main contact point for this course is the AGSM MBA, Student Experience Office.

Academic staff is assigned to this course on a session by session basis in accordance with the projects on offer.

COURSE DETAILS

Units of Credit
All courses in the MBA Full time Program are 6 units of credit

Summary of Course
The Strategic Consulting Project course is offered as an elective of the AGSM MBA program and it provides students the opportunity to apply the analytical and theoretical skills developed in the MBA to a company-based project. Students work in teams of five to six, supervised by an Academic Supervisor. It provides students an opportunity to demonstrate to the supervisor their ability to apply the management skills learnt during their MBA program, in addition to drawing on their considerable experience acquired in their earlier careers.

The nature of the project varies from year to year. Each project, however, will centre on an issue of significant importance to the future direction of the client organisation, and will offer a problem context that can benefit from rigorous management thinking and diversity from the student consulting team.

Not all projects are carried out for commercial companies. Many projects in the past have been carried out for small charitable organisations. Considerable benefit has been derived from projects in recent years by public sector and not-for-profit organisations.

Prospective participants will need to formally apply in order to join one of the projects on offer (see section 10 below for application guidelines).

Course Aims and Relationship to Other Courses
The specific goals of the Strategic Consulting Projects course are:

• To give students an opportunity to define issues, gather relevant data from a variety of sources, perform insightful analysis, and offer recommendations
• To provide an exercise in managing task-focused relationships among team members, client managers, and staff supervisors, i.e. project management skills.
• To provide an opportunity for developing a major written report, and for oral presentation of the results to a client organization.
• To provide an opportunity for team members to gain a first class learning experience to complement and extend classroom learning. The field project becomes a laboratory for applying ideas, tools and concepts to real-world problems i.e. facilitating the transfer of learning from the academic to the professional environment.
• To provide the opportunity to learn about a company, an industry, and/or a field of management that is of interest to the members of the project team.

This course directly builds upon the skills and knowledge acquired by the students in the core courses of their MBA.

Student Learning Outcomes

Content-based Learning Outcomes

As a result of satisfactorily completing this course, you should be able to:
1. Identify and evaluate the business strategies of contemporary organisations, based on an understanding of their internal and external environments;
2. Understand the manner in which business strategies impact upon resource consumption and internal and external stakeholder relationships; Conscious and careful use of strategy frameworks, and
3. Analyse and evaluate the resource management implications and value creation potential of strategic initiatives.

Desired Skills-based Outcomes

At the conclusion of this course, you should have an enhanced capacity to:
4. Learn within teams – to co-operate with team members, to assume leadership and to manage differences and conflicts;
5. Conduct applied research – acquiring, analysing and presenting knowledge
6. Think critically about informing literatures (both research and practitioner-based) and organisational practices
7. Apply knowledge to specific organisational contexts
8. Respond to a client brief – and understand the needs of the client
9. Collaboratively define and design the scope of a given project
10. Conduct a market analysis
11. Make professional business presentations
### MBA Program Learning Goals and Outcomes

<table>
<thead>
<tr>
<th>Learning Goal 1: Business Management Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Goal 2: Critical Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Goal 3: Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Goal 4: Teamwork</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Goal 5: Responsible Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business.</td>
</tr>
<tr>
<td>Students should be able to consider the social and cultural implications of management practices and of business activities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Goal 6: Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams.</td>
</tr>
</tbody>
</table>

### APPROACH TO LEARNING AND TEACHING IN THE COURSE

Following an initial meeting with the client and the academic supervisor in which the project brief will be negotiated and agreed upon, you will need to bring your prior experience and the learning from the MBA to address the client brief.

What you learn in this course is directly a function of what you put in. The academic supervisor is a resource that will serve as a sounding board and ensure that the thinking and approach that is eventually presented to the client is sound. Remember that this course offers you an opportunity to be a consultant in the safe environment of your class; however you will need to be a self-starter to get the most out of this class.

You can expect the academic supervisor and the key contact person in the client organization to provide you with a meeting schedule for the term; these meetings will be for updates and aligning with expectations.
ASSESSMENT

Formal Requirements
In order to pass this course, you must:

• achieve a composite mark of at least 50; and
• make a satisfactory attempt at all assessment tasks.

Assessment Details
While the emphasis is on team performance, the participants will receive an individual satisfactory/unsatisfactory grade that will be based on the following criteria and weights:

• Academic quality of the project (i.e., extent to which appropriate theoretical frameworks have been applied; quality of the analysis, quality of the recommendations; extent to which client needs have been met) – 50%
• Final presentation to client – 30%
• Peer evaluation – 20%

The proposal to client occurs at the start of session. The group must use this opportunity to define the scope of the project to the client and give direction to the project.

The Final Presentation is an essential milestone of the course. The group presents their findings and recommendations to the client in a professional presentation.

The project Report is the permanent record of the project study and its recommendations. As such it should be a complete and ‘stand alone’ document and should capture the totality of what the team has done over the course of the project. It should not assume prior knowledge on the part of the reader. The report needs to serve both the needs of the client and the needs of the MBA with respect to assessment. Bearing in mind this latter need, the report should still be tailored mainly for the benefit of the client: the format of the report will differ according to the nature of the project, and be negotiated with the academic supervisor.

For guidelines on formatting and presenting your assignment, see http://www.asb.unsw.edu.au/currentstudents/agismmba/academicinformation/assessmentsandexaminations/Pages/default.aspx

Peer evaluation: All group members must submit an evaluation of the contributions of each group member including themselves to the group project. The evaluations should be completed on copies of the Peer Evaluation Form and handed in, in a sealed envelope, on the day the report is due. The Peer Evaluation Forms must be completed individually and the ratings cannot be discussed with anyone else. If a peer evaluation sheet is handed in late, this student’s peer evaluation grade gets discounted according to the late submission policy (See 4.3).

Input from client. At the end of the project, the key contact person from the client organisation will be asked to provide feedback assessing the team’s performance and evaluating it against any professional benchmarks relevant to the work.
Late Submission

AGSM MBA Programs applies a daily penalty of 5% to late assignments. This policy was reviewed in October 2009 in light of the fact that certain schools within the Australian School of Business apply a 10% penalty. The decision of AGSM MBA Programs following this review was that current 5% penalty is appropriate to all of our programs and will remain unchanged.

Refer to policy on http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx#penalties

Quality Assurance
The ASB is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of ASB programs. All material used for such processes will be treated as confidential and will not be related to course grades.

COURSE EVALUATION AND DEVELOPMENT

Mid and end of session feedback is sought from students about the courses offered in the School and continual improvements are made based on this feedback. Important changes have been made to this course based on feedback from previous participants.
COURSE SCHEDULE (PROJECTED TIMELINE)

<table>
<thead>
<tr>
<th>Week</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Orientation (teams meet with supervisor)</td>
</tr>
<tr>
<td>Week 2</td>
<td>Skills Workshop</td>
</tr>
<tr>
<td>Week 3</td>
<td>Client Briefing (teams meet with respective clients)</td>
</tr>
<tr>
<td>Week 4</td>
<td>Weekly team meeting</td>
</tr>
<tr>
<td>Week 5</td>
<td>Weekly team meeting</td>
</tr>
<tr>
<td>Week 6</td>
<td>Weekly team meeting or Mid-term presentation to client</td>
</tr>
<tr>
<td>Week 7</td>
<td>Weekly team meeting or Mid-term presentation to client</td>
</tr>
<tr>
<td>Week 8</td>
<td>Weekly team meeting</td>
</tr>
<tr>
<td>Week 9</td>
<td>Weekly team meeting</td>
</tr>
<tr>
<td>Week 10</td>
<td>Weekly team meeting</td>
</tr>
<tr>
<td>Week 11</td>
<td>Weekly team meeting</td>
</tr>
<tr>
<td>Week 12</td>
<td>Weekly team meeting, or Final presentation to client</td>
</tr>
<tr>
<td>Week 12+2</td>
<td>Final presentation to client</td>
</tr>
</tbody>
</table>

APPLICATION PROCESS

Applicants should email a cover letter (two pages maximum) and a resume to studentexperience@agsm.edu.au. The cover letter must contain information about the candidates’ suitability to work on the proposed projects. In addition, the projects should be ranked in order of preference and if applicable specific requirements for individual projects must be addressed.

The teams are made up of 5,6 students who are selected through a competitive application process handled by an AGSM panel. Students must complete their core courses before applying and it is recommended applicants have a WAM of at least 65 per cent at the time of application submission.

Academic backgrounds and work experience are scrutinised to determine a match with the key business competencies required for the project. Moreover, a strong team balance is essential; so individual personalities are also taken into consideration.
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

1. PROGRAM LEARNING GOALS AND OUTCOMES

The Australian School of Business Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all ASB students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

<table>
<thead>
<tr>
<th>MBA Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Learning Goal 1: Business Management Knowledge</strong></td>
</tr>
<tr>
<td>Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations</td>
</tr>
<tr>
<td><strong>Learning Goal 2: Critical Thinking</strong></td>
</tr>
<tr>
<td>Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions</td>
</tr>
<tr>
<td><strong>Learning Goal 3: Communication</strong></td>
</tr>
<tr>
<td>Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose</td>
</tr>
<tr>
<td><strong>Learning Goal 4: Teamwork</strong></td>
</tr>
<tr>
<td>Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes</td>
</tr>
</tbody>
</table>
Learning Goal 5: Responsible Business
Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business
Students should be able to consider the social and cultural implications of management practices and of business activities

Learning Goal 6: Leadership
Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams

Learning Goal 7: International Perspective
Students should understand the needs of undertaking business within a global context
Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues

Learning Goal 8: Risk Management
Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models
Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments

2. ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: http://www.lc.unsw.edu.au/plagiarism/index.html as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students: http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm.

To see if you understand plagiarism, do this short quiz: http://www.lc.unsw.edu.au/plagiarism/plagquiz.html

For information on how to acknowledge your sources and reference correctly, see: http://www.lc.unsw.edu.au/onlib/ref.html

For the ASB Harvard Referencing Guide, see the ASB Referencing and Plagiarism webpage (ASB >Learning and Teaching>Student services> Referencing and plagiarism)

3. STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

AGSM MBA Programs and UNSW policies
In general, UNSW policies apply to staff and students of AGSM MBA Programs. Where there are additional points or procedures which apply specifically to AGSM MBA Programs they are set out on the AGSM website:
If students are in doubt about the policy or procedure relating to a particular matter they should seek advice from the Student Experience.


3.1 Workload

It is expected that you will spend at least ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

3.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

3.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: https://my.unsw.edu.au/student/atoz/BehaviourOfStudents.html

3.4 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://www.ohs.unsw.edu.au.

3.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.
4. SPECIAL CONSIDERATION AND SUPPLEMENTARY EXAMINATIONS

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress. For both general and specific information on ‘special considerations’ contact Student Experience and the lecturer-in-charge: Also see http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx#exams

and myUNSW


General Information on Special Consideration:

1. All applications for special consideration must be lodged online through myUNSW within 3 working days of the assessment due date (Log into myUNSW and go to My Student Profile tab > My Student Services channel > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully the instructions and conditions at: https://my.unsw.edu.au/student/atoz/SpecialConsideration.html.

2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct.

3. Applications will not be accepted by teaching staff. Student Experience will be automatically notified when you lodge an online application for special consideration.

4. Decisions and recommendations are only made by Student Experience, not by tutors.

5. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.

Special Consideration and the Final Exam:

Applications for special consideration in relation to the final exam are considered by an AGSM Student Experience panel to which lecturers-in-charge provide their recommendations for each request.

If you attend the regular final exam, you are extremely unlikely to be granted a supplementary exam. Hence if you are too ill to perform up to your normal standard in the regular final exam, you are strongly advised not to attend. However, granting of a supplementary exam in such cases is not automatic. You would still need to satisfy the criteria stated above.
5. STUDENT RESOURCES AND SUPPORT

The University and the ASB provide a wide range of support services for students:

- **AGSM Student Experience**
  Advice and direction on all aspects of enrolment, timetables and graduation.
  Ground Floor – Blue Counter, AGSM Building (G27),
  Ph: 9931 9400
  E: studentexperience@agsm.edu.au

- **eLearning Support**: For online help using Moodle, follow the links from

**For login issues**
Contact the **UNSW IT Service Centre**:
**Hours**: Monday–Friday 8am – 8pm
           Saturday–Sunday 11am – 2pm
**Email**: ITServiceCentre@unsw.edu.au
**Phone**: (02) 9385 1333; **International**: +61 2 9385 1333

**For assistance in using Moodle, including how to upload assessments**
Contact the **AGSM Elearning Coordinator**:
**Hours**: Monday – Friday, 9am – 5pm
**Email**: elearning@agsm.edu.au
**Phone**: (02) 9931 9541; **International**: +61 2 9931 9541

**For help with technical issues and problems**
Contact the **External TELT Service Centre**:
**Hours**: Monday–Friday 7.30am – 9.30pm
           Saturday–Sunday 8.30am – 4.30pm
**Email**: externalteltsupport@unsw.edu.au
**Phone**: (02) 9385 3331; **International**: +61 2 9385 3331

- **ASB Education Development Unit (EDU)**
  Academic writing, study skills and maths support specifically for ASB students.
  Services include workshops, online and printed resources, and individual consultations.
  EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: +61 2 9385 5584; Email: edu@unsw.edu.au

- **UNSW Learning Centre** [www.lc.unsw.edu.au](http://www.lc.unsw.edu.au)
  Academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**:
  [http://info.library.unsw.edu.au/web/services/services.html](http://info.library.unsw.edu.au/web/services/services.html)
- **IT Service Centre**: Technical support for problems logging in to websites, downloading documents etc. [https://www.it.unsw.edu.au/students/index.html](https://www.it.unsw.edu.au/students/index.html)
  UNSW Library Annexe (Ground floor)

- **UNSW Counselling and Psychological Services**
  [http://www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au)
  Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as ‘Coping With Stress’ and ‘Procrastination’.
  Office: Level 2, Quadrangle East Wing; Ph: +61 2 9385 5418

- **Student Equity & Disabilities Unit**  [http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au) Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: +61 2 9385 4734