



UNSW Course Outline

MGMT5610 International Business Consulting Practicum - 2024

Published on the 23 May 2024

General Course Information

Course Code : MGMT5610

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Postgraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

In this capstone course, students work in small groups on a consulting report for a small to medium-sized enterprise (SME) interested in international expansion. The projects provide students with an opportunity to integrate, apply, evaluate, and reflect on the knowledge and

experiences gained in their degree program. The international business context introduces the additional complexity of different cultures (including values, norms and business practices), and different institutional, political, and regulatory environments that the students will need to navigate as they work on their project for their client company. Emphasis is placed on analytical, critical, ethical, innovative, and strategic thinking as necessary thinking skills to deal with real business and societal challenges.

Student teams will be supported by academic staff, a team-mentor with extensive international business consulting experience, and industry experts, to help them deliver the best possible consulting report for their client. Working together with experts and professional consultants will give students the opportunity to develop a deeper understanding of careers in global business and international consulting.

Course Aims

This course is a capstone course. Its main aim is to integrate, apply, evaluate, and reflect on the knowledge, skills and experiences students have gained in their degree program. More specifically, the aims of the course are:

- To help students make the transition from academia to the real world of international business.
- To offer students a learning experience that allows them to apply the knowledge and skills they have acquired in their degree program working on a real business problem.
- To offer students the opportunity to gain consulting experience and work with experienced consulting professionals.
- To provide students with the opportunity to work in a multi-disciplinary team.
- To allow students to practice 'soft skills' such as communication, presentation, moral reasoning, teamwork, and leadership skills in a non-threatening environment.

Relationship to Other Courses

This course aims to help students to make the transition from academia to the world of international business. Students are challenged to integrate, apply, evaluate and reflect on what they have learned during their academic program, in particular in the core and mandatory units for the master's in international business degree (MGMT5601, 5602, 5603, and 5050).

Specifically, this course seeks to engage students in three ways: (1) applying their acquired knowledge and experience in the context of a real cross-border business project; (2) reflecting on this international business knowledge as they apply it across different cultures and institutional environments; (3) reflecting on the impact of emerging trends in global business on social justice and the environment and the role international businesses therein as they evaluate the impact of

their strategic recommendations.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Synthesise, apply and reflect on disciplinary knowledge in the context of a real-life project.	<ul style="list-style-type: none"> • PL01 : Business Knowledge • PL02 : Problem Solving
CLO2 : Apply a range of qualitative and quantitative research skills to analyse a complex real-life business problem in an international context.	<ul style="list-style-type: none"> • PL02 : Problem Solving
CLO3 : Critically apply proven business frameworks and analytical tools to generate strategic recommendations for the international expansion of a business.	<ul style="list-style-type: none"> • PL02 : Problem Solving • PL06 : Global and Cultural Competence
CLO4 : Demonstrate effective and persuasive communication skills in written and oral communication with people from diverse cultural backgrounds.	<ul style="list-style-type: none"> • PL03 : Business Communication • PL04 : Teamwork • PL06 : Global and Cultural Competence
CLO5 : Contribute to group outcomes by working collaboratively on a complex project in a diverse team, and where appropriate, lead the group.	<ul style="list-style-type: none"> • PL04 : Teamwork • PL07 : Leadership Development
CLO6 : Identify ethical, social and environmental implications of business decisions and propose more ethical and sustainable alternatives.	<ul style="list-style-type: none"> • PL05 : Responsible Business Practice

Course Learning Outcomes	Assessment Item
CLO1 : Synthesise, apply and reflect on disciplinary knowledge in the context of a real-life project.	<ul style="list-style-type: none"> • Reflective learning journal • Consulting Project
CLO2 : Apply a range of qualitative and quantitative research skills to analyse a complex real-life business problem in an international context.	<ul style="list-style-type: none"> • Reflective learning journal • Consulting Project
CLO3 : Critically apply proven business frameworks and analytical tools to generate strategic recommendations for the international expansion of a business.	<ul style="list-style-type: none"> • Managers Meeting • Consulting Project
CLO4 : Demonstrate effective and persuasive communication skills in written and oral communication with people from diverse cultural backgrounds.	<ul style="list-style-type: none"> • Self- and Peer feedback (20%) • Managers Meeting • Reflective learning journal • Consulting Project
CLO5 : Contribute to group outcomes by working collaboratively on a complex project in a diverse team, and where appropriate, lead the group.	<ul style="list-style-type: none"> • Self- and Peer feedback (20%) • Consulting Project
CLO6 : Identify ethical, social and environmental implications of business decisions and propose more ethical and sustainable alternatives.	<ul style="list-style-type: none"> • Managers Meeting • Reflective learning journal • Consulting Project

Learning and Teaching Technologies

Moodle - Learning Management System | Microsoft Teams

Learning and Teaching in this course

The teaching approach adopted to support students' transition from academia to professional life, is known as "experiential learning". Rather than learn from lectures students will be guided through a pre-designed experience and learn through reflecting on what they are doing and experiencing. Throughout the experience students will need to apply what they have learned in their degree. They will be using the theoretical knowledge acquired to deal with a practical challenge: to offer strategic advice to a real business seeking international expansion.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Managers Meeting Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: Week 10: 29 July - 04 August Post Date: 01/05/2024 12:00 AM	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice• PLO6 : Global and Cultural Competence
Reflective learning journal Assessment Format: Individual Short Extension: Yes (2 days)	30%	Start Date: Not Applicable Due Date: Wednesday Week 5 @ 4:00 PM; Wednesday Week 9 @ 4:00 PM. Post Date: 01/05/2024 12:00 AM	<ul style="list-style-type: none">• PLO2 : Problem Solving• PLO5 : Responsible Business Practice• PLO1 : Business Knowledge• PLO3 : Business Communication
Self- and Peer feedback (20%) Assessment Format: Individual	20%	Start Date: 01/05/2024 12:00 AM Due Date: 05/08/2024 04:00 PM Post Date: 01/05/2024 12:00 AM	<ul style="list-style-type: none">• PLO3 : Business Communication• PLO4 : Teamwork
Consulting Project Assessment Format: Group	30%	Start Date: Not Applicable Due Date: Scoping Doc Thursday Week 2 @ 4:00 PM; Presentation Week 10 in Class; Client Report Friday Week 10 @ 4:00 PM Post Date: 01/05/2024 12:00 AM	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO4 : Teamwork• PLO5 : Social Engagement• PLO6 : Global and Cultural Competence

Assessment Details

Managers Meeting

Assessment Overview

In the final weeks of the term, the tutor who has been mentoring the team, will schedule a 10-minute individual meeting with each team member to discuss their project, simulating a discussion with a manager in a consulting firm. Students will be marked on their ability to discuss the project and decisions that were made by the team.

Course Learning Outcomes

- CL03 : Critically apply proven business frameworks and analytical tools to generate strategic recommendations for the international expansion of a business.
- CL04 : Demonstrate effective and persuasive communication skills in written and oral communication with people from diverse cultural backgrounds.
- CL06 : Identify ethical, social and environmental implications of business decisions and propose more ethical and sustainable alternatives.

Detailed Assessment Description

A meeting will be scheduled with the mentor in week 9 or 10 at a time that suits both student and mentor.

Assessment Length

10 minutes

Submission notes

Not Applicable

Assignment submission Turnitin type

Not Applicable

Reflective learning journal

Assessment Overview

Students will be required to keep a learning diary throughout the term. Twice during the term, they will be asked to submit a reflection on their learning journey.

Course Learning Outcomes

- CL01 : Synthesise, apply and reflect on disciplinary knowledge in the context of a real-life project.
- CL02 : Apply a range of qualitative and quantitative research skills to analyse a complex real-life business problem in an international context.
- CL04 : Demonstrate effective and persuasive communication skills in written and oral communication with people from diverse cultural backgrounds.
- CL06 : Identify ethical, social and environmental implications of business decisions and propose more ethical and sustainable alternatives.

Detailed Assessment Description

An essential part of experiential learning is for students to reflect on what they have learnt from putting theory into practice. Ideally, the consulting project will allow them to go through several rounds of reflection and learning. Half-way (week 5) and at the end of the term, students will be given a set of guiding questions for reflection. The reflections they submit, have to refer directly

to the project, project teamwork, and to theories and frameworks discussed in class and/or with their team supervisor. A generic reflection will not generate a Pass mark.

Assessment Length

2 x 1000 words

Assessment information

Reflections need to be based on authentic, personal experiences. The use of AI is not permitted for this assignment.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Self- and Peer feedback (20%)

Assessment Overview

At the completion of the project, students need to submit a paper in which they offer respectful and constructive feedback to their peers and a critical reflection on their own contribution to the team.

Course Learning Outcomes

- CL04 : Demonstrate effective and persuasive communication skills in written and oral communication with people from diverse cultural backgrounds.
- CL05 : Contribute to group outcomes by working collaboratively on a complex project in a diverse team, and where appropriate, lead the group.

Detailed Assessment Description

An electronic self- and peer feedback for will be shared in week 9.

Assessment Length

NA

Assignment submission Turnitin type

Not Applicable

Consulting Project

Assessment Overview

In groups of 4 or 5, students will operate as a consulting team for a real company interested in expanding internationally. At the end of the term, they will present their findings to the client both

in the form of a presentation and a report.

Course Learning Outcomes

- CL01 : Synthesise, apply and reflect on disciplinary knowledge in the context of a real-life project.
- CL02 : Apply a range of qualitative and quantitative research skills to analyse a complex real-life business problem in an international context.
- CL03 : Critically apply proven business frameworks and analytical tools to generate strategic recommendations for the international expansion of a business.
- CL04 : Demonstrate effective and persuasive communication skills in written and oral communication with people from diverse cultural backgrounds.
- CL05 : Contribute to group outcomes by working collaboratively on a complex project in a diverse team, and where appropriate, lead the group.
- CL06 : Identify ethical, social and environmental implications of business decisions and propose more ethical and sustainable alternatives.

Detailed Assessment Description

The project requires 3 submissions:

1. Thursday Week 2 (4:00 PM): Project Scoping Document (3-pages max) = 5%
2. Thursday Week 10 (during class time): Client presentation (25 - 30 minutes per group) = 5%
3. Friday Week 10 (4:00 PM): Client report (2000 words) = 20%

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

General Assessment Information

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Grading Basis

Standard

Requirements to pass course

In order to pass this course students must:

- Achieve a composite mark of at least 50 out of 100
- Engage actively in course learning activities and attempt all assessment requirements
- Meet any additional requirements specified in the assessment details
- Meet the specified attendance requirements of the course

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Seminar	<ul style="list-style-type: none"> • Introduction to international business consulting • team formation & client allocation • Understanding the client company
	Group Activity	<ul style="list-style-type: none"> • Writing your team charter • Understanding the client company • Contacting the client • Preparing for the client meeting
Week 2 : 3 June - 9 June	Seminar	<ul style="list-style-type: none"> • Experiential learning & reflection • Business consulting skills • The strategic consulting process • Working in teams • What is a scoping document?
	Group Activity	<ul style="list-style-type: none"> • Team: Writing your scoping document • Discuss your scoping document with your coach • Drafting the Value Proposition Canvas & Business Model Canvas • Group reflection: Reflect on the client meeting
	Assessment	Client Scoping Document (5%) - Due 7 June
Week 3 : 10 June - 16 June	Seminar	<ul style="list-style-type: none"> • Comparative country, stakeholder & value-chain analysis • Research skills: using secondary data • Market attractiveness • Identifying opportunities and threats
	Group Activity	<ul style="list-style-type: none"> • Plan your comparative country, stakeholder & value-chain analysis • Map the relevant stakeholders • Set up a shared folder and agree on how you will communicate • Discuss research plan and stakeholder map with your coach
Week 4 : 17 June - 23 June	Seminar	<ul style="list-style-type: none"> • Understanding Team dynamics, cognitive bias and bounded rationality • Understanding the customer • Design Thinking
	Group Activity	<ul style="list-style-type: none"> • Team: Discuss team dynamics • Review findings from comparative country, stakeholder & value-chain analysis (week 3) • Understanding the client's customers (or other key stakeholders) • Design the customer journey • Develop a research plan to understand the customers (or other key stakeholders)
Week 5 : 24 June - 30 June	Seminar	<ul style="list-style-type: none"> • Primary data collection in international business cold calling networking the elevator speech the interview the survey
	Group Activity	<ul style="list-style-type: none"> • Review and analyse data collected to date • Identify questions to be answered through primary research and remaining questions to be answered through secondary research • Develop primary research plan: what, who, how to approach, when etc. • Discuss primary research plan with your coach • Plan primary data collection (interview or survey)
	Assessment	• Reflective Learning Journal 1 (15%) - 1000 words. Due 26 June
Week 6 : 1 July - 7 July	Topic	Flexibility week
Week 7 : 8 July - 14 July	Seminar	<ul style="list-style-type: none"> • Financial aspects of cross-border activities • Legal aspects of cross-border activities • Entry modes for FDI and Trade
	Group Activity	<ul style="list-style-type: none"> • Reflect on primary data collection process: what did you learn? • Analyse collected data • Identify financial/legal aspects affecting your client's business • Identify financial/legal knowledge gaps • Discuss how to fill knowledge gaps • Contact your client to confirm time and mode/place for the client presentation in week 10
Week 8 : 15 July - 21 July	Seminar	<ul style="list-style-type: none"> • How to be a socially responsible consultant? Ethical, social and sustainability issues to consider • Data analysis: what is the data telling us? • Data visualisation • S.W.O.T. • Giving constructive feedback
	Group Activity	<ul style="list-style-type: none"> • Team: Giving constructive feedback • Identify social and/or environmental issues your client may face • Start synthesizing the data you have collected and start working towards a

		S.W.O.T. analysis. • What are the data gaps that need to be filled? • Discuss your draft S.W.O.T. with your coach • Brainstorm: What are the strategic options?
	Assessment	Plan your Managers Meeting (20%) with your coach. Duration: 10 minutes
Week 9 : 22 July - 28 July	Seminar	• From analysis and strategic options to recommendations • Writing professional presentations: Building a strong narrative • How to become a great presenter • Report writing for business consultancy
	Seminar	• Plan your client presentation • Plan your client report • Discuss your presentation plan with your coach
	Assessment	• Reflective Learning Journal 2 (15%) - 1000 words - Due 24 July
Week 10 : 29 July - 4 August	Presentation	• Client presentations (5%) (see schedule on Moodle)
	Assessment	• Client Report (30%): 2000 - 3000 words. Due 2 August • Self- and Peer feedback. Due 5 August

Attendance Requirements

This course is designed as an active and participative learning experience. Attending the weekly sessions in person is mandatory. Students who - for serious and/or unforeseen reasons - cannot attend one of the sessions, will have to notify their team supervisor to ask for special permission to be absent.

General Schedule Information

Weekly seminars on Monday afternoon from 4:00pm - 8:00pm.

Course Resources

Prescribed Resources

There is no prescribed textbook for this course. Useful resources are shared will be shared on Moodle, but students are primarily expected to refer back to the textbooks used in their previous International Business courses, in particular (but not exclusively):

1. Deresky, H. 2017. International Management: Managing across borders and cultures. Essex, England: Pearson.
2. Steers, R.M., Nardon, L., Sanchez-Runde, C.J., Samaratunge, R., Ananthram, S., Fan, D., & Lui, Y. 2017. Managing across cultures. Australasian Edition. UK: Cambridge University Press.
3. Gooderham, P., Groggaard, B., & Nordhaug, O. 2013. International Management: Theory and Practice. Cheltenham, UK.

Course Evaluation and Development

At the end of the term, students will be asked to give their feedback on Moodle ("My Experience"). At any time during the term, students are encouraged to give feedback to their team supervisor or course coordinator.

In response to "My Experience" feedback from previous years this course is now based on real cases that require students to engage directly with professionals in international business.

Because some students found the 4-hour seminar a bit long, we now split this into two sections: a general workshop for the whole class from 4pm - 5:45pm followed by group work from 6:15pm - 8pm.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Jacqueline Mees-Buss		Business School L5 room 553		By appointment	No	Yes
Tutor	SJ Yang		Business School L5 room 541			No	No

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi

or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to

demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been

approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality

enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School 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 Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.