UNSW Course Outline

MNGT5589 Strategic Consulting Projects (Full-time, Session 3, Kensington) - 2024

Published on the 08 Feb 2024

General Course Information

Course Code : MNGT5589
Year : 2024
Term : Term 1
Teaching Period : T1
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : AGSM MBA Programs
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

Strategic Consulting Projects offer MBA candidates who have completed their core courses real

opportunities in businesses. Teams collaborate with corporate managers and AGSM Academics to apply conceptual frameworks and global best practice to management challenges, finding practical solutions for companies. Students are supported in the completion of their project by an Academic Supervisor and the Program Office.

Relationship to Other Courses

The specific goals of the Strategic Consulting Projects course are:

- to give students an opportunity to apply the knowledge/skills they have acquired from their previous MBA courses
- 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 to develop a formal oral presentation of the results to a client organisation
- 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, thus 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.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : identify, evaluate and review information and knowledge relevant to the project.	• PLO1 : Business Knowledge
CLO2 : Synthesise facts and develop well-reasoned, appropriate recommendations or solutions, demonstrate a level of flexibility/agility and adjust your work to new knowledge and understanding around the client and the client problem	• PLO2 : Problem Solving
CLO3 : Demonstrate capacity for independent critical enquiry.	• PLO2 : Problem Solving
CLO4 : Identify a strategic problem or issue, relevant questions and purpose of task for critical analysis, shape the scope of work and activities to efficiently develop recommendations.	• PLO2 : Problem Solving
CLO5 : Apply rigorous investigation, analysis, appropriate frameworks, tools, and standards to develop and/or evaluate data and information.	• PLO2 : Problem Solving
CLO6 : Demonstrate how to manage key client stakeholders and identify key people in the client to interview and gather information.	• PLO3 : Business Communication
CLO7 : Combine information and communication skills to effectively address a specific audience and purpose.	• PLO3 : Business Communication
CLO8 : Apply language, visual representations, and/or digital media to effectively and accurately interpret and convey qualitative and quantitative information in a formal presentation and a report.	• PLO3 : Business Communication
CLO9 : Interact and work as a high performing team with other students in exploring specific topics, delivering the scope and building recommendations during class work.	• PLO4 : Teamwork
CLO10 : Apply relevant ethical frameworks to support outcomes and recommendations.	• PLO5 : Responsible Business Practice
CLO11 : Evaluate business decisions/practice in light of economic, social and environmental sustainability.	• PLO5 : Responsible Business Practice
CLO12 : Demonstrate awareness of the global business environment.	• PLO6 : Global and Cultural Competence
CLO13 : Demonstrate awareness of the cultural environment and articulate cultural norms, beliefs and values.	• PLO6 : Global and Cultural Competence
CLO14 : Demonstrate learning and development of leadership skills after reflection on the project experience.	• PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : identify, evaluate and review information and knowledge relevant to the project.	• Project Proposal • Final Presentation • Final Report
CLO2 : Synthesise facts and develop well-reasoned, appropriate recommendations or solutions, demonstrate a level of flexibility/agility and adjust your work to new knowledge and understanding around the client and the client problem	• Final Presentation • Final Report
CLO3 : Demonstrate capacity for independent critical enquiry.	• Reflection • Project Proposal • Final Presentation • Final Report
CLO4 : Identify a strategic problem or issue, relevant questions and purpose of task for critical analysis, shape the scope of work and activities to efficiently develop recommendations.	• Project Proposal
CLO5 : Apply rigorous investigation, analysis, appropriate frameworks, tools, and standards to develop and/or evaluate data and information.	• Final Presentation • Final Report
CLO6 : Demonstrate how to manage key client stakeholders and identify key people in the client to interview and gather information.	• Final Presentation • Final Report
CLO7 : Combine information and communication skills to effectively address a specific audience and purpose.	• Project Proposal • Final Presentation • Final Report
CLO8 : Apply language, visual representations, and/or digital media to effectively and accurately interpret and convey qualitative and quantitative information in a formal presentation and a report.	• Project Proposal • Final Presentation • Final Report
CLO9 : Interact and work as a high performing team with other students in exploring specific topics, delivering the scope and building recommendations during class work.	• Reflection • Project Proposal • Final Presentation • Final Report
CLO10 : Apply relevant ethical frameworks to support outcomes and recommendations.	• Final Presentation • Final Report
CLO11 : Evaluate business decisions/practice in light of economic, social and environmental sustainability.	• Final Presentation • Final Report
CLO12 : Demonstrate awareness of the global business environment.	• Reflection • Project Proposal • Final Presentation • Final Report
CLO13 : Demonstrate awareness of the cultural	• Reflection

environment and articulate cultural norms, beliefs and values.	• Final Presentation • Final Report
CLO14 : Demonstrate learning and development of leadership skills after reflection on the project experience.	• Reflection

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

Approach to learning and teaching in the course

Following an initial meeting with the client and the academic supervisor, at 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 who 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 organisation to provide you with a meeting schedule for the session. These meetings will be for updates and aligning with expectations.

You will also receive an initial and compulsory training session in the core consulting skills including:

Defining - ability to: define the problem/issue; understand what it is going to take to resolve it; what the result may look like; understand the fit to strategy; negotiate with clients; manage time; develop a project scope and agree it with the client

Empathising - ability to: get on with people of all types; understand the politics of the organisation; understand and use your networks; be passionate; build teams

Researching - ability to: identify and work through all sources of information and data to understand issues/solutions - web, library, network; find and recognise best practice

Interviewing - ability to: extract insights from any audience; listen actively; question effectively

Analysing - ability to: analyse data and facts; understand financial and operational data; determine root causes; use a range of analytical tools/structured thinking; understand impact on strategy/results

Synthesising - ability to: synthesise data and facts to identify what is important; get to the key issues; facilitate team discussions; use logic; think on your feet; be flexible; manage stakeholders and create recommendations for the client

Innovating - ability to: bring new ideas/concepts to the problem and recommendations; be creative; be pragmatic; be tenacious; use initiative

Presenting - ability to: communicate effectively at any level in an organisation or to any type of audience; communicate both verbally and written - flawlessly, fluently, succinctly, engagingly; communicate difficult messages; influence people, ensure your communication is impactful and memorable

Coaching - ability to: lead a consulting team; influence outcomes; think strategically; coach individuals; be an expert.

Additional Course Information

There are five Units in the course, which are available in your Moodle class.

Unit 1: Introduction to Strategic Consulting and Defining the Project

Unit 2: Empathising, Researching and Interviewing

Unit 3: Analysing

Unit 4: Synthesising, Influencing and Innovating

Unit 5: Presenting, Coaching and Conclusion

Each Unit has been developed as a stand-alone unit of work and includes readings, videos and activities.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Project Proposal Assessment Format: Group	15%	Due Date: Friday of Week 3 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork • PLO6 : Global and Cultural Competence
Final Presentation Assessment Format: Group	15%	Due Date: Friday of Week 11 by 3pm Sydney time at the latest, with the specific time to be agreed with the Supervisor	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
Final Report Assessment Format: Individual	60%	Due Date: Friday of Week 12 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
Reflection Assessment Format: Individual	10%	Due Date: Reflection 1 due Friday of Week 3 by 3pm Sydney time. Reflection 2 due Friday of Week 12 by 3pm Sydney time.	• PLO2 : Problem Solving • PLO4 : Teamwork • PLO6 : Global and Cultural Competence • PLO7 : Leadership Development

Assessment Details

Project Proposal

<u>Course Learning Outcomes</u>

- CLO1 : identify, evaluate and review information and knowledge relevant to the project.
- CLO3 : Demonstrate capacity for independent critical enquiry.
- CLO4 : Identify a strategic problem or issue, relevant questions and purpose of task for critical analysis, shape the scope of work and activities to efficiently develop recommendations.
- CLO7 : Combine information and communication skills to effectively address a specific

audience and purpose.

- CLO8 : Apply language, visual representations, and/or digital media to effectively and accurately interpret and convey qualitative and quantitative information in a formal presentation and a report.
- CLO9 : Interact and work as a high performing team with other students in exploring specific topics, delivering the scope and building recommendations during class work.
- CLO12 : Demonstrate awareness of the global business environment.

<u>Assessment Length</u>

30 minutes (20-minute presentation plus 10 minutes of Q&A)

Final Presentation

<u>Course Learning Outcomes</u>

- CLO1 : identify, evaluate and review information and knowledge relevant to the project.
- CLO2 : Synthesise facts and develop well-reasoned, appropriate recommendations or solutions, demonstrate a level of flexibility/agility and adjust your work to new knowledge and understanding around the client and the client problem
- CLO3 : Demonstrate capacity for independent critical enquiry.
- CLO5 : Apply rigorous investigation, analysis, appropriate frameworks, tools, and standards to develop and/or evaluate data and information.
- CLO6 : Demonstrate how to manage key client stakeholders and identify key people in the client to interview and gather information.
- CLO7 : Combine information and communication skills to effectively address a specific audience and purpose.
- CLO8 : Apply language, visual representations, and/or digital media to effectively and accurately interpret and convey qualitative and quantitative information in a formal presentation and a report.
- CLO9 : Interact and work as a high performing team with other students in exploring specific topics, delivering the scope and building recommendations during class work.
- CLO10 : Apply relevant ethical frameworks to support outcomes and recommendations.
- CLO11 : Evaluate business decisions/practice in light of economic, social and environmental sustainability.
- CLO12 : Demonstrate awareness of the global business environment.
- CLO13 : Demonstrate awareness of the cultural environment and articulate cultural norms, beliefs and values.

<u>Assessment Length</u>

40 minutes (30-minute presentation plus 10 minutes of Q&A)

Final Report

<u>Course Learning Outcomes</u>

- CLO1 : identify, evaluate and review information and knowledge relevant to the project.

- CLO2 : Synthesise facts and develop well-reasoned, appropriate recommendations or solutions, demonstrate a level of flexibility/agility and adjust your work to new knowledge and understanding around the client and the client problem
- CLO3 : Demonstrate capacity for independent critical enquiry.
- CLO5 : Apply rigorous investigation, analysis, appropriate frameworks, tools, and standards to develop and/or evaluate data and information.
- CLO6 : Demonstrate how to manage key client stakeholders and identify key people in the client to interview and gather information.
- CLO7 : Combine information and communication skills to effectively address a specific audience and purpose.
- CLO8 : Apply language, visual representations, and/or digital media to effectively and accurately interpret and convey qualitative and quantitative information in a formal presentation and a report.
- CLO9 : Interact and work as a high performing team with other students in exploring specific topics, delivering the scope and building recommendations during class work.
- CLO10 : Apply relevant ethical frameworks to support outcomes and recommendations.
- CLO11 : Evaluate business decisions/practice in light of economic, social and environmental sustainability.
- CLO12 : Demonstrate awareness of the global business environment.
- CLO13 : Demonstrate awareness of the cultural environment and articulate cultural norms, beliefs and values.

Assessment Length

There is no prescribed length

Reflection

Course Learning Outcomes

- CLO3 : Demonstrate capacity for independent critical enquiry.
- CLO9 : Interact and work as a high performing team with other students in exploring specific topics, delivering the scope and building recommendations during class work.
- CLO12 : Demonstrate awareness of the global business environment.
- CLO13 : Demonstrate awareness of the cultural environment and articulate cultural norms, beliefs and values.
- CLO14 : Demonstrate learning and development of leadership skills after reflection on the project experience.

Assessment Length

Maximum of 600 words total (two Reflections, each of 250-300 words)

General Assessment Information

Grading Basis

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Topic	Unit 1: Introduction to Strategic Consulting and Defining the Project
	Other	Introductory consulting skills workshop at the AGSM - time to be advised in Moodle. Please read as much of the 5 units in the Ebook as possible before class. Students will also meet their academic supervisor at this workshop
Week 2 : 19 February - 25 February	Topic	Unit 2: Empathising, Researching and Interviewing
	Other	Client Briefing Please continue reading all units of Ebook if you haven't done so already.
Week 3 : 26 February - 3 March	Topic	Unit 3: Analysing
	Assessment	Assessment 1: Project Proposal due on Friday by 3pm Sydney time Assessment 4: Reflection 1 due on Friday by 3pm Sydney time
	Other	Weekly team meeting
Week 4 : 4 March - 10 March	Topic	Unit 4: Synthesising, Influencing and Innovating
	Other	Scope Presentation to Client (not formally assessed) in weekly team meeting
Week 5 : 11 March - 17 March	Other	Global Network Week/Independent Study Week
Week 6 : 18 March - 24 March	Topic	Unit 5: Presenting, Coaching and Conclusion Please complete reading all units of Ebook if you haven't done so already.
	Other	Weekly team meeting
Week 7 : 25 March - 31 March	Other	Weekly team meeting
Week 8 : 1 April - 7 April	Other	Weekly team meeting - Opportunity to provide peer-to-peer feedback
Week 9 : 8 April - 14 April	Other	Weekly team meeting
Week 10 : 15 April - 21 April	Other	Weekly team meeting
Week 11 : 22 April - 28 April	Assessment	Assessment 2 : Final Presentation to Faculty due on Friday by 3pm Sydney time at the latest, with the specific time to be agreed with the Supervisor
Week 12 : 29 April - 5 May	Assessment	Assessment 2: Final Presentation to Client (not formally assessed) Assessment 3: Final Report due on Friday by 3pm Sydney time Assessment 4: Reflection 2 due on Friday by 3pm Sydney time

Attendance Requirements

Students must attend the scheduled in-person three-hour facilitated class discussions.

Course Resources

Course Evaluation and Development

Strategic Consulting Projects is a continually evolving course reflecting the clients' needs at the time and the students' capabilities. As your feedback on the course content and structure is appreciated and acted upon, please ensure you complete the final course evaluations to ensure that we can help both yourselves, and the students in the following cohort.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator	Lamont Tang					No	Yes

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 Plagarism

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 assessment 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.