

*MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our aim, we develop life ready graduates and build global and local partnerships through ethical and innovative practice.*

## OVERVIEW

**Course Description** In this course participants will develop the capability required by executive leaders to design and consult on a strategic project to meet their organisation's needs. Participants will regularly confer with stakeholders in their organisations to deliver the project. International case studies and organisational examples in contemporary industry contexts will be used throughout the course. The consulting capstone project journey is transformative for participants and their organisations providing them with the opportunity to integrate, reflect on, and consolidate what they have learnt throughout the EMBA program.

**Contact Hours** **Online Activity**  
8 hour(s) blended learning per Course

**Workshop**  
Face to Face on Campus  
28 hour(s) per Course  
This course will be offered in intensive mode.

**Unit Weighting** 10 units  
**Requisites** Participants must be active in 40214 Executive Master of Business Administration to enrol in this course.

**Assumed Knowledge** EMBA6001 Mindful Leadership  
**Workload** Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

**Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.**

**Course Learning Outcome** **On successful completion of this course, students will be able to:**

1. Create a project to address issues identified within their own organisation.
2. Apply interpersonal skills to effectively work in teams and communicate with stakeholders.
3. Generate a project process report utilising stakeholder views that articulate a clear understanding of project requirements.
4. Evaluate the effectiveness of the project planning/design process through reflective reporting and peer review.

# COURSE OUTLINE

# ASSESSMENTS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Presentation	Sunday, 12 May 2024	Individual	25%	3
2	Project Report	Sunday, 12 May 2024	Individual	50%	1, 2, 3, 4
3	Reflective Journal	Sunday, 5 May 2024	Individual	25%	2

**Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.**

**Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.**

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
-------------------------	--

## Assessment 1 - Presentation

<b>Assessment Type</b>	Presentation
<b>Purpose</b>	The intention of this presentation is to provide the rationale for the consulting project, outline the key report findings to your client and your other EMBA participants.
<b>Description</b>	Demonstrate full consideration of the audience needs in order to capture their interest, develop their understanding and achieve objectives.
<b>Weighting</b>	25%
<b>Length</b>	15 minutes plus one-page double sided handout
<b>Due Date</b>	Sunday, 12 May 2024
<b>Submission Method</b>	In class presentation with handout submitted to Turnitin
<b>Assessment Criteria</b>	Please see rubric on course CANVAS site
<b>Return Method</b>	Email
<b>Feedback Provided</b>	In class and via Turnitin

## Assessment 2 – Project Report

<b>Assessment Type</b>	Project Report
<b>Purpose</b>	<ol style="list-style-type: none"> <li>1) Design an approach for addressing a real client challenge in collaboration with the client, and</li> <li>2) Detail the implementation approach based on client feedback. The key to a successful consulting engagement is to understand the client's aspiration vs need—what problem you believe needs solving, and how you plan to deliver an intervention that effectively addresses the need and is sustainable.</li> </ol>
<b>Description</b>	<p>Successful consultants learn from client interactions to gain insight into the obstacles they may face during the project and develop plans that address them, while staying true to the client's request. You will choose a consulting context and come prepared with a client profile and a scenario appropriately anonymised. You will be asked to work in twos or threes with other EMBA participants to work on your problem scenarios together. Under this scenario, each participant acts as a client and management consultant providing insightful feedback to each other. Consulting reports are graded on how well the proposal matches the client's need and the feasibility of the implementation plan. The minimum structure of the report will include:</p> <ol style="list-style-type: none"> <li>a. Title page. Name of report</li> <li>b. Table of contents</li> <li>c. Executive summary. Write this section after you finish the rest of your report</li> <li>d. Introduction. Purpose of report</li> <li>e. Analysis of the issues</li> <li>f. Recommendations</li> <li>g. Conclusion</li> <li>h. Appendix (optional)</li> </ol>
<b>Weighting</b>	50%

<b>Length</b>	3000 – 3500 words
<b>Due Date</b>	Sunday, 12 May 2024
<b>Submission Method</b>	Online – via Turnitin
<b>Assessment Criteria</b>	Please see rubric on course CANVAS site
<b>Return Method</b>	Online – via Turnitin
<b>Feedback Provided</b>	via Turnitin

### Assessment 3 – Reflective Report

<b>Assessment Type</b>	Report
<b>Purpose</b>	Personal reflection enables you to process and make meaning from the great (and not so great) learning and working experiences you will experience in this course.
<b>Description</b>	Keeping your journal will encourage you to consider how this course helped to improve (or otherwise) your understanding of the consulting context; how it transformed your perspective about the processes, interactions etc and whether or not it led to a deeper understanding of problem solving, decision making, effective communication and more. Your report will comprise a synthesis of your journal reflection/learning in this course as well as summarise your learning throughout the EMBA program to date.
<b>Weighting</b>	25%
<b>Length</b>	2000 – 2500 word report based on journal
<b>Due Date</b>	Sunday, 5 May 2024
<b>Submission Method</b>	Online – via Turnitin
<b>Assessment Criteria</b>	Please see rubric on course CANVAS site
<b>Return Method</b>	Online via Turnitin
<b>Feedback Provided</b>	Via Turnitin

## SYLLABUS

### Course Content

#### Topics included in the course – content is not limited to these topics:

1. Interpreting and responding to project requirements.
2. Team development, management tools and processes
3. Managing communication and stakeholder expectations
4. Critical thinking, reflective management and leadership practices evidence
5. Writing a business report and recommendations
6. Board level presentation skills
7. Consulting tools and case studies

### Course Materials

#### Required Texts:

#### Two Companion Texts Available as EBooks via the library's E-Book Collection:

Curuksu, J. D. (2018). *Data Driven: an Introduction to Management Consulting in the 21st Century (Management for Professionals)* 1<sup>st</sup> ed., Springer, Cham.

**ISBN:** 9783319702285

Brown, D. R. (2013). *An experiential approach to organization development*. 8<sup>th</sup> Edition E-Book, Pearson Education Limited.

**ISBN:** 9780136106890

### Readings

#### 1 Books

Kubr, M. ed., 2002. *Management consulting: A guide to the profession*. International Labour Organization.

**ISBN:** 978-8185040448

NB: This is also available as an Ebook in the UoN library. Although it is dated 2002 it has some useful aspects to refer to, including writing reports.

<https://ebookcentral-proquest-com.ezproxy.newcastle.edu.au/lib/newcastle/reader.action?docID=529940>

## 2 Refereed Journal Articles

Chia, A. (2019). *Distilling the Essence of the McKinsey Way: The Problem-Solving Cycle*. *Management Teaching Review*, 4(4), 355–370.

Cerruti, C., Tavoletti, E. and Grieco, C., 2019. Management consulting: a review of fifty years of scholarly research. *Management Research Review*.

Duarte, N 2012, 'Do Your Slides Pass the Glance Test?', *Harvard Business Review Digital Articles*, pp. 2-8, viewed 21 September 2020,  
<http://search.ebscohost.com.ezproxy.newcastle.edu.au/login.aspx?direct=true&db=bsu&AN=124065733&site=eds-live>.  
*Library has lots of articles on making great presentations by Duarte – check them out.*

Weeks, H. (2005) 'The Best Memo You'll Ever Write', *Harvard Management Communication Letter*, 2(2), pp. 3-5. Available at:  
<http://search.ebscohost.com.ezproxy.newcastle.edu.au/login.aspx?direct=true&db=ufh&AN=16696356&site=eds-live>

# SCHEDULE

Course Dates	Topic	Class Preparation	Workshop Activities
<b>1</b> <b>20 April</b>	Introduction to the course	Intensive 1 readings tba	Focus on the SDGs for assignments
	Management Consulting – what, why and how (I) (Problem identification and more)	Curuksu (2018) Ch 1 & The Mistaken Case of Absentism case study	Case Study Analysis Would you consult this assignment?
	Keys to Strategic Marketing Management Consulting – what, why and how (II) - (The Toolbox)	Curuksu (2018) Ch 3	Unpacking the toolbox
<b>2</b> <b>21 April</b>	Management Consulting – what, why and how II (Establishing a relationship)	Curuksu (2018) Ch 4	Staying aligned (and client-centric)
	Management of projects - Balancing client expectations and personal values	Curuksu (2018) Ch 5	Values conflict
	OD and Process Consulting	Brown (2013) Ch 4	Role Plays
	Project: client/consultant meetings Interviews Skills– swapping roles	Brown (2013) Ch 7	Short Case Case Consulting Interviews
<b>BLENDED/ONLINE LEARNING ACTIVITIES</b>			
<b>3</b> <b>27 April</b>	OD Consulting –I	Brown (2013) Ch 8	HBR Case Guest lecturer
	OD Consulting – II	Brown (2013) Ch 10	Short Case Scenario
	OD Consulting - III	Brown (2013) Ch 14	Process facilitation skills
<b>4</b> <b>28 April</b>	Cohort updates	Prepare to share	In class brief, informal presentations by cohort
	Data-driven and technology consulting	Curuksu (2018) Ch 5	Worked examples and use of templates
	Stabilising, handover and exiting	Brown (2013) Ch 4	Case examples
	Peer Review and Feedback	Peer Feedback	Debrief and Discussion

**If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.**

# CONTACTS

**School Office**  
**Newcastle Business School – Callaghan, Newcastle City & Online**  
 NU Space  
 409 Hunter Street  
 Newcastle  
[nbs.enquiries@newcastle.edu.au](mailto:nbs.enquiries@newcastle.edu.au)  
 +61 2 4921 5511

**Newcastle Business School - Ourimbah**  
 BO1.13, Business Offices  
 Ourimbah  
[cccbusiness-school@newcastle.edu.au](mailto:cccbusiness-school@newcastle.edu.au)  
 +61 2 4349 4453

**Newcastle Business School - Sydney**  
 55 Elizabeth Street  
 Sydney  
[nbs-sydney@newcastle.edu.au](mailto:nbs-sydney@newcastle.edu.au)  
 +61 2 82626432

**PSB Academy Enquiries**  
 Log your question or request to the PSB Program Executives at the following website:  
<http://www.psb-academy.edu.sg/eng>  
 +65 6390 9000

**Newcastle Australia Institute of Higher Education Pte Ltd**  
 100 Victoria Street #13-01/02  
 National Library Building  
 Singapore  
[Singapore-StudentCentral@newcastle.edu.au](mailto:Singapore-StudentCentral@newcastle.edu.au)  
 +65 6221 3306

# ADDITIONAL INFORMATION

## Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

<b>Communication Methods</b>	Communication methods used in this course include: <ul style="list-style-type: none"> <li>- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.</li> <li>- Email: Students will receive communications via their student email account.</li> <li>- Face to Face: Communication will be provided via face to face meetings or supervision.</li> </ul>
<b>Course Evaluation</b>	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
<b>Oral Interviews (Vivas)</b>	As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <a href="#">Oral Examination (viva) Procedure</a> . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <a href="#">Student Conduct Rule</a> .
<b>Academic Misconduct</b>	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <a href="https://policies.newcastle.edu.au/document/view-current.php?id=35">https://policies.newcastle.edu.au/document/view-current.php?id=35</a> .
<b>Adverse Circumstances</b>	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where: <ol style="list-style-type: none"> <li>1. the assessment item is a major assessment item; or</li> <li>2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;</li> <li>3. you are requesting a change of placement; or</li> <li>4. the course has a compulsory attendance requirement.</li> </ol> Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: <a href="https://policies.newcastle.edu.au/document/view-current.php?id=236">https://policies.newcastle.edu.au/document/view-current.php?id=236</a>
<b>Important Policy Information</b>	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <a href="https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures">https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures</a> that support a safe and respectful environment at the University.

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

© 2024 The University of Newcastle, Australia