Newcastle Business School

EMBA6008: Executive Consulting for Managers and Leaders
2024

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

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, EMBA6002 Sustainable Organisational Change, EMBA6003 Enterprise Strategy for Global Uncertainty, EMBA6004 Innovation Management and Design, EMBA6005 Strategic Financial Management, EMBA6006 Project Design and Implementation and EMBA6007 Tools, Techniques and Transitions in a Digitally Changing Environment.

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.

Student Consultation

A minimum of one (1) hours of consultation per week. Please see course CANVAS site for details of time and location.

Course Learning Outcomes

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.

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	2 March 2024	Individual	25%	3
2	Project Report	9 March 2024	Individual	50%	1, 2, 3, 4
3	Ongoing Reflective Journal	24 February 2024	Individual	25%	2
Please note: students are advised that all assessments must be submitted in English. Assessment items <u>not</u> 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.					

Time referenced is time in Newcastle NSW

Late Submissions	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. **Note**: this applies equally to week and weekend days.

Assessment 1 - Presentation

Assessment Type Presentation
Purpose 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.
Description Demonstrate full consideration of the audience needs in order to capture their interest, develop their understanding and achieve objectives.
Weighting 25%
Length 15 minutes plus one-page double sided handout
Due Date 2 March 2024
Submission Method In class presentation with handout submitted to Turnitin
Assessment Criteria Please see rubric on course CANVAS site
Return Method Email
Feedback Provided In class and via Turnitin

Assessment 2 – Project Report

Assessment Type Project Report
Purpose
1) Design an approach for addressing a real client challenge in collaboration with the client, and
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.

Description 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:
  a. Title page. Name of report
  b. Table of contents
  c. Executive summary. Write this section after you finish the rest of your report
  d. Introduction. Purpose of report
  e. Analysis of the issues
  f. Recommendations
  g. Conclusion

	h. Appendix (optional)
Weighting	50%
Length	3000 – 3500 words
Due Date	9 March 2024
Submission Method	Online – via Turnitin
Assessment Criteria	Please see rubric on course CANVAS site
Return Method	Online – via Turnitin
Feedback Provided	via Turnitin

Assessment 3 – Reflective Report

Assessment Type	Report
Purpose	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.
Description	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.
Weighting	25%
Length	2000 – 2500 word report based on journal
Due Date	24 February 2024
Submission Method	Online – via Turnitin
Assessment Criteria	Please see rubric on course CANVAS site
Return Method	Online via Turnitin
Feedback Provided	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)* 1st ed., Springer, Cham. **ISBN:** 9783319702285 Brown, D. R. (2013). *An experiential approach to organization development.*8th 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
1 **2 Feb**	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 Abseentism 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
2 **3 Feb**	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
	BLENDED/ONLINE LEARNING ACTIVITIES		
3 **16 Feb**	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
4 **17 Feb**	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

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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).

Communication Methods	Communication methods used in this course include: - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	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.
Oral Interviews (Vivas)	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 Oral Examination (viva) Procedure. 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 Student Conduct Rule.
Academic Misconduct	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 https://policies.newcastle.edu.au/document/view-current.php?id=35.
Adverse Circumstances	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: 1. the assessment item is a major assessment item; or 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; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	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 https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures 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.

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