



MGNT810

Professional Practice

Term 3 North Ryde 2018

MGSM Degree Programs

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	4
<u>Delivery and Resources</u>	11
<u>Unit Schedule</u>	13
<u>Policies and Procedures</u>	16
<u>Graduate Capabilities</u>	17
<u>Changes from Previous Offering</u>	21
<u>Alignment of this unit with MGSM's mission-driven attributes</u>	21
<u>Attendance Policy (MGSM)</u>	22
<u>Content Disclaimer</u>	22
<u>Changes since First Published</u>	22

Disclaimer

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General Information

Unit convenor and teaching staff

Unit convenor and Lecturer

Laramie Tolentino

laramie.tolentino@mq.edu.au

By appointment

Career Development Program

Betty Xiang

betty.xiang@mgsm.edu.au

Credit points

8

Prerequisites

32cp including (MGNT605 and MGNT606 and MGNT607 and MGNT808) and permission by special approval

Corequisites

Co-badged status

Unit description

This double unit (equivalent to two units) helps students integrate, synthesise and practically apply the knowledge and skills gained over the course of the program, as well as practice the critical “soft” professional skills, in order to develop a proposed solution to a selected business issue, in the context of a real-world organisation.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

Build a business case for an internal policy change, investment or new project.

Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.

Identify data sources, negotiate access and analyse data to facilitate evidence based

recommendations within the business case.

Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.

Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.

Demonstrate commitment to achieving a groupwork task and working collaboratively with others.

Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

General Assessment Information

Students must

1. Submit all project status reports (PSRs) and assessments *on time* (unless an extension is granted prior to the due date). In the interest of fairness, penalties may apply for incomplete and/or late submission of assessment items.
2. Contribute fully and equally as a member of your consulting group.
3. Demonstrate a strong work ethic (e.g., punctuality, respect, and cooperation) in class and as a member of your consulting group.
4. Participate actively to all class activities, case study presentations, and discussions.
5. Apply yourself to the case studies that are used to synthesise issues and solutions.
6. View assessment details and marking criteria (which will be made available in iLearn).

The unit mark will be made up of four parts:

Name	Weighting	Hurdle	Due Date
Group case study presentation	10%	No	As allocated over 10 sessions
Career development program	10%	No	28 and 29 June 2018
Individual reflection paper	10%	No	6pm (AEST) of 28 August 2018
Group consulting report	20%	No	6pm (AEST) of 28 August 2018
Group presentation to client	50%	No	6pm (AEST) of 28 August 2018

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Group case study presentation</u>	10%	No	As allocated over 10 sessions
<u>Career development program</u>	10%	No	28 - 29 June 2018
<u>Individual reflection report</u>	10%	No	28 August 2018
<u>Group consulting report</u>	20%	No	28 August 2018
<u>Group presentation to client</u>	50%	No	28 August 2018

Group case study presentation

Due: **As allocated over 10 sessions**

Weighting: **10%**

Duration: 15 to 20 minutes, including class discussion

Format: Group presentation to class – Compulsory attendance for all group members.

Case studies and group presentation dates will be introduced to the class in the first session. The case studies will be used to illustrate issues that help students broaden their understanding of potential problem-solving techniques and solutions. Each group will be allocated one case study presentation to answer specific questions. Each group must work collectively to answer the questions and present their findings to the class. Presentation format is PowerPoint and should draw upon evidence obtained from the case study material and other sources as required. All group members are expected to participate in the presentation.

Assessment of individual performance in group work will be based on the presentation and the group member contribution statement / peer evaluation subject to the final decision of the Lecturer.

The marking criteria for the group case study presentation and group member contribution statement / peer evaluation will be made available in class and iLearn.

All students are required to study each case and answer the questions to contribute to the class discussion following the presentation.

This assessment task relates to the following learning outcomes:

- Build a business case for an internal policy change, investment, or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Devise strategies to mitigate against potential problems and maintain clear objectives

amid the realities of internal politics and diverse stakeholder interests.

- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.

On successful completion you will be able to:

- Build a business case for an internal policy change, investment or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.

Career development program

Due: **28 - 29 June 2018**

Weighting: **10%**

Duration: 10 hour workshop over 2 days.

Format: Workshop - Compulsory Attendance

Schedule: 28 - 29 June 2018

The career development program is facilitated by Betty Xiang at MGSM North Ryde Campus . Please view the unit structure and schedule sections below for more information on this. Additional details will be discussed in class on Week 1.

Extensions and Penalties

No alternative assessment will be granted to makeup for tardiness and/or absence in the 2-day workshop. There will be a deduction of 5% of the total available marks made from the total awarded mark for absence in one of the workshops. This penalty does not apply for cases in which an application for special consideration was made and approved.

This assessment task relates to the following learning outcomes:

- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

On successful completion you will be able to:

- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Individual reflection report

Due: **28 August 2018**

Weighting: **10%**

Length: 500 words (2 pages, 1.5 line spacing, 1-inch margin, 11-point, Arial font)

Submission: 1 soft copy via iLearn on or before 6:00 pm (AEST) of 28 August 2018

This individual reflection report requires you to engage in an integrative self-analysis exercise. Students are expected to demonstrate critical reflection of their learning experiences and to discuss self-awareness insights gained from the unit, including the career development program and group project. To aid your self-analysis, keep a journal and write a brief reflection each week to record identified opportunities for professional development (i.e., self and relationships).

Submission details

Students are to submit 1 soft copy of this assessment on or before the specified due date. Submission will be to Turnitin via the MGSM iLearn portal, a program used to ensure the originality of the work undertaken by the submitter.

This individual assessment *does not need* a MGSM individual coversheet attached to it.

Proofread and check your report carefully prior to submission. Incomplete reports will not be assessed.

Please ensure your full name, student number, unit code (**MGNT810**), unit name (**Professional Practice**), lecturer name (**Dr. Laramie Tolentino**), and type of assessment being submitted (**Individual Reflection Report**) is clearly visible on the front page of your assignment. Finally, please also ensure that the filename of your assessment is appropriately labeled (**MGNT810-Assess11.2-LastnameFirstname.docx**).

Extensions and Penalties

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late (for example, 25 hours late in submission is 20% penalty). This penalty does not apply for cases in which an application for special consideration was made and approved. No submission will be accepted after solutions have been posted.

This assessment task relates to the following learning outcomes:

- Devise strategies to mitigate against potential problems and maintain clear objectives

amid the realities of internal politics and diverse stakeholder interests.

- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

On successful completion you will be able to:

- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Group consulting report

Due: **28 August 2018**

Weighting: **20%**

Length: 5000 words (20 pages, 1.5 line spacing, 1-inch margin). Please see further formatting and submission details below.

Submission: 1 hard copy submitted to the lecturer in Week 10 **and** 1 soft copy submission via iLearn on or before 6:00 pm (AEST) of 28 August 2018.

Format: The group consulting report consist of three parts.

Part 1. Engagement contract that clarifies the issue

This involves clarifying and agreeing on:

- client issue and therefore the report topic;
- obligations of both parties;
- scope of work and form of the report;
- roles and responsibilities, key risks and dependencies that may need to be managed;
- project plan (responsibilities, accountabilities, timeline, key milestones, outputs and delivery date);
- recipient of the report.

Do not underestimate the problems that can result from ambiguity about of the points listed above. Please note that a copy of **the engagement contract must be signed and handed to the lecturer by the end of week 3.**

Scope the parameters of the issue. For example, it may have “internal” elements (i.e., something very specific and operational within the organization). It may also have “external” aspects (i.e., a broad matter of concern on which the client would like a report, such as inter-firm alliances in the industry.

The project issue has been deliberately chosen to require some up-front effort to define these clearly. Thus, problem definition is a key management consulting skill and differentiates the project for this unit from most other MGSM units.

Part 2: Identify the methodology and collect data

This involves intensive investigation of the client's issue. This should include:

- all group members discussing and agreeing the analytical approach (e.g., models, frameworks);
- collecting and assessing client data and information from secondary sources (e.g., academic journals, industry reports);
- **critically analysing** data / information **to develop your own insights and value** towards client solutions.

Simply reproducing or restating what is already known is not sufficient – unless it is presented in such a way that it brings new clarity to bear for the client.

Part 3: Develop client report and presentation

This involves compiling a report that:

- clearly explains the client's issue;
- summarises the analysis and reasoning;
- presents a practical and detailed set of recommendations;
- sets out an implementation approach and timetable.

The report must be original, that is, it must not replicate one (or part of one) which has been prepared previously for some other purpose, including reusing portions of one's prior work, whether in-house or as part of an educational qualification.

You will be assessed on your ability to structure a logical flow of reasoning and to argue in a concise and compelling way:

1. what is being addressed;
2. why it is an issue;
3. what the key dimensions and implications / impact of the problem are;
4. how you arrived at the proposed solution / recommendation.

Submission details

Please ensure all group members' full names, student number, unit code (**MGNT810**), unit name (**Professional Practice**), lecturer (**Dr. Laramie Tolentino**), and type of assessment being submitted (**Group Consulting Report**) is clearly visible on the front page of your assignment of both your hard copy and soft copy version. For the soft copy version, please ensure that the filename of your assessment is appropriately titled (**MGNT810-Assess11.3-GroupName.docx**).

Other report requirements:

- 20 pages maximum (5000 words) *including* the 2-page executive summary.
- Typed in 11-point, Arial font, 1.5 lines spaced, 1-inch margin, A4 paper.
- Main body of the report is to be produced in MS Word.
- Provide 10 bound paper copies and 1 electronic copy.
- Confidentiality of the report's content is assured.

Assignments longer than the prescribed limit will be penalized. If you need to include extra material, you can do so in a small number of appendices that are clearly numbered and referred to in the body of the report. Appendices will only be read if they are relevant and useful. The client will have major input to the assessment and grading of the group presentation and the report.

Proofread and check your report carefully prior to submission. Incomplete reports and assessment coversheet will not be assessed.

Hard copy submission:

Please also ensure a hard copy of your group consulting report is submitted to the lecturer on the specified due date. Attach the completed and signed (by all members) MGSM group coversheet to the front of your hard copy group consulting report.

Soft copy submission:

One student / representative from each group will submit a soft copy of this assessment on behalf of their group in iLearn on or before the specified due date. The soft copy submission is via Turnitin – MGSM iLearn portal, a program used to ensure the originality of the work undertaken by the submitter.

The soft copy group consulting report does not need a MGSM group coversheet attached to it as this document should be attached to the hard copy and signed by all members.

Extensions and Penalties

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late (for example, 25 hours late in submission is 20% penalty). This penalty does not apply for cases in which an application for special consideration was made and approved. No submission will be accepted after solutions have been posted.

Assessment of individual contribution

Assessment of individual performance in group work will be based on the group member contribution statement / peer evaluation subject to the final decision of the Lecturer. In addition, the Lecturer may refer to the project status reports and group meetings to assess individual contribution in the consulting project.

The marking criteria for the group consulting report and group member contribution statement / peer evaluation will be made available in class and iLearn.

This assessment task relates to the following learning outcomes:

- Build a business case for an internal policy change, investment or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.
- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.

On successful completion you will be able to:

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- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.

Group presentation to client

Due: **28 August 2018**

Weighting: **50%**

Each group must deliver a presentation of the key report findings to the client. This presentation will be assessed and graded with major input from the client. Group presentations must be no longer than 20 minutes, after which the group will take questions from the client and the lecturer.

In addition, the group may be requested to make separate presentation/s to the client organization. These are strongly encouraged but will **not** be marked / assessed as part of the unit.

Assessment of individual performance in group work will be based on each member's presentation and response to client and/or Lecturer questions. In addition, the client may also refer to individual contributions in group meetings and site visits.

This assessment task relates to the following learning outcomes:

- Build a business case for an internal policy change, investment or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.
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- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.

Delivery and Resources

Required text

There is no required textbook for this unit.

See iLearn for other suggested readings, lecture notes, and resources for this unit.

MGSM iLearn

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

Technology

Access to a personal computer is required to access resources and learning material from iLearn.

Teaching format and project status report

Each week of the unit will focus on a range of issues central to professional practice and the development of a business case. This will involve lectures, case study presentation, group discussions, and experiential learning exercises. Each week will vary in format but predominantly comprise of three parts:

1. Formal course materials and knowledge transfer;
2. Case study presentation and discussion;
3. Experiential learning exercises;
4. Group meetings where team can work through the engagement elements with each other and update the lecturer on progress, as well as seek advice/coaching as required (formal update reports will be expected).

Each group must prepare a short (1 to 2 pages; 500 words maximum) '**project status report' (PSR) to be submitted at each lecture.** The PSR will be written with the client as the target audience. It should discuss the group's progress with the consulting project, including elements such as:

- list of key milestone dates;
- an outline of the group's approach to the consulting problem;
- preliminary findings.

Issues regarding scope, key risks being managed, critical input / information required and any resource constraints, should also be flagged in the PSR. Each group may also bring along work papers and analyses for discussion with lecture. Should there be more immediate concerns group members are expected to escalate these matters immediately to the lecturer.

These sessions, however, will not be adequate alone for the groups to deal with the engagement content. Outside of the formal sessions, group members are expected to contact and visit the client's premises as necessary and meet regularly with members of their group to monitor progress of their project.

Because the group assignment is crucial to achieving course learning objectives, interaction with lecture and client representatives will take place via individual group coaching sessions in class, as well as formal lectures.

Unit Structure

This intensive unit will broadly follow the following structure:

Preparation

This preparation stage is essential. By completion of this preparation stage, you will be required to:

1. Build a working knowledge of business you will be involved with, and its wider context.
2. Establish a sound and positive working relationship with all your group members.
3. Integrate and initially practise, a range of professional skills, including working in a corporate culture, professional communication and presentation, conflict resolution, and being a great team member.
4. Demonstrate correct application of protocols (e.g., who to contact for what issue, rules of conduct, and netiquette for all online communications).

Career development program

You will develop a comprehensive understanding of career planning and its relevance to lifelong learning. You will also reflect on your own strengths to optimize future career choices. You will work with your group and other members of the class on developing employability and job application skills that are essential for Australian workplaces.

Practice

In this stage, you will work in structured ways with your allocated group, your class, and designated representatives of the business, to investigate and assess a designated business issue, and apply the relevant tools and techniques to develop your group's proposed business solution. You and your group will also need to prepare a professional and persuasive presentation of your business solution.

Presentation

You and your group will have one week to finalise and practise your presentation. In the final week, you are required to deliver your presentation to the managers of the business.

Unit Schedule

Students are required to attend all classes, including the client meetings and MGSM career development workshop. Furthermore, students are expected to demonstrate professionalism and engage respectfully with other students, clients, Lecturer, and MGSM staff.

Please note: You must also attend all additional corporate client-facing sessions and site visits. Remember that these corporate clients are giving up their valuable time to provide you with opportunity to learn by addressing real business problems.

The in-class client meetings and presentations are scheduled on 03 July (Week 2), 24 July (Week 5), and 28 August (Week 10) and the MGSM sounding board on 07 August (Week 7). Additional site visit and client meetings are to be scheduled.

Please check the iLearn webpage regularly for important schedule updates and information.

The unit will be presented over 10 weeks as follows:

Session	Date	Location	Topic
1	6pm to 10pm Tuesday 26 June 2018	MGSM North Ryde Campus	<p><u>Introduction to the unit</u></p> <ul style="list-style-type: none"> • Summary of the next 10 weeks, the 'what, why and how' of the unit. • Introduction to the four case studies to be used in this unit, allocation of presentations. • Overview of the career development workshop. • Setting goals for the next 10 weeks. <p><u>Professional development: An interdisciplinary approach and overview</u></p> <p><u>Introduction to the business projects</u></p> <ul style="list-style-type: none"> • Overview and discussion of the business projects. • Applying professionalism in undertaking the business project to achieve a superior outcome for you and your client.
	9am to 5pm Thursday 28 June 2018	MGSM North Ryde Campus	<u>Career development workshop - Part 1</u>
	9am to 1pm Friday 29 June 2018	MGSM North Ryde Campus	<u>Career development workshop - Part 2</u>
2	6pm to 10pm Tuesday 3 July 2018	MGSM North Ryde Campus	<p><u>On-boarding - Meet your client</u></p> <p>Defining/framing the business issue and approach to the project, including:</p> <ul style="list-style-type: none"> • Identifying the risks to the project • Clarifying the boundaries to the scope and client expectations • Research and analysis techniques that will be relevant • Techniques for developing evidence based recommendations. <p><u>Planning your business project</u></p> <p><u>Case study group presentation and discussion</u></p>
3	6pm to 10pm Tuesday 10 July 2018	MGSM North Ryde Campus	<p><u>Teamwork: High-quality connections and respectful engagement</u></p> <p><u>Case study group presentation and discussion</u></p>

Session	Date	Location	Topic
4	6pm to 10pm Tuesday 17 July 2018	MGSM North Ryde Campus	<u>Understanding organisational culture and behaviour</u> <u>Case study group presentation and discussion</u>
5	6pm to 10pm Tuesday 24 July 2018	MGSM North Ryde Campus	<u>Project review with client</u> Status update and direction review with your client, followed by class discussion on: <ul style="list-style-type: none"> • Dealing with negative and positive feedback • What would you have done differently? • Project planning when under pressure • How to remain focussed on the value proposition <u>Coaching and Feedback</u> <u>Case study group presentation and discussion</u>
6	6pm to 10pm Tuesday 31 July 2018	MGSM North Ryde Campus	<u>Creativity and innovation</u> <u>Case study group presentation and discussion</u>
7	6pm to 10pm Tuesday 7 Aug 2018	MGSM North Ryde Campus	<u>Group presentation to MGSM sounding board</u>
8	6pm to 10pm Tuesday 14 Aug 2018	MGSM North Ryde Campus	<u>Please note:</u> No class meeting on Week 8. In lieu of Session 8, students are required to participate in the 2-day MGSM career development workshop (Part 1 and 2) scheduled on 28 - 29 June at North Ryde Campus. The relevant assessment task for this activity is the individual reflection report due on the 28th of August 2018 (Week 10).
9	6pm to 10pm Tuesday 21 Aug 2018	MGSM North Ryde Campus	<u>Effective communication and presentation</u> <u>Conclusion: a recap of professional development</u>
10	6pm to 10pm Tuesday 28 Aug 2018	MGSM North Ryde Campus	<u>Group presentation to client</u> Assessments Due: <ul style="list-style-type: none"> • Individual Reflection Report • Group Consulting Report

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Build a business case for an internal policy change, investment or new project.
- Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.
- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be

used to enhance their professional practice as managers and future leaders.

Assessment tasks

- Group case study presentation
- Career development program
- Individual reflection report
- Group consulting report

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Build a business case for an internal policy change, investment or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.

Assessment tasks

- Group case study presentation
- Group consulting report
- Group presentation to client

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Build a business case for an internal policy change, investment or new project.
- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.

- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Assessment tasks

- Group case study presentation
- Career development program
- Individual reflection report
- Group consulting report
- Group presentation to client

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Build a business case for an internal policy change, investment or new project.
- Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.
- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.

Assessment tasks

- Group case study presentation
- Group consulting report
- Group presentation to client

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Build a business case for an internal policy change, investment or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Assessment tasks

- Group case study presentation
- Career development program
- Individual reflection report
- Group consulting report
- Group presentation to client

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with

others.

- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Assessment tasks

- Group case study presentation
- Career development program
- Individual reflection report
- Group consulting report

Changes from Previous Offering

New learning outcome: Demonstrate commitment to achieving a groupwork task and working collaboratively with others.

Assessment: Additional details were provided regarding the assessment of individual contribution in groupwork (available in iLearn). Details were also specified regarding extension and penalties for the career development workshop (CDW).

Delivery and resources: Some suggested readings and case studies have been added (available in iLearn).

Unit schedule: Changes of topics and activities for most sessions, as well as the order they are presented in. The career development workshop, client meetings, and MGSM sounding board sessions were rescheduled a week earlier to give students sufficient time to work on their business projects. In addition, participation in the 2-day career development workshop in lieu of Session 8 class meeting. Personal insights gained from the CDW are now included in the Individual Reflection Report due on 28 August 2018.

Alignment of this unit with MGSM's mission-driven attributes

- **Leadership:** Students develop the skills of consultants and practically apply knowledge and skills gained from earlier learning in the program, to collaboratively develop a proposed solution to a real business problem. In this complex process, students evaluate effective leadership qualities they observe and see practised – in others and in themselves.
- **Global mindset:** In collaboratively analysing and assessing a real business issue, students will identify, assess and analyse the relevant economic, institutional and cultural differences in play, to design and present the most effective client solution that integrates and leverages those differences.
- **Citizenship:** This unit deepens students' appreciation of the often complex and sensitive

issues of conflicts of interest, ethics, and social and environmental responsibilities of organisations, when formulating business solutions and making decisions.

- **Creating sustainable value:** In analysing business problems and devising solutions, this unit impresses on students the need for a forward-looking perspective on the impact and implications of possible solutions on a variety of stakeholders. Students are orientated to therefore deliver and exchange sustainable value across industries and contexts.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.

Changes since First Published

Date	Description
07/06/2018	Replaced reference to Disruption to Studies policy with reference to Special Consideration policy