



# GSE 844

## Environmental Management Practice

S2 Evening 2015

*Dept of Environmental Sciences*

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## General Information

Unit convenor and teaching staff

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E8A 372

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Lecturer

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Credit points

4

Prerequisites

(32cp at 800 level and admission to MEnv or MSusDev or MEnvEd or MEnvMgt or MEnvStud or MEnvPlan or MEnvSc) or (16cp at 800 level and admission to PGDipEnv or PGDipEnvEd or PGDipEnvStud or PGDipSusDev or MSc) or (16cp at 800 level and admission to MSusDev prior to 2015)

Corequisites

Co-badged status

### Unit description

This unit provides students the opportunity to bring together what they have learned in other units through working in small teams to undertake environmental consultancy projects for real clients. The real-life problems requested by clients are chosen to represent typical situations likely to confront graduates from our programs. The final report of each group will be expected to be of a high quality and equivalent to a consultant's report to a client. Students will learn to define and scope a project, understand the context, prepare a project proposal for a client, work with colleagues to complete the project, prepare a written report for the client, and present the group's findings in person to the client. The unit is of value to students in environmental management, environmental planning, sustainable development and environmental education.

## 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:

Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal.

Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget

- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Prepare a professional-quality written environmental report.
- Prepare an executive summary that identifies the essence of the project outcomes.
- \* Ability to respond effectively to client's questions.

Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.

Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.

Able to manage working in a team

Identify and describe the issues that an environmental report in a specific project should address.

Understand the issues involved in an environmental reporting project from the

perspective of a client and from the perspective of a consultant.

Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.

Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.

Able to track "chargeable time" through the maintenance of a log book.

Self awareness of strengths and weaknesses in a team situation.

## General Assessment Information

Please note that you are expected to pass each of the above sections, however there is no final mark, other than a "satisfactory" grade. This is because the whole of the assessment is a group project. However your work is expected to be at a masterly level.

Please note: If an individual in a group does not contribute a fair contribution to the work and thinking of the group project, that person can be asked to prove their contribution (log book, writing, research). If the contribution is not satisfactory you can be failed or asked to complete additional work if your efforts do not meet the learning outcomes.

## Assessment Tasks

Name	Weighting	Due
<a href="#"><u>Assignment 1 Project Proposal</u></a>	10%	Thursday August 13
<a href="#"><u>Assignment 2 Context Report</u></a>	15%	September 10th
<a href="#"><u>Review Draft Final Report</u></a>	0%	Monday October 26th
<a href="#"><u>Practice Presentation Report</u></a>	0%	November 5th
<a href="#"><u>Assessment 3 (a) Report</u></a>	50%	Week November 23
<a href="#"><u>Assessment 3(b) Present</u></a>	15%	Week November 23
<a href="#"><u>Log Book &amp; Reflection</u></a>	10%	Several dates & Nov 26

### Assignment 1 Project Proposal

Due: **Thursday August 13**

Weighting: **10%**

The first class session will cover some of the principles of preparing and responding to a client's project brief.

The meetings with the client during the second week will enable each group to define and scope the consultancy project for the preparation of a project proposal to the client and for submission to the unit convenor.

The project proposal must have at least the following features included *within* the page limit of 2000 words or approximately 5 pages.

- A clear statement of the project objectives.
- A clear statement of the way in which the group intends to carry out the project.
- A work plan showing the milestones to be achieved during the project.
- A summary of the outputs to be delivered to the client.
- A notional Business Plan and schedule of putative progress payments.
- *Each group will be required to give a 15-minute presentation of its Project Proposal to the class. The purposes of this are to provide initial practice in presentation skills for the final presentations to each group's client at the end of the unit, and to receive feedback from other groups on the communication and feasibility of the project.*

The marking criteria and weights for the Project proposal are set out in the table below:

Clear statement of the project objectives

2

Clear statement of the way in which the group intends to carry out the project

2

Work plan showing the milestones to be achieved during the project

2

Summary of the outputs to be delivered to the client

2

Notional business plan and schedule of putative progress payments

2

**TOTAL**

**10**

On successful completion you will be able to:

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal.

- Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget
- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Able to manage working in a team
- Identify and describe the issues that an environmental report in a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

## Assignment 2 Context Report

Due: **September 10th**

Weighting: **15%**

Report Length 3000 words and Group Presentation

**You will have to show what you have done individually as a contribution to this report.**

This assignment is the first step in completing your group's project - *its purpose is to explore and document the broader context of the issues and concerns of your client in the project that the group will be doing for them.*

*Each group will be required to give a 15-minute presentation of their context reviews to the class.*

This context has an internal and external component. The context report it is to bring you "up to speed" in terms of what an experienced consultant would be able to understand from the brief, from their knowledge of the policy or legal context, why the organisation wants this work done; where it fits, and expertise from other projects. **The work done is not sent to the client.**

You will be developing an understanding of the context in which the organisation works, its culture and the significance of the project to the future work of the organisation/ client. You will need to understand the regulatory or resource barriers, so that you can best collect information and formulate recommendations within the organisations constraints. You also will want to look beyond the organisation to what is happening in other jurisdictions and countries to benchmark

the current practice and to stimulate creativity or innovation.

Clear and appropriate identification of the context for the project - within the client's organisation and beyond.

3

Contextual issues related to the client's business are analysed and evaluated.

3

Contextual issues related to best practice outside the client's organisation are analysed and evaluated.

3

Clear linkage from outside best practice to the needs of the client's organisation with respect to the project.

3

Quality and substance of the presentation to the class of the "Context Review Report".

3

**TOTAL**

**15**

On successful completion you will be able to:

- Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.
- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Able to manage working in a team
- Identify and describe the issues that an environmental report in a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional

manner so that they can be integrated into a full project report and presentation for the client.

- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

## Review\_Draft Final Report

Due: **Monday October 26th**

Weighting: **0%**

Draft of **final report** submitted to unit convenor and mentor for review

Please see Final Report Expectations under Assignment 3

Note: It is up to the group to decide who is going to integrate the various writing styles and contributions into a well edited cohesive report. We expect good English and spell check, well laid out draft reports.

Evidence of individual contributions to the report in the log books submitted

On successful completion you will be able to:

- • Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project. •Prepare a professional-quality written environmental report. •Prepare an executive summary that identifies the essence of the project outcomes. \* Ability to respond effectively to client's questions.
- Able to manage working in a team
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

## Practice Presentation Report

Due: **November 5th**

Weighting: **0%**

Each Group will make their client presentation summarising key findings of the report and the approach undertaken to reach the objectives.



Feedback from class members and staff is used to improve the final presentation for the client. Please see guidelines for this presentation under assignment 3. This activity is not marked

Final (draft) reports should be sent to the client Monday 9th June to check the report is satisfactory to be submitted.

On successful completion you will be able to:

- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.

## Assessment 3 (a) Report

Due: **Week November 23**

Weighting: **50%**

Final written Report (It is a good idea to print one copy to give to the client at the presentation (and provide an electronic version)

- Report includes an Executive Summary and appendices with data and further information for the client's use

Report also emailed to unit convenor/ mentor

Log book submitted from each student

Record of individual contribution to final report submitted

## Final Report Expectations

The project report must have at least the following features included within the page limit. Additional supporting material of a technical or other nature should be attached as Appendices to the report proper and bound with it. The report should address all of the objectives determined in the project proposal, and the following format is suggested:

- A statement of the project objectives.
- A description of the way in which the group carried out the project.
- A summary of the findings in relation to the objectives.
- Quantitative data should be provided where appropriate.
- Discussion of the findings. (You may present the discussions of different aspects after the findings on each, or reserve the discussion until after all of the findings have been set out).
- Conclusions and clearly defined recommendations to the client.

## Guidelines for the presentation of the bound report (if required)

- The title page must include the title of the Report, the year, the names of the group

members, and any other information necessary for cataloguing the report in a library.

- The report should be of a quality suitable for presentation to the Environmental Manager (or equivalent) who may refer it to the CEO of your client: professional appearance with appropriate high-quality (colour) graphics to illustrate the key points, appropriate binding.
- The Executive Summary should not exceed one (1) page, be quantitative and informative, and include the main findings and recommendations to the client. It should be bound with the report after the title page.

## **A check list for the bound report**

### **1. Appearance**

- Is aesthetically attractive (far more important than many people realise!)
- Is font too small / large and therefore unattractive to read?
- Is there good use of boxes, space, colour and graphics throughout?
- Are graphics clear and do they show the important features?

### **2. Structure**

- Is it well laid out, and with a clear flow of logic?
- Does the report avoid confusion between summary and conclusions?

### **3. Style**

- Is the report written in language appropriate for CEOs, using only English and avoiding technical and academic jargon (except where necessary, e.g. plant species)?
- Has the report been checked for spelling and grammatical errors (can be both irritating and distracting).
- Are references complete in accordance with the MQ Guidelines?
- Has attention been given to the details, e.g. Spelling of plant names, technical terms?

### **4. Content**

- Is the status of the issue clearly summarised? (Why do the project?)
- Does the report contain all the information needed for the decision-makers to proceed to the next step?

### **5. Discussion**

- Is the argument compelling?
- Is there any poor writing that hinders comprehension?
- Is writing verbose and passive?
- Is rationale well presented?
- Is the discussion strong, looking at issues just beyond the sites?

- Is there reference to best-management practices?
- Are the arguments and comparisons all coherent?
- Does it provide a clear basis for subsequent recommendations?

## 6. Recommendations

- Are the recommendations precise, strong and focussed?
- Will they allow the client to move to the next step in the process without unnecessary replication of the work done?

## A check list for the Executive Summary

### 1. Layout

- Is the layout attractive and readable?
- Is the layout imaginative to reduce words and clearly present the main messages?
- Is there good use of headings to separate background from findings and recommendations? This format means that the CEO does not have to go looking for an obscure message.

### 2. Findings

- Is the message clearly conveyed?
- Does it clearly state the task to be addressed, the approaches, the results and the recommendations?
- Is there any unnecessary material?

### 3. Recommendations

- Are the recommendations precise, strong and focussed?
- Will they allow the client to move to the next step in the process without unnecessary replication of the work done?

The marking criteria and weights for the Project Report are set out in the table below:

Executive summary

5

Clear statement of the project objectives

5

Clear description of project context

5

Clear linkage from outside best practice to the needs of the client's organisation with respect to the project.

5

Clear presentation of the project findings

10

Conclusions based on findings

10

Useful recommendations for the client to act upon

10

**TOTAL**

**50**

On successful completion you will be able to:

- Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget
- • Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project. •Prepare a professional-quality written environmental report. •Prepare an executive summary that identifies the essence of the project outcomes. \* Ability to respond effectively to client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.
- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Able to manage working in a team
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.

- Self awareness of strengths and weaknesses in a team situation.

## Assessment 3(b) Present

Due: **Week November 23**

Weighting: **15%**

Group presentation to the client

Each group will be required to give a presentation of their findings to the client at a time to be arranged.

The presentation will be assessed by GSE staff with regard to the assessment from the client.

The format for the session will be:

- a 20-minute presentation by the group
- 10 minutes for questions and discussion with the client.

However the client might choose to ask questions during the presentation

The presentation may be extended to discuss the findings, recommendations and their implications.

### **Guidelines for the oral presentation of the report**

- The group should plan to use PowerPoint slides and a data projector for the presentation.

*The availability of the necessary equipment should be arranged with the client and / or the GSE office prior to the presentation.*

- Remember to have an appropriate amount of information on each slide (not too much) and to choose a style and colour scheme that is easy to read on a large screen - check this!
- The content (including graphs, tables and diagrams) in the presentation slides should correspond with those in the bound report and be easily correlated with them by the audience.
- Avoid simply saying what is on the screen - certainly do not read from it! It is very effective if what is being said is a focussed commentary on what is on the screen which is in turn a sharp summary of the main points of what is being said.
- The group will have the opportunity to rehearse the presentation before that to the client when they present to the GSE staff and other groups. This is the time to ensure the timing is right and the visual aids are clear.

### **A check list for the presentation**

- Good introduction of team and clarity of purpose?

- Presentation placed in context at outset?
- Good cover and explanation of the issue and findings?
- Case well argued with good graphics, etc?
- Alternatives/options presented and well argued?
- Recommendations carefully placed in the context of findings?
- Good cover of cost implications of recommendations?
- Integrated use of anecdotes / humour etc to maintain interest / attention?
- Good use of presentation technology?
- Effectiveness of presentation material?
- Clear letters and diagrams, uncluttered slides, text visible against background
- Well-balanced use of time?

The **marking criteria** and weights for the Final Presentation are set out in the table below:

**Professionalism of team**

Project team well presented and suitably dressed

1

Project team introduced clearly and roles identified

1

**Content of presentation**

Clear statement of the project objectives

1

Clear description of project content

1

Clear description of the methodology for the project

1

Clear presentation of the project findings

3

Conclusions based on findings

1.5

Useful recommendations for the client to act upon

1.5

**Style of presentation**

Well paced and completed in time

1

Quality of overheads/slides

1

Easily understandable

1

Manner and vocal quality

1

**TOTAL**

**15**

On successful completion you will be able to:

- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Prepare a professional-quality written environmental report.
- Prepare an executive summary that identifies the essence of the project outcomes.
- \* Ability to respond effectively to client's questions.
- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Able to manage working in a team
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

## Log Book & Reflection

Due: **Several dates & Nov 26**

Weighting: **10%**

### Logbook and Reflection on Practice

An electronic version of a logbook will be provided for each member of the class in the first session.

Each student in each group is required to maintain this as a diary of work carried out and record of the "chargeable" time (excluding travelling time) for each task.

The logbook approach allows a fuller simulation of the work of a consultancy team that really has to track the chargeable time for each task to enable accurate invoicing and personnel payments.

***The time is indicative of the quality of excellence you should be pursuing in all aspects of the unit and in particular in the final written report and presentation to the client for whom your group is doing the project.***

The introduction of the logbook system arose out of some discontent in the past among students who found themselves working in a group where there was unbalanced group participation. The logbooks give students the opportunity to ensure all group members are contributing as planned. To be meaningful, therefore, the logbooks will need to be submitted on at least two occasions during the semester and shared with other members of the group.

#### **Professional reflection on the experience of the work**

The important issues with regard to the logbook are whether or not the other members of the group agree or disagree with the times recorded and are satisfied that the effort from each member is fair. Unsatisfactory work contributions can occur in a real-life consulting practice and the issues can only be resolved by decisive action on the part of those adversely affected.

**Where members of a group are not satisfied with the effort of another group member, they must act immediately.** There is no point in waiting until the end of the semester, nothing can be done at such a late stage. The logbook should be noted accordingly.

Alternatively, if there is a desire to avoid immediate confrontation within the group, the matter can be brought to the attention of the unit convenor by the group leader. In regard to the latter course of action, however, it needs to be appreciated that no meaningful action can be effected if the group member in question is not faced with the issue.

The other value of the log book is that it enables you to assess the real time each section of the work took, so that when preparing future budgets you have a more realistic appreciation of where time is spent.

You will be expected to assess the input in clusters of work and reflect on the issues about the effectiveness of the use of time. A 2 page reflection on practice is required that assesses:

- the requirements to complete tasks
- lessons learned in undertaking the project in regard to professional disciplinary skills;



- lessons learned in regard to how the group work was managed and what has been learnt about the self in the group process and professional work.

On successful completion you will be able to:

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal.
- Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget
- Able to manage working in a team
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

## **Delivery and Resources**

### **Teaching and Learning Strategy**

Each student group is responsible for the delivery of an environmental project for a client either inside or outside the University. The projects prepared by each client are real ones that they want done to advance their environmental practice in one way or another.

Each student group must act like a real consultant in all of their relations with the client and in all activities undertaken on their behalf.

The teaching and learning strategy includes mentoring students on managing team processes, project management, mentoring activities through group interaction with the tutor and through class interaction and practice in client presentations.

As students are involved in a real life situation it is valuable to keep a reflective diary to self assess performance in client and team interaction and to assist in writing the final professional reflection on experience. Some guidelines are set out below to help student groups in their relations with, and activities for their client organisation.

### **Relations with the client**

- Whenever the group as a whole meets with the client each member should be appropriately dressed (smart casual, jacket, tie) as becomes professional consultants;

the client management team who meet with you will be similarly attired.

- In order to manage the client-consultant relation there should be **at least four formal contacts** between the group and the client representative or representatives. These should be planned and agreed upon with the client at the first meeting.
1. **An initial meeting** in the first week of semester to define and scope the project. The staff will have already met with all clients to do preliminary work towards this and will accompany each group at the first meeting to give advice as necessary.
  2. **A progress meeting** (or report without meeting) in about the sixth week of semester. At this point the group should indicate clearly to the client whether all planned outputs will be achieved and any necessary modifications to the contract put forward for agreement by both parties.
  3. **A draft final report** to the client representative before the end of semester and the formal presentation by the group to the client.
  4. **A final meeting** in the last week of semester, or the following week, for the group to present their final report to the client.
- 
- Some clients will only be prepared to commit to these four meetings, but others will welcome additional contact
  - One of the first tasks for each group after the first meeting with the client will be to determine exactly what information they, as the consultants, will require from the client. A consolidated list should be prepared and communicated to the client representative by the group leader no later than week 3 of semester. This sort of contact with the client should be limited to the group leader whose responsibility it is to keep the rest of the group informed.
  - The group should not treat the client organisation, or their representative(s), like another tutor or member of the staff. This simply means that contact with the client contact person must be of an extent that they have indicated - the client has 'contracted' the group to do the work and research necessary to complete the project.
  - In between the agreed formal meetings the group leader should provide a monthly e-mail update on progress - this too should be agreed at the first meeting.
  - In the course of their work the group may be made privy to commercially, or otherwise sensitive material, and there may be a requirement to sign a confidentiality clause. In any case all members of every group are to respect the confidentiality of information or knowledge they acquire from the client in the course of completing their contract with them.

- **SOME PROJECTS MAY REQUIRE ETHICS APPROVAL.** GSE 844 has a general approval from the University Ethics Committee. If you are undertaking any interview or survey work, the group must undertake this work in accordance with the ethics agreement. You must be briefed on the ethics agreement and check your survey/ interview questions and consent forms with the convenor. See [http://www.research.mq.edu.au/researchers/ethics/human\\_ethics](http://www.research.mq.edu.au/researchers/ethics/human_ethics)

## Activities on behalf of the client

Group members must remember that when doing anything on behalf of the client, the reputation of the client will be affected by their behaviour and actions.

## Technology

There is an ilearn site associated with this unit.

## Changes to this unit

The projects offered each semester are new as are the clients.

## Unit Schedule

### Outline of the Unit requirements

Each student group will report on an environmental/ sustainability project for a client either inside or outside the University. The clients range in different semesters through large private corporations, State Government departments and Local Government councils to NGO or university staff.

The projects prepared by each client are real ones that they want done to advance their environmental practice in one way or another. This means that each student group must act like a real consultant in all of their relations with the client and in all activities undertaken on their behalf.

### Please see further guidance under teaching and learning strategy

#### GSE 844 Key Dates, Sessions, Tasks and Milestones 2015

**Please Note: Attendance at all class meetings is compulsory for presentations and briefings. Group mentoring sessions can be rescheduled at the convenience of the group and convenor/mentor.**

Date	Activities	Milestone
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<p><b>Monday 20th July</b></p>	<p>Each student to complete form/ survey detailing previous experience and stating which projects are of interest by the due date. If you have not been contacted by the convenor/ co-convenor please make contact. Return project selections by July 27th</p>	<p><b>Student is assigned to a project and group</b></p> <p>Each student to read the unit outline before attending session 1</p>
<p><b>Thursday 30 July</b> 6:30pm to 9:30pm</p>	<p><b>UNIT BRIEFING – PROJECT KICK OFF</b></p> <p>Introduction to unit, and expectations of students. Explanation of assignments and schedule. Managing consultancy Allocation to consultancy groups First group meeting</p>	<p><b>Compulsory class meeting</b></p>
<p><b>Week beginning Monday 3rd August</b></p>	<p><b>CLIENT BRIEFING</b></p> <p><b>Group meetings scheduled with clients</b> to scope and define the consultancy projects (Staff to accompany; usually these are pre-arranged so you will have to adjust your regular schedule to be there)</p>	<p><b>Group meetings with clients by appointment: all group members must attend</b></p>
<p><b>Thursday 6th August</b> 6:30pm to 9:30pm</p>	<p><b>PROJECT PROPOSAL PREPARATION</b> Group to arrange meeting time with staff to discuss project (<i>or another time to be agreed with unit mentor</i>)</p>	<p><b>Compulsory individual group meeting</b></p> <p><i>time to be agreed with unit convenor</i></p>
<p><b>Thursday 13th August</b> 6:30 to 9:30pm</p>	<p><b>PROJECT PROPOSAL PRESENTATION</b></p> <p><b>Project Proposal Presentations</b> by student groups to the class and staff</p> <p><b>15 minutes presentation + 5 minutes for questions</b> (<i>Practice of oral presentation skills</i>)</p>	<p><b>Presentation</b></p> <p><b>Submission of Assignment 1 –Project Proposal to staff</b></p> <p>Log Book</p>
<p>Week of 17th August</p>	<p>Proposal (revised) sent to the client</p>	<p>Proposal submitted to client for feedback</p>
<p>Thursday August 27th</p>	<p><b>CONTEXT REPORT PREPARATION</b></p> <p>Group meeting with mentor at time arranged</p>	<p><b>Group briefing on progress on context report / final report</b></p> <p><i>time to be agreed with unit convenor</i></p> <p><b>Log book</b></p>
<p><b>Thursday September 10th</b> 6:30 to 9:30pm</p>	<p><b>CONTEXT REPORT PRESENTATION</b> Presentation by student groups of the <b>Review of the Context of the Project</b> to the class and unit staff</p> <p><b>15 minutes + 5 minutes for questions</b> (<i>Practice of oral presentation skills</i>)</p>	<p><b>Presentation</b></p> <p><b>Submission of Assignment 2 (Context report)</b></p> <p><b>Submission of Logbooks to the Unit Convenor</b></p>

<p><b>Thursday 1st October</b></p> <p>6.30- 9.30 pm</p>	<p>FINAL REPORT PROGRESS Individual group meetings – (30 mins) scheduled with mentor in advance</p>	<p>Compulsory meeting</p> <p><i>time to be agreed</i></p>
<p><b>Thursday 22nd October</b></p> <p>6:30 to 9:30pm</p>	<p>PROGRESS FINAL REPORT</p> <p>Scheduled individual group meetings with staff to discuss progress on the final report.</p>	<p>Compulsory meeting</p> <p><i>time to be agreed</i></p> <p><i>Log Book</i></p>
<p><b>Thursday 5th November</b></p> <p>6:30 to 9:30pm</p>	<p>FINAL REPORT PRESENTATION (PRACTICE)</p> <p>Practice presentation by student groups of the <b>final report</b> to the class and staff</p> <p><b>15 minutes + 5 minutes for questions</b> (<i>Practice of oral presentation skills</i>)</p>	<p><b>Submission of Draft of the Final Report (3a) for review before finalisation</b></p>
<p><b>Monday 16th November</b></p>	<p>Submit report to Client for feedback</p>	<p><b>(Draft) Final report to client</b></p>
<p>Week beginning</p> <p><b>Monday 23rd November</b></p>	<p>FINAL REPORT PRESENTATION TO CLIENT</p> <p>Presentation by student groups of <b>Final Report</b> to Clients to present findings from the consultancy project (<i>Staff to accompany</i>)</p> <p><b>NOTE: It is the group's responsibility to arrange a time for this presentation with the client and unit convenors</b></p>	<p><b>Final Report and Presentation to Client by appointment</b></p> <p><b>Submission of Assignments 3a &amp; 3b (Final Report and presentation)</b></p>
<p><b>Thursday 26th November</b></p> <p>6:30 to 9:30pm</p>	<p><b>PROFESSIONAL REFLECTION</b></p> <p>Feedback on Final Reports and presentations to clients</p> <p>Review and evaluation of unit</p> <p>Reflection on work allocated per task</p> <p>Reflection on handling group work</p> <p>Professional reflection</p>	<p><b>Compulsory class meeting</b></p> <p><b>Log Book</b></p> <p><b>Reflections sheet</b></p>

## Learning and Teaching Activities

### Briefing

Students are introduced to the expectations of the unit; Students scope the project requirements and prepare for a client interview with convenor; Students negotiate the tasks, purposes of the task and scope of work with the client - convenor in attendance.

## Mentoring

Student task groups meet with the convenor/ teaching staff for discussion of issues in relation to the task, reporting and the group dynamics

## Presentations and Peer feedback

Groups present - the project proposal; - the context report; - the practice final presentation; - presentation to the client Peers give feedback as do teaching staff. Students reflect on what went well and how to improve Client provides feedback on final presentation

## Report writing and feedback

Students write reports oriented to the client's needs: - Project Proposal - for client feedback and convenor feedback - Context report - for convenor feedback - Draft Final Report - for convenor feedback - Final Report for client and Convenor feedback

## Professional reflection on practice

Students assess time in various parts of the project Students are able to reflect on the work practice experience, their handling of the group process and their contribution to the success of the project

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of 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/support/student\\_conduct/](https://students.mq.edu.au/support/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](http://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](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use 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

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal.

- Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget
- • Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project. •Prepare a professional-quality written environmental report. •Prepare an executive summary that identifies the essence of the project outcomes. \* Ability to respond effectively to client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.
- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Able to manage working in a team
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

## **Assessment tasks**

- Assignment 1 Project Proposal
- Assignment 2 Context Report
- Review\_Draft Final Report
- Assessment 3 (a) Report
- Assessment 3(b) Present
- Log Book & Reflection

## **Learning and teaching activities**

- Student task groups meet with the convenor/ teaching staff for discussion of issues in relation to the task, reporting and the group dynamics
- Groups present - the project proposal; - the context report; - the practice final



presentation; - presentation to the client Peers give feedback as do teaching staff.

Students reflect on what went well and how to improve Client provides feedback on final presentation

- Students write reports oriented to the client's needs: - Project Proposal - for client feedback and convenor feedback - Context report - for convenor feedback - Draft Final Report - for convenor feedback - Final Report for client and Convenor feedback
- Students assess time in various parts of the project Students are able to reflect on the work practice experience, their handling of the group process and their contribution to the success of the project

## 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

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal.
- Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget
- • Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project. •Prepare a professional-quality written environmental report. •Prepare an executive summary that identifies the essence of the project outcomes. \* Ability to respond effectively to client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.

### Assessment tasks

- Assignment 1 Project Proposal
- Assignment 2 Context Report
- Review\_Draft Final Report
- Assessment 3 (a) Report

- Assessment 3(b) Present
- Log Book & Reflection

## **Learning and teaching activities**

- Students are introduced to the expectations of the unit; Students scope the project requirements and prepare for a client interview with convenor; Students negotiate the tasks, purposes of the task and scope of work with the client - convenor in attendance.
- Students write reports oriented to the client's needs: - Project Proposal - for client feedback and convenor feedback - Context report - for convenor feedback - Draft Final Report - for convenor feedback - Final Report for client and Convenor feedback

## **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**

- • Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project. •Prepare a professional-quality written environmental report. •Prepare an executive summary that identifies the essence of the project outcomes. \* Ability to respond effectively to client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.
- Identify and describe the issues that an environmental report in a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.

## **Assessment tasks**

- Assignment 1 Project Proposal
- Assignment 2 Context Report
- Review\_Draft Final Report
- Assessment 3 (a) Report
- Assessment 3(b) Present

## Learning and teaching activities

- Students write reports oriented to the client's needs: - Project Proposal - for client feedback and convenor feedback - Context report - for convenor feedback - Draft Final Report - for convenor feedback - Final Report for client and Convenor feedback
- Students assess time in various parts of the project Students are able to reflect on the work practice experience, their handling of the group process and their contribution to the success of the project

## 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

- Able to respond effectively to a client's project brief with a clearly defined and manageable project proposal.
- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project. •Prepare a professional-quality written environmental report. •Prepare an executive summary that identifies the essence of the project outcomes. \* Ability to respond effectively to client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.
- Able to manage working in a team
- Identify and describe the issues that an environmental report in a specific project should address.
- Understand the issues involved in an environmental reporting project from the perspective of a client and from the perspective of a consultant.
- Self awareness of strengths and weaknesses in a team situation.

### Assessment tasks

- Assignment 1 Project Proposal
- Assignment 2 Context Report
- Review\_Draft Final Report
- Assessment 3 (a) Report

- Assessment 3(b) Present
- Log Book & Reflection

## **Learning and teaching activities**

- Student task groups meet with the convenor/ teaching staff for discussion of issues in relation to the task, reporting and the group dynamics

## **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**

- Organised an environmental reporting project through: - Allocating tasks amongst team members - Setting an appropriate work program to meet deadlines - Identifying the resources necessary for completion - Preparing a notional project business plan / budget
- • Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project. •Prepare a professional-quality written environmental report. •Prepare an executive summary that identifies the essence of the project outcomes. \* Ability to respond effectively to client's questions.
- Prepare a professional-quality written environmental report: including an executive summary that identifies the essence of the project outcomes.
- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Able to manage working in a team
- Self awareness of strengths and weaknesses in a team situation.

## **Assessment tasks**

- Assignment 1 Project Proposal
- Assignment 2 Context Report
- Review\_Draft Final Report
- Practice Presentation Report
- Assessment 3 (a) Report
- Assessment 3(b) Present

- Log Book & Reflection

## **Learning and teaching activities**

- Groups present - the project proposal; - the context report; - the practice final presentation; - presentation to the client Peers give feedback as do teaching staff. Students reflect on what went well and how to improve Client provides feedback on final presentation
- Students write reports oriented to the client's needs: - Project Proposal - for client feedback and convenor feedback - Context report - for convenor feedback - Draft Final Report - for convenor feedback - Final Report for client and Convenor feedback

## **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**

- Effective presentation by identifying the important elements for inclusion in a professional presentation to a client and being able to convince the client of the value of the environmental work done in the project.
- Able to manage working in a team
- Carry out allocated components of an environmental reporting project in a professional manner so that they can be integrated into a full project report and presentation for the client.
- Understand and implement appropriate time, money and resource management for the successful completion of a quality environmental reporting project for a client.
- Able to track "chargeable time" through the maintenance of a log book.
- Self awareness of strengths and weaknesses in a team situation.

## **Assessment tasks**

- Assignment 1 Project Proposal
- Assignment 2 Context Report
- Review\_Draft Final Report
- Assessment 3 (a) Report
- Assessment 3(b) Present

- Log Book & Reflection

## **Learning and teaching activities**

- Students assess time in various parts of the project Students are able to reflect on the work practice experience, their handling of the group process and their contribution to the success of the project

## **Changes from Previous Offering**

Projects offered each semester are original and negotiated in advance with the client.