MGNT810

Professional Practice

MGSM Term 1 City 2018

MGSM Degree Programs

Contents

General Information

Unit convenor and teaching staff
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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

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 personal practice as managers and future leaders

General Assessment Information

Students must

1. Submit all project status reports (PSRs) on time (unless an extension is granted) (group effort)

2. Contribute fully and equally as a member of your consulting group. In fairness to other students, penalties may apply for late submission of assessment items.

3. Apply yourself to the case studies that are used to synthesise issues and solutions, and contribute to all class presentations and discussions.

4. View marking criteria (which will be made available in iLearn)

The unit mark will be made up of four parts:

Assessment Tasks

Name	Weighting	Hurdle	Due
Group case study presentation	10%	No	As allocated over 10 sessions
Career development program	10%	No	18 and 19 of January 2018
Individual reflections report	10%	No	6pm (AEST) of 13 March 2018
Group consulting report	20%	No	6pm (AEST) of 13 March 2018
Group presentation to client	50%	No	Starting session 10 of class

Group case study presentation

Due: **As allocated over 10 sessions**
Weighting: **10%**

Duration: 15 - 20 minutes plus 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. Presentations should be by PowerPoint and should draw upon evidence obtained from the case study material and other sources as required. All group members are to participate in the presentation.

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

The marking criteria for the group case study presentation assessment will be made available in class.

On successful completion you will be able to:

- 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

Career development program

Due: **18 and 19 of January 2018**
Weighting: **10%**

Duration: 10 hour workshop over 2 days. Please view unit schedule below.

Format: Seminar workshop - Compulsory attendance

Due: 18 and 19 of January 2018

Please view the unit structure section below for more information on this.

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

Individual reflections report

Due: **6pm (AEST) of 13 March 2018**
Weighting: **10%**

Length: 2 pages maximum

Format: Individual reflective report

Due: 1 x soft copy submission in iLearn on or before 6:00pm (Sydney time) of Tuesday, 13 March 2018

This individual reflection report should detail your personal and professional learnings obtained from the unit. A good tip would be to write a brief reflection each week. Trying to catch up on missed weeks is difficult, given that you may forget what insights you gained from each week's activities, or you may become confused, as the weeks pass quite quickly.

Submission details

Students are to submit 1 x soft-copy of this assessment on or before the due date as listed in the box above. The soft-copy submission will be submitted 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** an MGSM individual coversheet attached to it.

Please ensure your **full name**, **student number**, **unit code** (MGNT810), **unit name** (Professional practice), **lecturer(s)** (Warren Riddell & Kyle Bruce), and **type of assessment being submitted** (Individual reflection report) is clearly visible on the front page of your assignment. Please also ensure that the **filename** of your assessment is appropriately titled (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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

On successful completion you will be able to:

- 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
- 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 personal practice as managers and future leaders

Group consulting report

Due: **6pm (AEST) of 13 March 2018**
Weighting: **20%**

Length: 20 pages maximum (see below for details)

Format: Written report (see below for details)

Due: 1 x hard copy submitted in session 10 of class; 1 x soft copy submission in iLearn on or before 6:00pm (Sydney time) of Tuesday, 13 March 2018

The consulting report must be in 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 any of the points listed above. A copy of the engagement contract **must be signed and handed to the lecturer(s) 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 organisation). It may also have "external" aspects, i.e. a broad matter of concern on which the client would like a report (e.g. 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 - Collect data

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

- group members discussing and agreeing the analytical approach (models, frameworks, etc)
- collecting and assessing client data and information from secondary sources (e.g. journals, internet)
- **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, 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 tight, compelling way:

1. what is being addressed
2. why it is an issue
3. what the key dimensions and implications/impacts of the problem are
4. what the proposed solution encompasses, and
5. 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(s) (Warren Riddell & Kyle Bruce), and type of assessment being submitted (Group consulting report) is clearly visible on the front page of your assignment of both the 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 including the executive summary (2 pages' maximum)
- Typed in 11-point, Arial, 1.5 lines spaced, 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 contents is assured.

Assignments longer than the prescribed limit will be penalised. 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.

Hard copy submission: Please also ensure a hard copy of your group consulting report is submitted to the lecturer on the due date as listed in the box above.

Please ensure that the MGSM group coversheet is filled out and signed by all members of the group. The MGSM group coversheet is to be attached to the front of your hard copy group

consulting report.

Soft copy submission: One student from each group will submit a softcopy of this assessment on behalf of their group in iLearn on or before the due date as listed in the box above. The soft-copy submission will be submitted to Turnitin via the 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** an **MGSM group coversheet** attached to it as this document should be attached to the hard copy and signed by all group 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 – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

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
- 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

Group presentation to client

Due: **Starting session 10 of class**
Weighting: **50%**

Each group must make 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(s).

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

On successful completion you will be able to:

- 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

Delivery and Resources

Required text

There is no required textbook 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 professionalism and the development of a business case. This will involve lectures and discussions. 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. Group meetings where teams can work through the engagement elements with each other and update the lecturer(s) on progress and seek advice/coaching as required (formal update reports will be expected).

Each group must prepare a short (1 to 2 pages) **'project status report' (PSR) to be submitted at each scheduled 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 a list of key milestone dates, an outline of the group's approach to the consulting problem, and preliminary findings. Issues regarding scope, key risks being managed, critical inputs/information required and any resource constraints, should also be flagged. Each group may also bring along work papers and analyses for discussion with the lecturer(s). Should there be more immediate concerns group members are expected to escalate these matters immediately to the lecturer(s).

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 visit the client's premises as necessary and meet with members of their group to progress their project**.

Because the group assignment is crucial to achieving course learning objectives, interaction with the lecturer(s) 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 up a working knowledge of business you will be involved with, and its wider context
2. Establish sound and positive working relationship with your group
3. Integrate and initially practise, a range of professional skills, including working in a corporate culture, professional communication and presenting, 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, netiquette for all online communications.

Career development program

You will develop a comprehensive understanding of the career planning and its relevance to life-long learning. You will also reflect your own strengths, weaknesses in order to optimise future career choices. You will work with your group and your 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 career development workshops [CDW] and client meet). The unit will be presented over 10 weeks as follows:

Please note: You must also attend all additional corporate client-facing sessions – remember that these corporates are giving up their valuable time to provide you with the opportunity to learn by addressing real business problems.

Session	Date	Location	Topic
1	6pm to 10pm Tuesday 9 January 2018	Macquarie University City Campus (MUCC)	**Introduction to the unit** • 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. • Introduction to the first case study to be used for weeks 2 and 3. • Setting goals for the next 10 weeks. **Professionalism, personal brand and career choice** What is professionalism, and why it is relevant: • Attributes of being recognised as professional in any career. • Understanding the difference between behaviour, expertise and experience in planning your career. • The role of personal brand permission. Required readings for class discussion (available for download on the MGNT810 class iLearn webpage): • Weckert, J. and Lucas, R. (Eds) (2013). Professions, professionals, and professionalism. Professionalism in the Information and Communication Technology Industry. Canberra, Australian National University. • Beaton, G. (2010). Why Professionalism is Still Relevant. Melbourne, Melbourne University Law School. **Introducing the business projects** • Overview and discussion of the business projects. • Applying professionalism in undertaking the business project to achieve a superior outcome for you and your client – class discussion

Session	Date	Location	Topic
2	6pm to 10pm Tuesday 16 January 2018	Macquarie University City Campus (MUCC)	**<u>Understanding business and industry</u>** The importance of understanding the 'big picture' and your role in it: • Business models and understanding how value is generated. • Industry or sector dynamics, competition and differentiation. Required reading for class dicussion (available for download on the MGNT810 class iLearn webpage): • Steenburgh, T. and Avery, J. (2010). Marketing Analysis Toolkit: Situation Analysis. Harvard Business School. <u>Case study presentation and discussion</u> Case study: Auchan in Syldavia: Formulating a Strategy for the New Subsidiary - Part 1 - presentation and discussion - (available for download on the MGNT810 class iLearn webpage): Questions: 1. What business are we in? 2. How attractive is the business environment? Applying case study learnings to each business project: 1. Class discussion of the business models 2. Class discussion of the commercial and economic environment and forces at play related to their client 3. How to create insight and value in the business project.
	9am to 5pm Thursday 18 January 2018	MGSM North Ryde Campus	**<u>Career development program - Part 1</u>**
2	9am to 1pm Friday 19 January 2018	MGSM North Ryde Campus	**<u>Career development program - Part 2</u>**

Session	Date	Location	Topic
3	6pm to 10pm Tuesday 23 January 2018	Macquarie University City Campus (MUCC)	**On-boarding - Meet your client** Defining/framing the business issue and approach to the project, including: • 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. **Producing a consulting project** • The fours core acts • Applying this approach to the business projects Case study presentation and discussion Case study: Auchan in Syldavia: Formulating a Strategy for the New Subsidiary - Part 2 - presentation and discussion - (available for download on the MGNT810 class iLearn webpage): Questions: 1. How effective is the business overall and each of its segments 2. What should be the strategic priorities? Applying case study learnings to each business project: 1. What approach would we use to understand the effectiveness of your client's business 2. Structuring an approach to advise your client, the steps and tools in this process.

Session	Date	Location	Topic
4	6pm to 10pm Tuesday 30 January 2018	Macquarie University City Campus (MUCC)	**Culture, organisation and behaviour** We are not the same - Understanding the behavioural landscape and organisation: • The leadership, culture, behaviour and performance hierarchy • How different personality types can shape your work environment and career path. • An introduction to different personality types, what to look for and how to respond. Required exercise before class, complete this on-line test and bring your result to class: https://kingdomality.com/the-personal-preference-profile-test/ Case study presentation and discussion Case study: SkillsForTomorrow: A Management Team in Crisis - Part 1 - presentation and discussion - (available for download on the MGNT810 class iLearn webpage): Questions: 1. What is the role of the management consultant in this situation? 2. What are the main issues facing the directors, and what are the root causes of these issues? 3. How would you characterise Alvarez as a leader? Applying case study learnings to the business project: 1. How would you describe the leadership and culture of your client business? 2. Do you understand the chain of command that impacts your project and all the stakeholders? 3. Who could be impacted by your recommendations?

Session	Date	Location	Topic
5	6pm to 10pm Tuesday 6 February 2018	Macquarie University City Campus (MUCC)	**Innovation, disruption and project management** Recognising that professionalism must be flexible as companies and career choices change. • What do we mean by innovation and disruption? • Why is this important to companies and employees? • How do we remain in control in uncertainty – project assurance techniques? • How could your client be disrupted by innovation? Case study presentation and discussion Case study: Ken Private Limited: Digitization Project - presentation and discussion - (available for download on the MGNT810 class iLearn webpage): Questions: 1. Diagnose the issues that caused Ken's failure to meet the client's timeline and expectations. 2. Describe the dynamics between the different teams. Can these dynamics be held responsible for the ineffective execution of the project? 3. What should the COO do to ensure Ken's successful delivery of the project? Applying case study learnings to the business project: 1. What are the risks that could derail your project? 2. What are you doing to remain on track? 3. What lessons have you learned to date on this project, will they impact how you continue?
6	6pm to 10pm Tuesday 13 February 2018	Macquarie University City Campus (MUCC)	**Project review with client** Status update and direction review with your client, followed by class discussion on: • 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 Case study presentation and discussion Case study: SkillsForTomorrow: A Management Team in Crisis - Part 2 - presentation and discussion - (available for download on the MGNT810 class iLearn webpage): Questions: 1. What recommendations would you make to help improve the situation? 2. How would you approach the Monday-afternoon meeting with the directors (i.e. before, during and after)? 3. Would you hold an offsite retreat? What are the pros and cons, what could be the focus? Applying case study learnings to the business project: 1. What are the lessons for effective communication with your client? 2. How do you manage scope creep? 3. What could go wrong at the final presentation?

Session	Date	Location	Topic
7	6pm to 10pm Tuesday 20 February 2018	Macquarie University City Campus (MUCC)	**Differentiating and creating a competitive edge** Competitive strategies and professionalism; • Differentiation in a homogeneous environment • Applying attribute theory to client relationships • Creating unique insights and being valued • Specific feedback on the business project, have you something new to say that can be defended? Case study presentation and discussion Case study: RoboTech: Storming into the US Market - presentation and discussion - (available for download on the MGNT810 class iLearn webpage): Questions: 1. As an adviser to Pat Chen, given the information available in 2009, what you recommend regarding her diversification plans to invest $45m. 2. It is 2016, how well do you think RoboTech has done since it entered the US market? 3. How would you propose that RoboTech compete going forward? Applying case study learnings to the business project 1. How do you ensure you have a disciplined and comprehensive understanding of the external environment in which your client is operating? 2. How will other players (competitors, customers, suppliers) react to your client's actions? 3. Are internal capabilities sufficient for the client to succeed?
8	6pm to 10pm Tuesday 27 February 2018	Macquarie University City Campus (MUCC)	**Group presentation to MGSM sounding board**

Session	Date	Location	Topic
9	6pm to 10pm Tuesday 6 March 2018	Macquarie University City Campus (MUCC)	**Effective communication and relationship management** Doing justice to who you are and what you offer – it is your responsibility; • How have you used the feedback from your client and the sounding board? • Does your client have a 'communication preference?' • What communication techniques work, and what fail? • A recap on behaviour, relationship management and professionalism. Case study presentation and discussion Questions: 1. Refer back to the four case studies and identify two examples where you found communication to be ineffective, and two examples where communication was very effective. Give your reasons, and compare and contrast between the case studies. 2. Refer back to the four case studies and identify two examples where you found relationship management to be ineffective, and two examples where relationship management was very effective. Give your reasons and compare and contrast between the case studies. 3. Refer back to the four case studies and identify two examples of professionalism that stood out for you. Give your reasons. Applying case study learnings to the business project 1. What has been the most effective form of communication for your project, team and client? Why is this? What did not work? 2. How will you and your team prepare and communicate with your client at the final presentation? 3. How have you deployed the principles of professionalism throughout this project? What did you learn from this?
10	6pm to 10pm Tuesday 13 March 2018	Macquarie University City Campus (MUCC)	**Group presentation to client** Submission of individual reflections report Submission of 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). 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). 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).

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
- 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 personal practice as managers and future leaders

Assessment tasks

- Group case study presentation
- Career development program
- Individual reflections 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

Unit guide MGNT810 Professional Practice

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 personal practice as managers and future leaders

Assessment tasks

- Group case study presentation
- Career development program
- Individual reflections 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

- 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
- 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 personal practice as managers and future leaders

Assessment tasks

- Group case study presentation
- Career development program
- Individual reflections 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

- 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 personal practice as managers and future leaders

Assessment tasks

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

Changes from Previous Offering

Assessment tasks: Group case study presentation has been added. Assessment weighting of group presentation has been reduced from 60% to 50%

Delivery and resources: Required textbook has been removed.

Unit schedule: Changes of topics for most sessions, as well as the order they are presented in. Some case studies have been added.

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
11/ 01/ 2018	Changed email address of Warren Riddell from warren.riddell@gmail.com to warren.riddell@mgsm.edu.au as Warren now has an MGSM email account set up and activated.