MGNT810

Professional Practice

MGSM Term 3 City 2019

Department of Management

Contents

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General Information

Unit convenor and teaching staff
Credit points 8
Prerequisites 32cp including (MGNT605 and MGNT606 and MGNT607 and MGNT808) and permission by special approval
Corequisites
Co-badged status
Unit description This double unit (equivalent to two units) helps students integrate, synthesise and practically apply the knowledge and skills gained over the course of the program, as well as practice the critical "soft" professional skills, in order to develop a proposed solution to a selected business issue, in the context of a real-world organisation.

Important Academic Dates

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

Learning Outcomes

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

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

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

Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.

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

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

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

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

General Assessment Information

Name	Weighting	Hurdle	Due Date
Career Development Workshop	10%	No	Week 1
Group Case Study Presentation	10%	No	As allocated
Group Consulting Report Part A. Group Written Report (15%) Part B. Individual Reflection Report (15%)	30%	No	Week 10
Group Consulting Presentation Part A. Group Oral Presentation (25%) Part B. Assessment of Individual Performance and Contribution (25%)	50%	No	Week 10

Assessment Tasks

Name	Weighting	Hurdle	Due
Group Case Study Presentation	10%	No	As allocated over 10 sessions
Career Development Workshop	10%	No	Week 1
Group Consulting Report	30%	No	Week 10
Group Consulting Presentation	50%	No	Week 10

Group Case Study Presentation

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

Length: 20 minutes

Submission: online submission of presentation slides via iLearn - Turnitin Assignment Folder on or before 16:00 (AEST) of allocated presentation date.

Note: Each group must also provide a hard copy of the presentation slides with a signed MGSM group assignment cover sheet to the Lecturer before their presentation.

Format: Oral Presentation – Compulsory attendance for all group members.

Case study allocation and group presentation schedule will be arranged in class. The case studies will be used to illustrate issues that help students broaden their understanding of potential problem-solving techniques and solutions.

Each group will be allocated one case study presentation to answer specific questions. Each group must work collectively to answer the questions and present their findings to the class. Presentation format is PowerPoint and should draw upon evidence obtained from the case study material and other sources as required, including a reference list (Harvard style).

All group members are expected to participate in the presentation. Furthermore, all students are required to study each case and answer the questions to contribute to the class discussion following the presentation

Assessment of individual performance in group work will be based on the presentation, responses to questions, and the group member contribution statement subject to the final decision of the Lecturer.

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

Extensions and Penalties

No extensions will be granted. Absence in the presentation means you will be awarded a mark of zero (0). This penalty does not apply for cases in which an application for special consideration was made and approved.

This assessment task relates to the following learning outcomes:

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

On successful completion you will be able to:
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Devise strategies to mitigate against potential problems and maintain clear objectives

amid the realities of internal politics and diverse stakeholder interests.

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

Career Development Workshop

Due: **Week 1**
Weighting: **10%**

Duration: 10 hour workshop over 2 days.

Schedule: 0900 - 1700 on 27 June 2019 and 0900 - 1200 on 28 June 2019

Format: Workshop - Compulsory Attendance

Students must attend and participate the 2 days career development workshop. Students must also complete all required individual and group activities and worksheets (e.g., self-assessment tools, student profile) during the workshop. No extensions or alternative assessments will be provided.

Extensions and Penalties

No extensions will be granted. Absence in the workshop means you will be awarded a mark of zero (0). This penalty does not apply for cases in which an application for special consideration was made and approved.

This assessment task relates to the following learning outcomes:

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

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

On successful completion you will be able to:

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

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

Group Consulting Report

Due: **Week 10**
Weighting: **30%**

Part A. Group Consulting Written Report (15%)

Length: 5000 words (20 pages, double spacing, 1-inch margin; +/- 10% word count rule applies). The word count limit applies to the main report and excludes the executive summary, reference list, and appendices.

Submission: online submission via iLearn - Turnitin Assignment Folder on or before 16:00 (AEST) of 26 August 2019.

Note: Each group must also provide hard copies of the consulting report with a signed MGSM group assignment cover sheet to the Client and Lecturer before their presentation.

Format:

I. Executive Summary

II. Introduction

III. Methodology and Analysis

IV. Recommendations and Implementation Plan

V. References (Harvard Style)

VI. Appendices (optional)

Reports significantly shorter or longer than the prescribed word limit will be penalized (+/- 10% rule applies). If you need to include additional materials, 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.

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

 The group consulting report will be assessed and graded with major input from the Client and/or invited panel members.

Part B. Individual Reflection Written Report - Assessment of Individual Performance and Contribution (15%)

Length: 500 words (2 pages, double spacing, 1-inch margin; +/- 10% word count rule applies)

Submission: online submission via iLearn - Turnitin Assignment Folder on or before 16:00 (AEST) of 26 August 2019

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

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

assessed.

Extensions and Penalties

No extensions will be granted. Late assessment tasks must also be submitted through Turnitin via iLearn. Late submissions will be accepted up to 96 hours after the due date and time. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late (for example, 25 hours late in submission is 20% penalty). This penalty does not apply for cases in which an application for special consideration was made and approved. No submission will be accepted after solutions have been posted.

The marking criteria and rubric for the group consulting report and individual reflection report will be made available in class and iLearn.

This assessment task relates to the following learning outcomes:

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

On successful completion you will be able to:
- Build a business case for an internal policy change, investment or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and recommendations.
- Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.
- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.

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

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

Group Consulting Presentation

Due: **Week 10**
Weighting: **50%**

Part A. Group Consulting Presentation (25%)

Length: 20 minutes, after which the group will take questions from the Client and/or invited panel members.

Submission: online submission via iLearn - Turnitin Assignment Folder on or before 16:00 (AEST) of 26 August 2019.

Important Note: The group must also prepare and provide hard copies of their presentation slides to the Client and/or invited panel members before the presentation.

Format: Oral presentation

Each group must deliver a presentation of the key report findings. Compulsory attendance for all group members. The group presentation will be assessed and graded with major input from the Client and/or invited panel members.

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

The marking criteria and rubric for the group consulting presentation will be made available in class and iLearn.

Part B. Group Consulting Presentation - Assessment of Individual Performance and Contribution (25%)

Assessment of individual performance and contribution in group work will be based on each member's response to Client and/or Lecturer questions during the group presentation. In addition, the Client and Lecturer may also refer to individual attendance, performance, and contributions in group meetings (in class and/or on site) and progress reports submitted throughout the term.

Extensions and Penalties

No extensions will be granted. Absence in the presentation means you will be awarded a mark of zero (0). This penalty does not apply for cases in which an application for special consideration was made and approved.

This assessment task relates to the following learning outcomes:

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

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

Delivery and Resources

Required text

There is no required textbook for this unit.

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

MGSM iLearn

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

Technology

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

Teaching format and project status report

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

1. Formal unit materials and knowledge transfer;

2. Case study presentation and discussion;

3. Experiential learning exercises;

4. Group meetings where team can work through the engagement elements with each other and update the lecturer on progress, as well as seek advice/coaching as required (formal update reports will be expected).

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

• list of key milestone dates;

• an outline of the group's approach to the consulting problem;

• preliminary findings.

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

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

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

Unit Structure

This unit will broadly follow the following structure:

Preparation

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

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

Career development program

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

Practice

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

Presentation

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

Unit Schedule

Students are required to attend all classes, including the 2-day career development workshop. Furthermore, students are expected to demonstrate professionalism and engage respectfully with other students, clients, Lecturer, and MGSM staff.

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

The in-class client meetings and presentations are scheduled on Week 2, Week 5, and Week 10 and the MGSM sounding board in Week 8. Additional site visits and off-campus meetings may need to be scheduled with the partner client.

Please check iLearn regularly for important schedule updates and information.

The unit will be presented over 10 weeks as follows:

Session	Date	Location	Topic
1	6pm to 10pm Tuesday 25 June 2019	MQ City Campus	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. • Overview of the career development program. • Setting goals for the next 10 weeks. Professional development: An interdisciplinary approach and overview Introduction to 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.
	9am to 5pm Thursday 27 June 2019	MQ City Campus	Career development workshop - Part 1 (compulsory attendance)
	9am to 1pm Friday 28 June 2019	MQ City Campus	Career development workshop - Part 2 (compulsory attendance)
2	6pm to 10pm Tuesday 02 July 2019	MQ City Campus	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. Planning your business project Case study group presentation and discussion
3	6pm to 10pm Tuesday 09 July 2019	MQ City Campus	Business research methods and problem-solving Teamwork and high-quality relationships Case study group presentation and discussion
4	6pm to 10pm Tuesday 16 July 2019	MQ City Campus	Understanding organisational culture and behaviour Case study group presentation and discussion

Session	Date	Location	Topic
5	6pm to 10pm Tuesday 23 July 2019	MQ City Campus	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 group presentation and discussion
6	6pm to 10pm Tuesday 30 July 2019	MQ City Campus	Creativity and innovation Case study group presentation and discussion
7	6pm to 10pm Tuesday 06 August 2019	MQ City Campus	TBC
8	6pm to 10pm Tuesday 13 August 2019	MQ City Campus	Group presentation to a sounding board of experts
9	6pm to 10pm Tuesday 20 August 2019	MQ City Campus	Effective communication and presentation Conclusion: A recap of professional practice and development
10	6pm to 10pm Tuesday 27 August 2019	MQ City Campus	Final group presentation to client Assessments Tasks Due: • Group Consulting Presentation • Group Consulting Written Report • Individual Reflection Report

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.m
q.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr

al). 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 published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

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

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

Graduate Capabilities

PG - Capable of Professional and Personal Judgment and Initiative

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

This graduate capability is supported by:

Learning outcomes

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

Assessment tasks

- Group Case Study Presentation

- Career Development Workshop
- Group Consulting Report

PG - Discipline Knowledge and Skills

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

This graduate capability is supported by:

Learning outcomes

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

Assessment tasks

- Group Case Study Presentation
- Group Consulting Report
- Group Consulting Presentation

PG - Critical, Analytical and Integrative Thinking

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

This graduate capability is supported by:

Learning outcomes

- Build a business case for an internal policy change, investment or new project.
- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Assessment tasks

- Group Case Study Presentation
- Career Development Workshop
- Group Consulting Report
- Group Consulting Presentation

PG - Research and Problem Solving Capability

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

This graduate capability is supported by:

Learning outcomes

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

Assessment tasks

- Group Case Study Presentation
- Group Consulting Report
- Group Consulting Presentation

PG - Effective Communication

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

This graduate capability is supported by:

Learning outcomes

- Build a business case for an internal policy change, investment or new project.
- Identify and apply theoretical frameworks, tools and techniques acquired throughout the core units of the MMgmt, relevant to the project in order to support strategic options and

recommendations.

- Identify data sources, negotiate access and analyse data to facilitate evidence based recommendations within the business case.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Assessment tasks

- Group Case Study Presentation
- Career Development Workshop
- Group Consulting Report
- Group Consulting Presentation

PG - Engaged and Responsible, Active and Ethical Citizens

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

This graduate capability is supported by:

Learning outcomes

- Devise strategies to mitigate against potential problems and maintain clear objectives amid the realities of internal politics and diverse stakeholder interests.
- Develop and present a project report which is compelling, persuasive and grounded in academic literature and proven research methodologies.
- Demonstrate commitment to achieving a groupwork task and working collaboratively with others.
- Reflect and report on the knowledge gained throughout the project both in terms of technical skills and broader graduate capabilities; analyse how this knowledge will be used to enhance their professional practice as managers and future leaders.

Assessment tasks

- Group Case Study Presentation

- Career Development Workshop
- Group Consulting Report

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.