GMBA8121
Advise
Coursera term 2, Fully online/virtual 2021

Department of Management

Contents

General Information  2
Learning Outcomes  2
General Assessment Information  3
Assessment Tasks  4
Delivery and Resources  6
Unit Schedule  6
Policies and Procedures  7

Disclaimer
Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

Notice
As part of Phase 3 of our return to campus plan, most units will now run tutorials, seminars and other small group activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face activities for your unit, please go to timetable viewer. To check detailed information on unit assessments visit your unit’s iLearn space or consult your unit convenor.
**General Information**

Unit convenor and teaching staff  
Unit Convenor  
Professor Debbie Haski-Leventhal  
debbie.haski-leventhal@mq.edu.au

Credit points  
5

Prerequisites  
Admission to GMBA and 100cp at 8000 level

Corequisites  
GMB8122

Co-badged status

Unit description  
Imagine working on a complex problem with your team that you have been unable to solve. In situations such as these, organisations often turn to external support, in the form of management consultants, to help address highly complex problems. Effective management consultants are specialists who are well-versed in complex problem solving with the ability to devise viable strategies to improve an organisation's performance. This unit provides you with an introduction to a range of established and emerging management consultancy practices such as design thinking, customer journey mapping, and agile methodology. Although you may not want to pursue a career as a management consultant yourself, this unit will teach you what tools and frameworks they draw upon in solving complex problems for their clients. You will be provided with a 'problem solving toolbox' containing best practice and next practice frameworks, techniques and methodologies. Our industry partners share their insights and experience with problem solving so that you get the 'best-of' overview that can be applied immediately to your own workplace.

**Important Academic Dates**

Information about important academic dates including deadlines for withdrawing from units are available at [https://students.mq.edu.au/important-dates](https://students.mq.edu.au/important-dates)

**Learning Outcomes**

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

**ULO1:** Examine the many (evolving) roles that management consultants take inside and
outside of enterprises

ULO2: Synthesise complex ideas and data to identify problems.

ULO3: Apply cognitive and creative skills to determine appropriate approaches to solving problems.

ULO4: Master interpersonal skills and expectations management in establishing and building relationships with stakeholders.

ULO5: Design approaches to ascertain the root causes of problems, rise to managerial challenges, act analytically and tenaciously both personally and cooperatively in a systematic and measured manner

**General Assessment Information**

**Submission**

You will submit your assessment tasks via your online unit on Coursera.

For individual submissions, please use the following naming convention for your file:

lastname-firstname-GMBAnnnn-A1.*
lastname-firstname-GMBAnnnn-A2.*

For group submissions, please use the following naming convention for your file:

team-number-GMBAnnnn-A1.*
team-number-GMBAnnnn-A2.*

-----------------------

**Extensions**

Please note that 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 special consideration is made and approved.

For any questions regarding your assignment submission please contact your Unit Convenor. If you would like to apply for Special Consideration please submit a request via ask.mq.edu.au

-----------------------

**Formatting instructions**

These instructions pertain only to written assignments. In the case of other formats (e.g., slide decks) specific formatting instructions may apply. Written assignments should be in 11 point Arial font with 1.5 line spacing. Each page of the report should be numbered and have at minimum 2.5 cm margins from the left and right edges and top and bottom of the page. The word count is strictly enforced. The actual word length of the document, not including references or
appendices, should be clearly stated on the title page of the report. Written assignments should have the following structure:

1. A title page with the question, your student name and student number, word count of the text
2. The body of the report structured with paragraphs and with appropriate headings and citations, with page numbers.
3. Complete reference list of material cited in the text.

-----------------------

Referencing

Please use the American Psychological Association (APA) 6th edition reference style. This means that when referring to an article or book etc, you indicate the author’s name followed by the year of publication (Jones, 1989). For multiple authors include all names (Jones, Smith, & Wilson, 1990). If you use a direct quote put the quoted words in “quotation marks” and include the page number with the reference (Jones, 1989, p. 76). A reference list should be presented in alphabetical order at the end of the paper. Further information on APA style is available at [http://libguides.mq.edu.au/content.php?pid=85232&sid=634282](http://libguides.mq.edu.au/content.php?pid=85232&sid=634282)

-----------------------

Commercial in Confidence

Please note that you must not disclose any information marked ‘Commercial in Confidence’ without permission from the party who supplied it (e.g., your current or previous employer, customers, etc.).

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brief / Reverse brief</td>
<td>40%</td>
<td>No</td>
<td>24 March 2021, 11:59pm (AEDT)</td>
</tr>
<tr>
<td>Research Plan</td>
<td>60%</td>
<td>No</td>
<td>Week 6</td>
</tr>
</tbody>
</table>

Brief / Reverse brief

Assessment Type 1: Project
Indicative Time on Task 2: 8 hours
Due: 24 March 2021, 11:59pm (AEDT)
Weighting: 40%

Length: Team: Presentation slide deck (8 slides max.) (excluding references); Individual: 1,200-1,500 words Format: Team: Reverse brief (20%); Individual: Critical reflection on brief
(20%). Task: In this assignment, your immersion project team will deliver a brief / reverse brief presentation. Each team member will complete a 1,500 word reflection on the process of developing a brief, the delivery of that brief to a client, and individual learning.

On successful completion you will be able to:

- Examine the many (evolving) roles that management consultants take inside and outside of enterprises
- Synthesise complex ideas and data to identify problems.
- Apply cognitive and creative skills to determine appropriate approaches to solving problems.
- Master interpersonal skills and expectations management in establishing and building relationships with stakeholders.
- Design approaches to ascertain the root causes of problems, rise to managerial challenges, act analytically and tenaciously both personally and cooperatively in a systematic and measured manner

**Research Plan**

**Assessment Type**: Presentation  
**Indicative Time on Task**: 16 hours  
**Due**: Week 6  
**Weighting**: 60%

Length: Team: 10-15 min. presentation (max.) (excluding references); Individual: 1,200-1,500 words  
Format: Team: Client Proposal (30%); Individual: Critical reflection on research plan (30%)

Task: In this assignment, your client project team will deliver the project proposal for the client. Each team member will complete a 1,500 word reflection.

On successful completion you will be able to:

- Examine the many (evolving) roles that management consultants take inside and outside of enterprises
- Synthesise complex ideas and data to identify problems.
- Apply cognitive and creative skills to determine appropriate approaches to solving problems.
- Master interpersonal skills and expectations management in establishing and building relationships with stakeholders.
Design approaches to ascertain the root causes of problems, rise to managerial challenges, act analytically and tenaciously both personally and cooperatively in a systematic and measured manner.

1 If you need help with your assignment, please contact:
   - the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
   - the Learning Skills Unit for academic skills support.

2 Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation.

## Delivery and Resources

### Required text

There is no required textbook for this unit. Please refer to the weekly required readings in your online unit. All readings are available via the Macquarie University library and do not need to be purchased separately.

### Delivery method

This unit will be delivered entirely online via the Coursera Learning Management System. Access to a personal computer is required to access the resources and learning materials on Coursera.

### Unit Schedule

For this unit, Live Events (via the web conferencing software Zoom) will take place once a week starting in Week 1 and ending in Week 6. The links to the events are available via Live Events in the online unit. Students are strongly advised to attend the Live Events. Recordings of the live events will be made available within 24 hours of the event and can be accessed via Resources in the online unit.

Attending the Live Event each week is an opportunity to engage with the unit content, your Unit Convenor and classmates. Students are encouraged to complete specified Live Event preparation learning activities prior to each scheduled Live Event in order to get the most value out of these sessions.

Please note: The teaching schedule is subject to change. Please refer to your online unit for the latest schedule.

Live Events in weeks 1, 5, and 6 (bold) will be combined classes for GMBA8121 Advise and GMBA8122 Be curious.
### 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.)

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/admin/other-resources/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 help you improve your marks and take control of your study.

- Getting help with your assignment
- Workshops
- StudyWise
- Academic Integrity Module

The Library provides online and face to face support to help you find and use relevant information resources.

- Subject and Research Guides
- Ask a Librarian

Student Enquiry Service
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

Equity 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.

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.