



MMBA8250

Capstone Project: Creating Solutions to Complex Challenges

Term 4, Online-scheduled-weekday 2026

Department of Management

Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>General Assessment Information</u>	3
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	7
<u>Policies and Procedures</u>	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.

General Information

Unit convenor and teaching staff Jaco Lok jaco.lok@mq.edu.au
Credit points 10
Prerequisites Admission to MBA and (MMBA8020 and MMBA8035 and MMBA8055 and (MMBA8006 or MMBA8075)) and 80cp at 8000 level
Corequisites
Co-badged status
Unit description The Capstone Project is designed to challenge and develop your skills and practice in communication, teamwork, decision-making, problem identification and solving, and leadership. These skills are developed and integrated through industry and business-applied project work. You will receive mentoring from faculty staff as you identify and build innovative and viable business proposals and solutions to real-world problems. The integrated nature of this unit will test and develop your management and leadership skills and your ability to synthesise the knowledge and skills you have gained from the business disciplines addressed in the MBA.

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:

ULO1: Synthesise and apply the knowledge and skills from a range of disciplines addressed in the MBA to industry and business.

ULO2: Apply professional communication, interpersonal, and leadership skills to collaborate effectively with others in developing and presenting solutions to complex business issues.

ULO3: Research and critically analyse complex industry and business issues to develop

a business proposal and recommendations for an innovative and viable business solution.

ULO4: Effectively integrate the body of knowledge and skill sets that underpin professional practice.

General Assessment Information

Please refer to [Ilearn](#) for all assessment information

Late Assessment Submission Penalty (written assessments) Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical concern. For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to apply for Special Consideration.

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Professional practice: Pitching strategic recommendations	50%	No	17/ 11/ 2026	Individual and Group	No	Observed
Professional practice: Strategic business planning	20%	No	27/ 11/ 2026	Individual and Group	No	Open
Skills development: Integrative strategy analysis	30%	No	20/ 10/ 2026	Individual	No	Open

Professional practice: Pitching strategic recommendations

Assessment Type ¹: Presentation task

Indicative Time on Task ²: 30 hours

Due: **17/11/2026**

Weighting: **50%**

Groupwork/Individual: Individual and Group

Short extension ³: No

AI Approach: Observed

The purpose of this assessment is for you to work with peers to demonstrate your ability to apply various techniques to generate innovative ideas and solutions to address strategic challenges and opportunities for an organization. The assessment will also require you to assess ideas and identify the most promising solutions worth pursuing and effectively pitch innovative solutions

and new business opportunities to a stakeholder audience.

You will develop concrete, actionable recommendations for addressing the live case study organisation's most critical strategic challenges, present and discuss these to a stakeholder audience in class.

Skills in focus:

- Critical thinking and problem solving
- Communication skills
- Collaboration skills
- Work readiness

Deliverable(s): Group presentation (max. 15 minutes; 30% marked individually and 20% group)

Individual and group assessment

On successful completion you will be able to:

- Synthesise and apply the knowledge and skills from a range of disciplines addressed in the MBA to industry and business.
- Apply professional communication, interpersonal, and leadership skills to collaborate effectively with others in developing and presenting solutions to complex business issues.
- Research and critically analyse complex industry and business issues to develop a business proposal and recommendations for an innovative and viable business solution.
- Effectively integrate the body of knowledge and skill sets that underpin professional practice.

Professional practice: Strategic business planning

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 15 hours

Due: **27/11/2026**

Weighting: **20%**

Groupwork/Individual: Individual and Group

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to work with peers to demonstrate your understanding and application of relevant concepts and frameworks to develop innovative solutions to address strategic challenges and opportunities for an organization as well as to generate an implementation plan for your proposed solutions.

You will develop a professionally written report that 1) identifies and justifies the most critical strategic challenges and/or opportunities of the live case study organisation, (2) proposes concrete, actionable recommendations to address them and (3) provides an implementation plan for these recommendations.

Skills in focus are:

- Discipline knowledge
- Critical thinking and problem solving
- Communication skills
- Collaboration skills
- Work readiness

Deliverable(s): Written submission [max 2000 words; 10% marked individually; 10% group]

Individual and group assessment

On successful completion you will be able to:

- Synthesise and apply the knowledge and skills from a range of disciplines addressed in the MBA to industry and business.
- Apply professional communication, interpersonal, and leadership skills to collaborate effectively with others in developing and presenting solutions to complex business issues.
- Research and critically analyse complex industry and business issues to develop a business proposal and recommendations for an innovative and viable business solution.
- Effectively integrate the body of knowledge and skill sets that underpin professional practice.

Skills development: Integrative strategy analysis

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 25 hours

Due: **20/10/2026**

Weighting: **30%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to demonstrate your understanding of relevant concepts and frameworks to diagnose the coherence of an organization's strategy and your ability to generate a problem statement to identify the most critical strategic challenges facing the

live case study organisation.

You will conduct a strategy diagnosis of the live case study organization to identify the most critical strategic challenges facing an organization based on the application of relevant materials from MBA units you have completed in an integrative way.

Skills in focus:

- Discipline knowledge
- Critical thinking and problem solving
- Work readiness

Deliverable(s): Written submission [max 2000 words]

Individual assessment

On successful completion you will be able to:

- Synthesise and apply the knowledge and skills from a range of disciplines addressed in the MBA to industry and business.
- Apply professional communication, interpersonal, and leadership skills to collaborate effectively with others in developing and presenting solutions to complex business issues.
- Research and critically analyse complex industry and business issues to develop a business proposal and recommendations for an innovative and viable business solution.
- Effectively integrate the body of knowledge and skill sets that underpin professional practice.

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
- [Academic Success](#) 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.

³ An automatic short extension is available for some assessments. Apply through the [Service Connect Portal](#).

Delivery and Resources

This unit will be delivered online. Please refer to Ilearn for all learning resources, including zoom links to the lectures.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://policies.mq.edu.au) (<https://policies.mq.edu.au>). 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](#)
- [Assessment Procedure](#)
- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central](https://policies.mq.edu.au) (<https://policies.mq.edu.au>) and use the [search tool](#).

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 connect.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

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

Academic Success

[Academic Success](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Ask a Study Coach](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the 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 Services and Support

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)
- [Student Advocacy](#) provides independent advice on MQ policies, procedures, and processes

Student Enquiries

Got a question? Ask us via the [Service Connect Portal](#), or contact [Service Connect](#).

IT Help

For help with University computer systems and technology, visit <https://students.mq.edu.au/support/technology/service-desk>.

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.

Unit information based on version 2026.04 of the [Handbook](#)