



# MGMT20149 Foundations of Business Consulting

## Term 1 - 2023

Profile information current as at 05/05/2024 08:13 pm

All details in this unit profile for MGMT20149 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

In this unit, you will be equipped with the skills and knowledge needed to identify and analyse practical issues in the complex environment of business consulting. This unit introduces you to the core principles and functions of business consulting and the complex settings within which business consulting takes place. You will develop a critical understanding of a range of theories and concepts that underpin the practice of business consulting, and explore the challenges being faced by professionals in the contemporary business environment. You will also evaluate the implementation of business consulting practices, considering perspectives and expectations of a wide range of stakeholders. The unit will build your knowledge of business consulting theory, and give you a range of practical skills to further your career in the field of business consulting.

#### Details

Career Level: *Postgraduate*

Unit Level: *Level 8*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 1 - 2023

- Online

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Research Assignment**

Weighting: 40%

#### 2. **Presentation**

Weighting: 20%

#### 3. **Research Assignment**

Weighting: 40%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Unit Learning Outcomes

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

1. Discuss and apply foundational knowledge in the field of business consulting
2. Understand and demonstrate the skills and abilities required to be a successful business consultant
3. Analyse the roles and responsibilities of a professional business consultant
4. Demonstrate advanced knowledge and understanding of the range of stakeholders involved with effective business consulting.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes

|   |  |  |  |  |  |
|---|--|--|--|--|--|
|  N/A Level |  Introductory Level |  Intermediate Level |  Graduate Level |  Professional Level |  Advanced Level |
|---|--|--|--|--|--|

### Alignment of Assessment Tasks to Learning Outcomes

| Assessment Tasks              | Learning Outcomes |   |   |   |
|-------------------------------|-------------------|---|---|---|
|                               | 1                 | 2 | 3 | 4 |
| 1 - Research Assignment - 40% | •                 |   |   | • |
| 2 - Presentation - 20%        | •                 | • | • |   |
| 3 - Research Assignment - 40% |                   | • | • | • |

### Alignment of Graduate Attributes to Learning Outcomes

| Graduate Attributes                                | Learning Outcomes |   |   |   |
|--|-------------------|---|---|---|
|  | 1                 | 2 | 3 | 4 |
| 1 - Knowledge                                      | ○                 | ○ | ○ | ○ |
| 2 - Communication                                  | ○                 | ○ | ○ |   |
| 3 - Cognitive, technical and creative skills       | ○                 | ○ |   | ○ |
| 4 - Research                                       | ○                 | ○ | ○ | ○ |
| 5 - Self-management                                |                   | ○ | ○ | ○ |
| 6 - Ethical and Professional Responsibility        | ○                 | ○ | ○ | ○ |
| 7 - Leadership                                     |                   |   | ○ | ○ |
| 8 - Aboriginal and Torres Strait Islander Cultures |                   |   |   |   |

### Alignment of Assessment Tasks to Graduate Attributes

| Assessment Tasks              | Graduate Attributes |   |   |   |   |   |   |   |
|-------------------------------|---------------------|---|---|---|---|---|---|---|
|                               | 1                   | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 - Research Assignment - 40% | ○                   | ○ | ○ | ○ |   | ○ |   |   |
| 2 - Presentation - 20%        | ○                   | ○ | ○ | ○ | ○ | ○ | ○ |   |
| 3 - Research Assignment - 40% | ○                   | ○ | ○ | ○ | ○ | ○ | ○ |   |

## Textbooks and Resources

### Textbooks

MGMT20149

#### Prescribed

##### **Business and Management Consulting**

Edition: 6 (2020)

Authors: Wickham, L., & Wilcock, J.

Pearson

Harlow , United Kingdom

ISBN: 9781292259536

Binding: eBook

#### **Additional Textbook Information**

Textbooks can be accessed online at the CQUniversity Library website. If you prefer your own copy, you can purchase either paper or eBook versions at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Malcolm Johnson** Unit Coordinator

[m.n.johnson@cqu.edu.au](mailto:m.n.johnson@cqu.edu.au)

## Schedule

### Week 1 - 06 Mar 2023

| Module/Topic                      | Chapter  | Events and Submissions/Topic |
|-----------------------------------|--|------------------------------|
| The nature of business consulting | <b>Wickham, L. &amp; Wilcock, J. (2020).</b><br><i>Business and Management Consulting: Delivering an effective project.</i> (6th edition). Pearson. <b>Chapter 1</b> |                              |

### Week 2 - 13 Mar 2023

| Module/Topic           | Chapter  | Events and Submissions/Topic |
|------------------------|--|------------------------------|
| The consulting process | <b>Wickham, L. &amp; Wilcock, J. (2020).</b><br><i>Business and Management Consulting: Delivering an effective project.</i> (6th edition). Pearson. <b>Chapter 2</b> |                              |

### Week 3 - 20 Mar 2023

| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
|--|---|---|
| Clarifying your business model         | Osterwalder, A. & Pigneur, Y. (2010). <i>Business Model Generation: A handbook for visionaries, game changers and challengers</i> . John Wiley and Sons.            |   |
| <b>Week 4 - 27 Mar 2023</b>            |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| Establishing a prospect's needs        | <b>Wickham, L. &amp; Wilcock, J.</b> (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. <b>Chapter 5</b>  |   |
| <b>Week 5 - 03 Apr 2023</b>            |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| Evaluating a prospect's capabilities   | <b>Wickham, L. &amp; Wilcock, J.</b> (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. <b>Chapter 6</b>  |   |
| <b>Vacation Week - 10 Apr 2023</b>     |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| <b>Week 6 - 17 Apr 2023</b>            |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| Project proposal and pitch             | <b>Wickham, L. &amp; Wilcock, J.</b> (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. <b>Chapter 4</b>  | <b>Deconstructing a consulting business model: 40%</b> Due: Week 6 Friday (21 Apr 2023) 12:00 pm AEST |
| <b>Week 7 - 24 Apr 2023</b>            |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| Working with clients and teams         | <b>Wickham, L. &amp; Wilcock, J.</b> (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. <b>Chapter 7</b>  |   |
| <b>Week 8 - 01 May 2023</b>            |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| Managing the client during the project | <b>Wickham, L. &amp; Wilcock, J.</b> (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. <b>Chapter 8</b>  |   |
| <b>Week 9 - 08 May 2023</b>            |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| Developing solutions                   | <b>Wickham, L. &amp; Wilcock, J.</b> (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. <b>Chapter 9</b>  | <b>Communicating capability: 20%</b> Due: Week 9 Friday (12 May 2023) 12:00 pm AEST                   |
| <b>Week 10 - 15 May 2023</b>           |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |
| Managing project tasks                 | <b>Wickham, L. &amp; Wilcock, J.</b> (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. <b>Chapter 10</b> |   |
| <b>Week 11 - 22 May 2023</b>           |   |   |
| Module/Topic                           | Chapter   | Events and Submissions/Topic  |

Post-project matters

**Wickham, L. & Wilcock, J. (2020).**  
*Business and Management Consulting:  
Delivering an effective project.* (6th  
edition). Pearson. **Chapter 12**  
**(Sections 12.1 - 12.3)**

#### Week 12 - 29 May 2023

| Module/Topic           | Chapter  | Events and Submissions/Topic |
|------------------------|--|------------------------------|
| Consulting as a career | <b>Wickham, L. &amp; Wilcock, J. (2020).</b><br><i>Business and Management Consulting:<br/>Delivering an effective project.</i> (6th<br>edition). Pearson. <b>Chapter 12</b><br><b>(Sections 12.5 - 12.12)</b> |                              |

#### Review/Exam Week - 05 Jun 2023

| Module/Topic | Chapter | Events and Submissions/Topic   |
|--------------|---------|--|
|              |         | <b>Scoping your proposed consulting<br/>business model: 40% Due:</b><br>Review/Exam Week Friday (9 June<br>2023) 12:00 pm AEST |

#### Exam Week - 12 Jun 2023

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

## Assessment Tasks

### 1 Deconstructing a consulting business model: 40%

#### Assessment Type

Research Assignment

#### Task Description

Your task is to identify and deconstruct the consulting business model of a future competitor. Through critical application of the business model canvas, please identify the key aspects that you believe are core to their consulting process and how they evaluate which clients to work with. What gaps can you identify? How might you credibly compete with them?

Format: Business Report

Length: No more than 2000-words

#### Assessment Due Date

Week 6 Friday (21 Apr 2023) 12:00 pm AEST

#### Return Date to Students

Week 8 Friday (5 May 2023)

#### Weighting

40%

#### Assessment Criteria

##### Assessment criteria:

- What key aspects do you believe are core to your future competitor's business model (10%)
- Describe their consulting process and how they evaluate which clients to work with. (10%)
- What gaps can you identify and how might you credibly compete with them? (10%)
- Adherence to business report format, limit of 2000-words, quality of written expression, grammar, punctuation, and correct spelling using Australian English (5%)
- Insights from at least six (6) peer-reviewed papers from academic journals. Adherence to CQUUniversity APA (7th edition) reference style. (5%)

#### Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

#### Submission

Online

### Submission Instructions

Please submit your business report through Turnitin located in the assessment tab of Moodle.

### Learning Outcomes Assessed

- Discuss and apply foundational knowledge in the field of business consulting
- Demonstrate advanced knowledge and understanding of the range of stakeholders involved with effective business consulting.

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

## 2 Communicating capability: 20%

### Assessment Type

Presentation

### Task Description

Communicating your capability as a consultant can take a variety of forms from writing blogs (or books), through seminar presentations, to the short- or long-form client pitch. Central to success as a consultant is ability to communicate your capability evidenced by your professional experience and how this supported by your consulting process.

This assessment task requires you to develop a capability profile and record a video presentation to engage a potential client. Specifically:

1. Prepare a 500-word Capability Profile that communicates your focus of practice (niche), the business and management experience in your chosen sector(s), and the skills and tools that will enable you to develop effective consulting solutions, and
2. Record a 5-minute video presentation (Pitch) to a notional prospect to communicate what you can do for their business and how your consulting process works. In short, this should provide answers to the unspoken client thoughts about why they must engage you as a consultant.

### Assessment Due Date

Week 9 Friday (12 May 2023) 12:00 pm AEST

### Return Date to Students

Week 10 Friday (19 May 2023)

Marks and feedback will be accessible through Feedback Studio (Moodle). Click on the blue pencil icon to access these.

### Weighting

20%

### Assessment Criteria

This assessment task has two components:

1. Prepare a **500-word Capability Profile** that communicates your focus of practice (niche), the business and management experience in your chosen sector(s), and the skills and tools that will enable you to develop effective consulting solutions (10%)
2. Record a **5-minute video presentation (Pitch)** to a notional prospect (of your choice) to communicate what you can do for their business and how your consulting process works (10%)

### Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### Submission

Online

### Submission Instructions

Please submit your business report through Turnitin located in the assessment tab of Moodle.

### Learning Outcomes Assessed

- Discuss and apply foundational knowledge in the field of business consulting
- Understand and demonstrate the skills and abilities required to be a successful business consultant

- Analyse the roles and responsibilities of a professional business consultant

### **Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

## **3 Scoping your proposed consulting business model: 40%**

### **Assessment Type**

Research Assignment

### **Task Description**

In this final assessment task, you have the opportunity to scope a business model for your chosen style of consultancy. This will require you to use the business model canvas, defining your target client/markets(s), and then outlining how you intend to provide your consulting services. This will require you to use the business model canvas and detail how you intend to ease into consulting, collaborations you need to develop, how you intend to market your services, your service delivery process, through to setting your consulting fees. Your thinking about these will be iterative as you work through the detail. As you work through this you will likely see interdependencies across the 9 building blocks, so examine these as you consider your capabilities and any gaps that need to be met in terms of required experience. The final submission is to be documented in a business report format, and structured in accordance with the business model canvas. Appendices may be provided, such as a one-page business model canvas.

Format: Business Report

Length: No more than 2000-words (excluding appendices as relevant)

### **Assessment Due Date**

Review/Exam Week Friday (9 June 2023) 12:00 pm AEST

### **Return Date to Students**

Your mark for this final assessment and the feedback we provide will be available through Feedback Studio in Moodle. Release date aligns with the Certification of Grades on 29 June.

### **Weighting**

40%

### **Assessment Criteria**

Assessment Criteria;

- Critically discuss your chosen consulting model (5%)
- Critically discuss your preferred consulting client(s)/segment(s) (5%)
- Provide and discuss your consulting business model canvas (incorporating the specific aspects mentioned in the task description, such as how you intend to ease into consulting, through to setting fees) (20%)
- Identify competitive strengths (and their durability) and any capability gaps (and how these might be addressed). (5%)
- Adherence to business report format, limit of 2000-words, and quality of written expression using Australian English (5%)

### **Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

### **Submission**

Online

### **Submission Instructions**

Please submit your business report through Turnitin located in the assessment tab of Moodle.

### **Learning Outcomes Assessed**

- Understand and demonstrate the skills and abilities required to be a successful business consultant
- Analyse the roles and responsibilities of a professional business consultant
- Demonstrate advanced knowledge and understanding of the range of stakeholders involved with effective



business consulting.

### **Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

## **Academic Integrity Statement**

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### **What is a breach of academic integrity?**

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### **Why is academic integrity important?**

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### **Where can I get assistance?**

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### **What can you do to act with integrity?**

**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem