

# MGMT20149 *Foundations of Management Consulting*

## Term 1 - 2026

Profile information current as at 08/06/2026 03:17 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 - 2026

- 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](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Student comments

##### Feedback

Workshop discussions provide a risk-free and collegial environment to bounce ideas.

##### Recommendation

Contextualising the challenges and applying relevant frameworks can generate new approaches and helpful insights.

#### Feedback from Student comments

##### Feedback

The diversity of occupations and experience of students adds a rich dynamic to discussions.

##### Recommendation

Workshop facilitation is a delight each week. The insights and deep discussions benefit all and advance learning outcomes immeasurably.

## Unit Learning Outcomes

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

1. Discuss and apply foundational knowledge in the field of management consulting
2. Understand and demonstrate the skills and abilities required to be a successful management consultant
3. Analyse the roles and responsibilities of a professional management consultant
4. Demonstrate advanced knowledge and understanding of the range of stakeholders involved with effective management 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 - First Nations Knowledges				
9 - Aboriginal and Torres Strait Islander Cultures				

## Textbooks and Resources

### Textbooks

MGMT20149

Prescribed

Business and Management Consulting: Delivering an effective project

Edition: 6 (2020)

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

Pearson

Harlow, England

ISBN: 9781292259536

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Supplementary

Professional Management Consulting: A guide for new and emerging consultants

Edition: 1st (2024)

Authors: Blackman, A. J.

Taylor & Francis

Great Britain

ISBN: 9781032739649

[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 - 09 Mar 2026

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

### Week 2 - 16 Mar 2026

Module/Topic	Chapter	Events and Submissions/Topic
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The consulting process	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 2	
	Blackman, A. (2024). <i>Professional Management Consulting: A guide for new and emerging management consultants</i> . Chapter 5	
<b>Week 3 - 23 Mar 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic
Working up 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.	
	Blackman, A. (2024). <i>Professional Management Consulting: A guide for new and emerging management consultants</i> . Chapter 7	
<b>Week 4 - 30 Mar 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic
Establishing a prospect's needs	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 5	
<b>Week 5 - 06 Apr 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic
Evaluating a prospect's capabilities	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 6	Deconstructing a consulting business model: 40% Due: Week 5 Friday (10 Apr 2026) 5:00 pm AEST
<b>Week 6 - 13 Apr 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic
Project proposal and pitch	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 4	
<b>Vacation Week - 20 Apr 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic
<b>Week 7 - 27 Apr 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic
Working with clients and their teams	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 7	
<b>Week 8 - 04 May 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic
'Managing' the client	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 8	Communicating capability: 20% Due: Week 8 Friday (8 May 2026) 5:00 pm AEST
	Blackman, A. (2024). <i>Professional Management Consulting: A guide for new and emerging management consultants</i> . Chapter 6	
<b>Week 9 - 11 May 2026</b>		
Module/Topic	Chapter	Events and Submissions/Topic

Developing solutions	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 9	
Week 10 - 18 May 2026		
Module/Topic	Chapter	Events and Submissions/Topic
Managing project tasks	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 10	
Week 11 - 25 May 2026		
Module/Topic	Chapter	Events and Submissions/Topic
Post-project matters	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 12 (Sections 12.1 - 12.3)	
Week 12 - 01 Jun 2026		
Module/Topic	Chapter	Events and Submissions/Topic
Consulting as a career	Wickham, L. & Wilcock, J. (2020). <i>Business and Management Consulting: Delivering an effective project</i> . (6th edition). Pearson. Chapter 12 (Sections 12.5 - 12.12)	Developing your proposed consulting business model: 40% Due: Week 12 Friday (5 June 2026) 5:00 pm AEST
	Blackman, A. (2024). <i>Professional Management Consulting: A guide for new and emerging management consultants</i> . Chapter 7 & 9	
Exam Week - 08 Jun 2026		
Module/Topic	Chapter	Events and Submissions/Topic
Vacation/Exam Week - 15 Jun 2026		
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/potential 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 1500-words

#### Assessment Due Date

Week 5 Friday (10 Apr 2026) 5:00 pm AEST

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

#### Return Date to Students

Week 6 Friday (17 Apr 2026)

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

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 you think 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 1500-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 CQUniversity reference format (APA 7th edition) (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 management consulting
- Demonstrate advanced knowledge and understanding of the range of stakeholders involved with effective management consulting.

## 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 8 Friday (8 May 2026) 5:00 pm AEST

Please submit your Word file and recorded presentation to Turnitin in Moodle.

### Return Date to Students

Week 10 Friday (22 May 2026)

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 (Assessment value 10%) that communicates:
  - Your focus of practice (niche) (2.5%),
  - Your business and management experience in your chosen sector(s) (2.5%),
  - Key skills and tools that will enable you to develop effective consulting solutions for your clients (2.5%), and
  - Your value proposition (2.5%)
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 (Assessment value 10%). This should cover:
  - Introduction is attention-getting, and demonstrates your understanding of the current challenges confronting the sector/industry (2%)

- Speaker uses a clear, audible voice and demonstrates good language skills and pronunciation (2%)
- Information is well communicated and engaging (2%)
- There is an obvious conclusion, highlighting key aspects of the presentation (2%)
- It is clear to the prospective client what the next steps in the consulting process might entail (2%)

#### 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 management consulting
- Understand and demonstrate the skills and abilities required to be a successful management consultant
- Analyse the roles and responsibilities of a professional management consultant

## 3 Developing your proposed consulting business model: 40%

#### Assessment Type

Research Assignment

#### Task Description

In this final assessment task, you have the opportunity to develop 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. You are also required to 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 will likely see interdependencies across the 9 building blocks, please consider your capabilities and examine any gaps that need to be met in terms of required experience (How you might use collaborative networks would be useful here). Your submission is to be documented in a business report format, and structured in accordance with the business model canvas. Appendices should include your one-page business model canvas (refer Osterwalder & Pigneur (2010) in Week 3).

Format: Business Report

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

#### Assessment Due Date

Week 12 Friday (5 June 2026) 5:00 pm AEST

Please submit your business report through the assignment 3 Turnitin link in Moodle

#### 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 8 July.

#### 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) (15%)
- 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%)
- Insights from at least six (6) peer-reviewed papers from academic journals. Adherence to CQUniversity reference format (APA 7th edition) (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 management consultant
- Analyse the roles and responsibilities of a professional management consultant
- Demonstrate advanced knowledge and understanding of the range of stakeholders involved with effective management consulting.

## 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