### Mode of Delivery
- In Person

### Prerequisites
- 72 units of undergraduate studies, GPA of 5.0 or above; No Fail in previous semester
- Read *Crucial Accountability* by Joseph Grenny, David Maxfield, Kerry Patterson, Ron McMillan, Al Switzler, 2004

### Incompatible Courses
- CBEA3070 – CBE Internship Project

### Course Convener:
- Caitlin Hall-West
- Room 1043, PAP Moran Building

### Phone:
- 6125 7349

### Email:
- Caitlin.hallwest@anu.edu.au

### Office hours for student consultation:
- By appointment

### Lecturer(s)
- Caitlin Hall-West, MBA
- *Program Lead & Lecturer (Student Professional Development)*

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**SEMESTER 1**

**2017**
COURSE OVERVIEW

Course Description

Work integrated learning is the core component of the CBE Special Industry Project course. The course provides a select group of undergraduate students in CBE with the opportunity to work in a small cross-disciplinary team setting and solve a business problem presented by a live business client. The academic component of the course is comprised of a series of master classes delivered by academic experts and industry professionals.

Under the supervision of the course convenor and support of a designated industry mentor, students will apply their theoretical knowledge into practice by working on innovative solutions that address the specified business issue from the live business client, who is a multinational corporation located in Australia or overseas. The CBE Special Industry Project course facilitates undergraduate students’ development of professional skills important for their job market readiness.

Students should note that the course mimics a real-life business consulting environment which is highly competitive, fast-paced, and requires a significant level of commitment.

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

1. Apply relevant theoretical knowledge and skills to solve a specified business problem;
2. Research, analyse, evaluate and propose practical solutions to the business problem encountered by the client organisation;
3. Work effectively and professionally within a team to develop practical solutions to a specified business problem;
4. Communicate effectively with peers and business professionals;
5. Construct a professional industry report; and
6. Critically reflect upon the value of lifelong learning processes provided through the project experience.

Assessment Summary

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Date for Return of Assessment</th>
<th>Linked Learning Outcomes (optional)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Participation &amp; Attendance</td>
<td>15%</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>2. Mid-term progress report</td>
<td>20%</td>
<td>Monday 20 March (week 5) – 5:00pm</td>
<td>Monday 3 April</td>
<td>1, 2, 3, 4</td>
</tr>
<tr>
<td>3. Peer Evaluation 1</td>
<td>0%</td>
<td>Monday 27 March (week 6) – 5:00pm</td>
<td></td>
<td>3, 4, 6</td>
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<tr>
<td>4. Peer Evaluation 2</td>
<td>0%</td>
<td>Monday 8 June (week 10)-5:00pm</td>
<td>3, 4, 6</td>
<td></td>
</tr>
<tr>
<td>5. Final Project Report</td>
<td>40%</td>
<td>Friday 19 May (week 11) – 5:00pm</td>
<td>Week commencing 29 May (week 13)</td>
<td>ALL</td>
</tr>
<tr>
<td>6. Final Report Presentation</td>
<td>10%</td>
<td>Week 12</td>
<td>Prize announced Week 13</td>
<td>1, 3, 4</td>
</tr>
<tr>
<td>7. Reflection</td>
<td>15%</td>
<td>Monday 5 June – 5:00pm</td>
<td>Friday 30 June</td>
<td>6</td>
</tr>
</tbody>
</table>

**Research-Led Teaching**

Students will be wearing the hat of the “consultant” in this course and will be addressing an issue with the support of a private sector mentor industry. When working with a client it is critical to have a thorough understanding of the client’s problem, business operations, requirements, stakeholders, risks, potential solutions, needs and strategy. This requires a blend of both primary and secondary research methods and data. It also requires the synthesis of said research into practical application, ultimately leading to desired business outcomes.

Such skills are necessary when entering or working in the current job market. The learning both in and out of the classroom will further support the development of professional skills and ultimately students’ employability.

**Feedback**

Students will be given feedback in the following forms in this course:

- Verbal Feedback
- During mentoring sessions with industry partner
- Written feedback on all assignments
- Live feedback during lectures
- Peer feedback
- One-on-One feedback during consultation hours (or appointments as scheduled)

**Student Feedback**

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

Policies
ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University's academic standards, and implement them. You can find the University's education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the Academic Misconduct Rule before the commencement of their course.

Other key policies include:
- Student Assessment (Coursework)
- Student Surveys and Evaluations

Required Resources

Additional course costs
There may be offsite meetings with the client and/or the mentor which may or may not present the option of non-compulsory purchase of food or beverages. Students are not required to financially contribute to any meetings but are permitted to do so at their discretion.

Examination material or equipment
Writing utensils, water, and university approved dictionary.

Recommended Resources
HBR Guide to Persuasive Presentations, Nancy Duarte, 2012. ($19.95 USD, Purchase Here)

COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week/Session</th>
<th>Summary of Activities (3 hour Seminars unless otherwise specified)</th>
<th>Assessment/Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Consulting – What is it? What does it Require? What not to do?</td>
<td>Speaker – Haydn Thomas</td>
</tr>
<tr>
<td>2</td>
<td>Teams – Setting yourself up for success</td>
<td>Field Trip: On-site meeting for debrief from client</td>
</tr>
<tr>
<td>3</td>
<td>Gap Analysis</td>
<td>Networking/Meet and Greet with Industry mentors</td>
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<tr>
<td></td>
<td>Activity</td>
<td>Speaker/Details</td>
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</tr>
<tr>
<td>4</td>
<td>Aligning Business Solutions to Strategy</td>
<td>Stewart Rendall</td>
</tr>
<tr>
<td>5</td>
<td>Moving Beyond the ‘Comfort Zone’</td>
<td>Mid-term Progress Report</td>
</tr>
<tr>
<td>6</td>
<td>Mid-term Review</td>
<td>Peer Evaluation (in class)</td>
</tr>
<tr>
<td>7</td>
<td>Communication</td>
<td>Speaker – David Pembroke</td>
</tr>
<tr>
<td>8</td>
<td>Project Review – 30 minutes per team</td>
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</tr>
<tr>
<td>9</td>
<td>Project Review – 30 minutes per team</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Managing Stakeholders</td>
<td>Center for Complex PM Peer Evaluation (in class)</td>
</tr>
<tr>
<td>11</td>
<td>Tips &amp; Tricks for Pitching Projects</td>
<td>Linda Hein Final Report</td>
</tr>
<tr>
<td>12</td>
<td>Final Presentations</td>
<td>Final Presentations (during lecture) &amp; Morning tea to announce winners (date TBD)</td>
</tr>
</tbody>
</table>

**PRIZES**

**TBD**

**ASSESSMENT REQUIREMENTS**

The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University's approach to managing Academic Integrity. For additional information regarding Turnitin please visit the ANU Online website.

Students may choose not to submit assessment items through Turnitin. In this instance you will be required to submit, alongside the assessment item itself, copies of all references included in the assessment item.

**Assessment Tasks**

**Participation – 15%**

Participation will be based on attendance to seminars and attendance to client and team meetings (as reported by team members, client, and industry mentor). This criteria will be closely monitored.

**Peer Evaluations – 0%, Hurdle Requirement**

Peer Evaluations will be conducted during week 6 and week 10 and are compulsory. They are intended to be an exercise in providing constructive feedback, giving your teammates
clear ideas of what to change (and how) as well as what to keep doing. **These will be done in class.**

**Assessment Task 1: Mid-Term Progress Report**

<table>
<thead>
<tr>
<th><strong>Value</strong></th>
<th>20%</th>
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<tbody>
<tr>
<td><strong>Type</strong></td>
<td>Group</td>
</tr>
<tr>
<td><strong>Purpose of assessment</strong></td>
<td>Students will provide a status report of progress on their project. This will provide focus for the final reports and give students an opportunity to practice the professional presentation of business report.</td>
</tr>
<tr>
<td><strong>Length</strong></td>
<td>1500 words</td>
</tr>
<tr>
<td><strong>Content</strong></td>
<td></td>
</tr>
</tbody>
</table>
  - Activities conducted  
  - Issues encountered  
    - What were they?  
    - How were they resolved? (Or how do you plan to resolve them?)  
  - Research acquired (highlights)  
  - Risks identified  
  - Summary of potential solutions for your Final Project Proposal (what are your ideas?) |
<p>| <strong>Assessment</strong> | By Caitlin Hall-West (see marking rubric on Wattle) |
| <strong>Reference</strong> | If relevant; end notes and Harvard style |
| <strong>Due</strong> | Monday 20 March (week 5) – 5:00pm |
| <strong>Submission</strong> | Wattle |</p>
<table>
<thead>
<tr>
<th><strong>Assessment Task 2: Final Project Report</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Value</strong></td>
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<tr>
<td><strong>Type</strong></td>
</tr>
<tr>
<td><strong>Purpose of assessment</strong></td>
</tr>
<tr>
<td><strong>Length</strong></td>
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</tbody>
</table>
| **Content** | Your report *must* include the following sections, add others as you see fit (as long as it provides value to your overall presentation):  
1) Cover page  
2) Table of Contents  
3) Table of Tables/Figures  
4) Executive Summary  
5) Purpose of report  
6) Background  
7) Problem Statement  
   a) Evidence & Research (make it compelling)  
8) Identification of Solution  
   a) Implementation Approach 1  
   i) Strategy  
   b) Implementation Approach 2  
   i) Strategy  
**Suggested content for these sections include:**  
- **SMART goal**  
- **Key Stakeholders**  
- **Key activities**  
- **Cost/Benefit Analysis**  
- **Risks (or risk identification)**  
- **Recommendations**  
  o **Short-term**  
  ▪ **Tactical**  
  ▪ **Operational**  
  o **Long-term**  
  ▪ **Strategic**  
9) Conclusion  
10) Appendix  
11) References |
| **Assessment** | By Caitlin Hall-West (see marking rubric on Wattle) |
### Assessment 3: Final Project Presentation

<table>
<thead>
<tr>
<th><strong>Value</strong></th>
<th>10%</th>
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<tbody>
<tr>
<td><strong>Type</strong></td>
<td>Group</td>
</tr>
<tr>
<td><strong>Purpose of assessment</strong></td>
<td>Students will pitch their business case to the course convenor, client and industry mentor. This provides the opportunity to experience the difference between building a strong business case in writing and presenting it to stakeholders.</td>
</tr>
<tr>
<td><strong>Length</strong></td>
<td>15 minutes (plus 10 minutes Q&amp;A)</td>
</tr>
</tbody>
</table>
| **Content** | A summary of the highlights of the final report. Focus is on:  
- Value Proposition  
- Telling a story  
- Engaging the room  
- Selling your solutions |
| **Assessment** | By Caitlin Hall-West (see marking rubric on Wattle) |

**Reference** If relevant; end notes and Harvard style

**Due** Wednesday 24 May 1:00 pm

**Submission** Wattle
### Assessment Task 4: Reflection

<table>
<thead>
<tr>
<th><strong>Value</strong></th>
<th>15%</th>
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<tbody>
<tr>
<td><strong>Type</strong></td>
<td>Individual</td>
</tr>
</tbody>
</table>
| **Purpose of assessment** | An opportunity for students to:  
  ● Examine their thinking and process thus far;  
  ● Identify their strengths and weaknesses;  
  ● Present a plan of action for improvement  
   ● Recognize and share valuable insights |
| **Length** | 1000 words |
| **Content (suggestions)** |  
  ● How have you approached the business problem?  
  ● What are your strengths and weaknesses? (link to learning outcomes)  
  ● Moving forward, how do you plan to address your weaknesses and capitalise on your strengths?  
  ● What insights have you gained about:  
    o Yourself  
    o Your team  
    o Your client  
    o Creating solutions |
| **Assessment** | By Caitlin Hall-West (see marking rubric on Wattle) |
| **Reference** | If relevant; end notes and Harvard style |
| **Due** | Wednesday 7 June – 5:00pm |
| **Submission** | Wattle |

### Assessment Rubrics
Marking criteria will be provided on Wattle.

### Examination(s)
There is no final exam in this course.

### Assignment submission
**Online Submission:** Assignments are submitted using Turnitin in the course Wattle site. You will be required to electronically sign a declaration as part of the submission of your assignment. Please keep a copy of the assignment for your records.
**Hard Copy Submission:** Assignments must include the cover sheet available here. Please keep a copy of tasks completed for your records.

**Extensions and penalties**
Extensions and late submission of assessment pieces are covered by the Student Assessment (Coursework) Policy and Procedure.

The Course Convener may grant extensions for assessment pieces that are not examinations or take-home examinations. If you need an extension, you must request it in writing on or before the due date. If you have documented and appropriate medical evidence that demonstrates you were not able to request an extension on or before the due date, you may be able to request it after the due date.

Late submission of assessment tasks without an extension are penalised at the rate of 5% of the possible marks available per working day or part thereof. Late submission of assessment tasks is not accepted after 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

**Returning assignments**
Assignments will be returned approximately 2 weeks after submission date.

**Resubmission of assignments**
No resubmission of assignments will be allowed in this course.

**Referencing requirements**
Harvard style referencing.

**Scaling**
Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produced by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.

**Privacy Notice**
The ANU has made a number of third party, online, databases available for students to use. Use of each online database is conditional on student end users first agreeing to the database licensor’s terms of service and/or privacy policy. Students should read these carefully.

In some cases student end users will be required to register an account with the database licensor and submit personal information, including their: first name; last name; ANU email address; and other information.

In cases where student end users are asked to submit ‘content’ to a database, such as an assignment or short answers, the database licensor may only use the student’s ‘content’ in accordance with the terms of service – including any (copyright) licence the student grants to the database licensor.

Any personal information or content a student submits may be stored by the licensor, potentially offshore, and will be used to process the database service in accordance with the licensors terms of service and/or privacy policy.
If any student chooses not to agree to the database licensor’s terms of service or privacy policy, the student will not be able to access and use the database. In these circumstances students should contact their lecturer to enquire about alternative arrangements that are available.

SUPPORT FOR STUDENTS

The University offers a number of support services for students. Information on these is available online from http://students.anu.edu.au/studentlife/