

**Commerce 4GR3
Student Experience and Development IV
Fall 2026 Course Outline**

**DeGroote School of Business
McMaster University**

INSTRUCTOR AND TA CONTACT INFORMATION

Core / Day / Time	Course Instructors	Teaching Assistants
C01 Thursday 2:30PM - 5:20PM	Grace Huang huanggg@mcmaster.ca	See Avenue to Learn
C02 Wednesday 2:30PM - 5:20PM	Karleen Dudeck dudeckkj@mcmaster.ca	See Avenue to Learn
C03 Tuesday 2:30PM - 5:20PM	Tim Fung fungt@mcmaster.ca	See Avenue to Learn
C04 Monday 11:30AM - 2:20PM	Tim Fung fungt@mcmaster.ca	See Avenue to Learn

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): Yes

COURSE INFORMATION

Commerce 4GR3 is the point in the program where students stop learning new frameworks and start applying prior learning to a live, ambiguous, industry-scale strategic challenge under client conditions. The live client project is treated as one instance of a broader industry-level problem, rather than as the entire course. Students leave able to describe the industry-level challenge they engaged with, the consulting method they used, the recommendation they defended, and the professional competencies they bring into recruitment. The course develops the consulting competencies students will use immediately in interviews and in early-career work: problem framing, disciplined analysis, executive communication, client engagement, implementation thinking, and career translation.

Career and Professional Development (CPD). As this course marks the final year of your undergraduate program, it also marks the new beginning of your professional journey as a graduate. The Career and Professional Development Workshop in Week 11 is tied directly to your live consulting project. It focuses on executive presence, STAR storytelling using your actual client work, LinkedIn and networking, and translating the project into career language. It also prepares you for the Professional Development Portfolio due in Week 13.

Leadership Development. Following up on your leadership development journey that started in 3GR0, you will complete the leadership survey in Week 8 and two 360 Peer Assessments (midterm and end of term) based on your collaboration with teammates during the consulting project. You will use your leadership reflections and feedback to inform the leadership component of the Professional Development Portfolio and connect team formation, peer accountability, and disagreement to your developing leader identity.

IMPORTANT LINKS

- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

COURSE LEARNING OUTCOMES

Upon successful completion of this course, students will:

1. **Generate solutions to a business issue:** Generate creative and strategic solutions to real-life business issue by applying problem solving, project management, and functional knowledge developed through the Commerce program.
2. **Apply structured consulting analysis:** Demonstrate a structured yet creative approach to researching and analyzing a real-world business issue by applying learned frameworks, from problem definition to making recommendations with an understanding of impact at a strategic level, supported by active participation in class-based analytical exercises and discussions.
3. **Communicate across modalities:** Develop public speaking and professional communication skills by engaging in client scoping conversations and large group discussions, presenting verbally without memory aids, participating in spontaneous speaking opportunities, and communicating effectively in both oral and written forms through structured and impromptu in-class opportunities.
4. **Deliver executive-grade consulting work:** Design and create consulting deliverables, including written reports and oral presentations, that meet executive standards for clarity, evidence, and persuasive structure, and defend them under live questioning.
5. **Practice business management & leadership:** Develop effective teamwork and leadership skills by planning and managing collaborative work, coordinating responsibilities, sustaining mutual accountability, and constructively navigating disagreement. Strengthen individual and team effectiveness through collaborative reflexivity, self- and peer-evaluation, and ongoing leadership development.
6. **Advance career through continuous learning:** Cultivate a continuous learning mindset by translating consulting experiences, professional skills, and leadership growth into a clear personal narrative that demonstrates relevant competencies to recruiters and prospective employers, while supporting ongoing career development and long-term professional goals.

REQUIRED MATERIALS AND TEXTS

Required Reading

Client Briefing Material (see A2L)

Recommended Reading (Optional):

The McKinsey Way

https://mcmaster.primo.exlibrisgroup.com/permalink/01OCUL_MU/deno1h/alma991033009801707371
1 (free of charge through McMaster Library)

The Student Guide to Case Method.

<https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c00000FvVuTEAV> (Optional - \$11.25)

Required Technology:

Digital Applications/Accounts

1. **Avenue to Learn:** All course information, required materials, general announcements, and other resources you will need will be included in the course Avenue shell. To access your course, go to Avenue to Learn (<http://avenue.mcmaster.ca/>)
2. **Top Hat:** Participation during Class Events, Tutorials and any organized group activities will be assessed via engagement activities using Top Hat. You will receive instructions via Avenue to create your account and join the course. Please note that using Top Hat is free for DeGroote students, you do not need to pay to create an account.

Top Hat registration how-to guide: <https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>. Your Course code will be listed on Avenue.

Technology Support Note: If you run into a problem with any course related technology, please contact technical support of the respective platform. Your TA is not your technical support person but do keep them updated on any issues that cannot be quickly resolved, so we can determine if it is an individual issue, or it is a system wide problem affecting multiple students. The list of technical support links/contact information is posted on Avenue.

COURSE EVALUATION

Missed Assignments will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments **will be penalized 25%** for each day they are late. Your final grade will be calculated as follows:

EVALUATIONS	Individual or Group	WEIGHT	Due DATE
Professional Development Deliverables			
1. In-Class Participation, Activities & Consulting Engagement Portfolio Entries	Individual	20% (10 × 2%)	Weekly In-Class Activities In-Person Weeks 2, 3, 5, 7, 8, 10, 11 Virtual Meetings Weeks 4, 9, 12
2. Project Scope Snapshot	Individual	10%	Sunday, Sep 27
3. 360 Peer Assessment	Individual	5% (2 × 2.5%)	(i) Midterm Submission Due Sunday, Nov 8 (ii) Final Submission Due Sunday Dec 6
4. Professional Development Portfolio	Individual	5%	Leadership Survey: Sunday, Nov 1 Portfolio: Sunday, Dec 6
Consulting Project Deliverables *			
1. Team Working Agreement	Group	5%	Sunday, Oct 4
2. Initial Analysis Report	Group	10%	Monday, Oct 19
3. Interim Client Briefing Note & Client Meeting Assessment **	Group	10%	(i) Briefing Note Due: Sunday, Nov 1 (ii) Client Meetings: Week 9 Class
4. Final Client Briefing Note and Pitch **	Group	20%	(i) Briefing Note & Pitch Slides Due: Sunday Nov 29 (ii) Presentations: Week 13 Class
5. Final Consulting Project Report	Individual	15%	Thursday, Dec 10
TOTAL		100%	

* The Group-level grades on Consulting Project Deliverables may be adjusted at instructor discretion based on 360 Peer Assessment results in cases where those results indicate consistent uneven contribution across teammates.

** The Client Check-In Meeting and Final Client Pitch are mandatory components of this course. All students must be present as a pre-requisite to pass this course.

COURSE DELIVERABLES

<i>WRITTEN DELIVERABLES</i> Unless otherwise directed, all hand-in assignments are expected to be of the highest business standard. • 1.5-spaced; 1" margins all around • 12-point font • For citations, follow the APA style	<i>SUBMISSIONS</i> All documents are to be submitted via Avenue to Learn, unless otherwise stated, and must be submitted before the stipulated deadline. Otherwise, late penalties will be applied.
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Professional Development Deliverables

Deliverable #1 – In-Class Participation, Activities & Consulting Engagement Portfolio Entries

In-person attendance is expected for each class. Students are expected to arrive on time, come prepared, and be ready to contribute. Instructors and TAs may cold-call on any student at any point, so thorough preparation for each week's readings, activities, and project milestones is essential. Contributions are evaluated on quality and impact rather than frequency (before speaking, ask yourself the "so-what?" question so that your comments move the discussion forward through analysis, evidence, connection to prior material, or a clearly articulated alternative view). Debate and constructive challenge are important activities in the learning process, and the willingness to engage substantively with your classmates is appreciated. Attendance alone does not constitute participation. Primarily assesses LO3, with supporting evidence for LO1, LO2, LO4, LO5, and LO6

Students are expected to:

- Actively engage in verbal contribution to in-class discussion and participate in in-class activities including but not limited to: impromptu speaking, Q&A during client kickoff, discussion during Workshop classes, mini presentations, mock interviews and role play activities, and additional in-class assignments at the instructor's discretion.
- Engagement marks are assigned to the student who completes the speaking activity, rather than to the team as a whole.
- Complete all required in class activities, including Top Hat Activities and Consulting Engagement Portfolio submissions, as well as assigned preparation and homework (e.g., 4GR3 Prep in Week 1).
- **Display your name in clearly visible name plate in live lectures** to accurately assess your verbal contribution in class.
- Attend in-person Weeks 2, 3, 5, 7, 8, 10, 11
- Attend virtual meetings Weeks 4, 9, 12
- Attend Week 13 final presentation is a pre-requisite to pass this course

Students who are unable to attend a class in person can use their MSAF and email your instructor regarding accommodation / make-up assignments.

Deliverable #2 – Project Scope Snapshot

Students will prepare a short individual snapshot of the client problem as they currently understand it. This snapshot forces early individual framing before the team consolidates its view and is the primary individual checkpoint on problem definition. Assesses LO1 and LO2.

Deliverable #3 – 360 Peer Assessment

360 Peer Assessments provide students with an opportunity to assess their team members' performance and contribution to group assignments. Scoring is confidential; no student-facing feedback is provided. The instructor and TAs review 360 Peer Assessments results where one or more students identify concerns with their group members' contributions. Group-level grades on group deliverables may be adjusted at instructor discretion where the 360 Peer Assessment results consistently indicate uneven contribution (see Evaluative Components section above).

Students will submit two 360 Peer Assessments: one at midterm and one at the end of term. Both submissions are required to receive credit for this component, subject to approved academic relief or accommodation. Assesses LO5.

Deliverable #4 – Professional Development Portfolio

The Professional Development Portfolio provides students with an opportunity to demonstrate a balance of career development and leadership growth. For the career development component, students demonstrate their interview skills by preparing a short video recording in which they respond to structured interview questions. Students should record one video including 60 – 90 second responses to the interview questions. For the leadership component, students reflect on their leadership journey and complete the leadership survey, which opens Monday, October 26 at 8:00 AM and closes Sunday, November 1 at 11:59 PM. Completion of the leadership survey is worth 20% of the Professional Development Portfolio grade, equivalent to 1% of the total course grade. Assess LO3, LO5 and LO6.

Consulting Project Deliverables

Deliverable #1 – Team Working Agreement

The Team Working Agreement outlines team roles, communication norms, meeting cadence, decision rule, and conflict process – is how you will actually work together. Assesses LO5.

Deliverable #2 – Initial Analysis Report

The Initial Analysis Report consolidates the Strategic Analysis Workshop into a defensible read of the industry and the client problem, and it feeds the Interim Briefing Note. The report focuses on research and analysis of the stated business problems and other emergent issues. Assesses LO2 and LO4.

Deliverable #3 – Interim Briefing Note and Client Meeting (Client Facing)

Briefing notes provide clients with project updates in advance of client engagements. Briefing notes will be sent to clients after TA review and at the instructor's discretion. The Interim Briefing Note signals

where the team is heading, what alternatives are on the table, and what the team needs from the Client Check-in Meeting. Assess LO1, LO2, LO4.

The Client Check-in Meeting is a student-led meeting with the client. The check-in itself is assessed live by the TA. The Client Check-in Meeting is a mandatory component of the course. All students must participate in the Client Check-in Meeting, subject to approved academic relief or accommodation. Assesses LO2 and LO3.

Deliverable #4 – Final Client Briefing Note and Client Pitch (Client Facing)

The Final Client Briefing Note is a pre-read for the client in advance of the Final Pitch Presentation. The briefing note will provide a summary of the group's analysis, recommendation and next steps. Assess LO1, LO2, LO4.

Groups will deliver a short pitch to the client that includes their strategic analysis and recommendations. Assess live by a judging panel, the Final Client Pitch is graded on opening and structure, evidence and reasoning, recommendation and implementation, delivery, and client presence. This is a mandatory component of the course. All students must participate in the final presentation process, subject to approved academic relief or accommodation. Assesses LO1, LO2, LO3, and LO4.

Deliverable #5 - Final Consulting Project Report (Client Facing)

The Final Consulting Project Report is an individual submission that provides a detailed summary of students' strategic recommendation and implementation approach and serves as the final report to the client. Assesses LO1, LO2, and LO4.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student.

All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- ☐ *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- ☐ *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below*;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

SOME USE PERMITTED

Students may use generative AI to support brainstorming, outlining, editing, translating, testing logic, improving clarity, and preparing for presentations. Students may also use generative AI to help identify possible questions, compare alternatives, or pressure-test assumptions. However, students remain fully responsible for the accuracy, evidence, reasoning, and final judgment in all submitted work. Use of generative AI for these purposes should be acknowledged/cited. Written acknowledgments may include the following elements:

- Generative AI tool used (name/version)
- Specific uses of tool
- Identify prompt(s) used
- Explain how output was used in your work

The content and formatting of acknowledgments are not well established, so check with your instructor about any specific requirements.

Students are not permitted to use generative AI to create content for their work throughout the course including drafting written content for reports, emails, or presentation content. In alignment with [McMaster academic integrity policy](#), it “shall be an offence knowingly to ... submit academic work for assessment that was purchased or acquired from another source”. This includes work created by generative AI tools. Also state in the policy is the following, “Contract Cheating is the act of “outsourcing of student work to third parties” (Lancaster & Clarke, 2016, p. 639) with or without payment.” Using Generative AI tools to create content is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

Use of generative AI outside of the stated use of editing/translating/outlining/brainstorming or without citation will constitute academic dishonesty. It is the student’s responsibility to be clear on the expectations for citation and reference and to do so appropriately. If you have any questions or

unclear about permission of usage, please see McMaster's Guidelines on the User of Generative AI in Teaching and Learning or speak to your instructor.

More information about McMaster University's policy on generative AI use and academic integrity can be found here:

<https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/academic-integrity-policy/>

<https://provost.mcmaster.ca/generative-artificial-intelligence-2/task-force-on-generative-ai-in-teaching-and-learning/provisional-guidelines-on-the-use-of-generative-ai-in-teaching-and-learning/>

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#).

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. Avenue to Learn, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. email, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, Avenue to Learn and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4GR3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

Commerce 4GR3 Student Experience and Development IV Fall 2026 Course Schedule

Avenue to Learn is an important communication platform for this course. The course instructor may modify the course schedule to accommodate client schedules and experiential activities. There might also be an opportunity for off-campus site visits to client locations. This will provide students with a unique experience to immerse themselves in the environment of their term project. Students should be prepared to attend all classes. Scheduling changes will be communicated to students via Avenue to Learn. **Students are advised to check the course Avenue to Learn Announcements on a daily basis to stay informed about course scheduling changes.**

Date / Theme	Activity/ Content	Preparation, Deliverables and Due Dates
Week 1 Sep 7 - 13	Pre-term Primer No classes this week	Activities: - Review frameworks refresh video pointers - Review course outline Deliverables (Due 11:59 PM on Sunday): - Complete 4GR3 Primer (Individual, Top Hat) - Complete Belbin assessment (Individual, Top Hat)
Week 2 Sep 14 - 20	Course Launch & Consulting Foundations - Course overview - Consulting mindset and professional norms - Problem framing primer	Preparation: - Review frameworks refresh video pointers - Review course outline In-Class Activities (Individual, Top Hat, Due During Class): - Team formation - Team Working Agreement Deliverables (Due 11:59 PM on Sunday): - One group member emails the TA with the names and contact information of all members. - The TA assigns the group number for self-enrolment. - Smaller groups may be combined with other students, and any remaining students will be assigned to a group.

Date / Theme	Activity/ Content	Preparation, Deliverables and Due Dates
Week 3 Sep 21 - 27	<i>Client Kickoff + Industry Framing</i> - Industry / market overview - Client project kick-off presentation and Q&A - Team synthesis	Preparation: - Read industry overview In-Class Activities (Individual, Top Hat, Due During Class): - Client Q&A - Issue Tree - Key Issues - Consulting Engagement Portfolio Entry #1 Deliverables (Due 11:59 PM on Sunday): - Project Scope Snapshot (Individual, Avenue)
Week 4 Sep 28 - Oct 4	<i>Mandatory Group Check-ins with TAs (virtual)</i> - Groups sign-up for a virtual meeting slot - See Avenue to book meeting time and access Zoom link - No in-person class	Preparation (Prior to TA check-in): - Prepare for TA Check-In Deliverables (Due 11:59 PM on Sunday): - Team Working Agreement (Group, Avenue)
Week 5 Oct 5 - 11	<i>Strategic Analysis Workshop</i> In-class application of strategic analysis tools to consulting project	Preparation (Prior to Class): - Review Individual Project Scope Snapshot feedback - Come prepared to apply strategic analysis tools to consulting project In-Class Activities (Individual, Top Hat, Due During Class): - Strategic Analysis Framework & Key Takeaways Deliverables (Due 11:59 PM on Monday, Oct 19 – Monday after Midterm Break): - Initial Analysis Report (Group, Avenue)
Week 6 Oct 12 - 18	No class this week - good luck with midterms!	
Week 7 Oct 19 - 25	<i>Alternatives + Decision Matrix + Interim Client Briefing Note</i> - Ideation and Decision Matrix Workshop - Interim Client Briefing Note drafting workshop	Preparation (Prior to Class): - Review TA feedback on Project Scope Snapshot - Draft candidate alternatives before class In-Class Activities (Individual, Top Hat, Due During Class): - Alternatives and Decision Matrix - Team discussion: client questions - Consulting Engagement Portfolio Entry #2

Date / Theme	Activity/ Content	Preparation, Deliverables and Due Dates
Week 8 Oct 26 - Nov 1	Communication and Leadership Workshop - Presentation skills - Executive storytelling - Overview of client deliverables - Leadership survey	Preparation (Prior to Class) - Presentation Skills Self-Assessment In-Class Activities (Individual, Top Hat, Due During Class): - CEO vs manager briefing - Client Meeting Memo Deliverables (Due 11:59 PM on Sunday): Interim Client Briefing Note (Group, Avenue) Leadership Survey (Individual) (opens Monday, October 26 at 8:00 AM)
Week 9 Nov 2 - 8	Mandatory Client Meeting (virtual) - Groups sign-up for a virtual meeting slot - See Avenue to book meeting time and access Zoom link - No in-person class	Preparation (Prior to Check-in): - Prepare for client check-in meeting as a team Activities (Individual, Top Hat, Due Day of Class): - Consulting Engagement Portfolio Entry #3 Deliverables (Due 11:59 PM on Sunday): 360 Peer Assessment - Midterm Submission (Individual, Avenue)
Week 10 Nov 9 - 15	Implementation Roadmap Workshop - Recommendation development - Financial feasibility - Risk register	Preparation (Prior to Class): - Review Week 9 client feedback - Begin drafting Final Client Briefing Note structure In-class (Top Hat): - Risk register
Week 11 Nov 16 - 22	Career and Professional Development Workshop - Executive presence - Student-to-professional mindset shift - Client communication	Preparation (Prior to Class): - Review resume and LinkedIn profile; update as needed In-class Activities (Top Hat): - Career Activities In-class Activities (Avenue): - Career Quiz
Week 12 Nov 23 – 29	Mandatory Group Check-ins with TAs (virtual) - Groups sign-up for a virtual meeting slot - See Avenue to book meeting time and access Zoom link - No in-person class	Preparation (Prior to Check-in) - Upload draft version of Final Client Briefing Note 24 hr before TA check-in to receive feedback from TA - Prepare for TA check-in Deliverables (Due 11:59 PM on Sunday): - Final Client Briefing Note (Group, Avenue) - Final Client Pitch slides (Group, Avenue)

Date / Theme	Activity/ Content	Preparation, Deliverables and Due Dates
Week 13 Nov 30 - Dec 6	Final Pitch Day In-person pitch to client	Preparation (Prior to Class): - Final Client Pitch slides submitted to Avenue Deliverables (Due 11:59 PM on Sunday): - Professional Development Portfolio (Individual, Avenue) 360 Peer Assessment - Final submission (Individual, Avenue) Deliverables (Due 11:59 PM on Thursday, Dec 10 - Last Day of Term): - Final Consulting Project Report (Individual, Avenue)