MGP 440 Student Handbook

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UC DAVIS GRADUATE SCHOOL OF MANAGEMENT

Capstone Course Team

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Course Objectives

- **M440 will embody GSM philosophy of "Preparing Innovative Leaders for Global Impact" through three objectives:**

Apply academic knowledge acquired in core classes.	Identify and address challenges of a significant *real world* business problem.	Promote the development of teamwork, leadership, and accountability.

Course Learning Objectives

In accordance with AACSB requirements, this course has the following learning goals, subgoals and methods of assessment. The performance evaluation above encompasses assessments in student achievement of these goals.

Goal 1: Work well in teams and lead them.

- Subgoal 1: Study and apply the principles of leadership.
- Subgoal 2: Communicate effectively in oral form.
- Subgoal 3: Communicate effectively in written form.
- Subgoal 4: Use modern technologies to learn and communicate.
- Subgoal 5: Understand group dynamics and become a contributing team member.
- Subgoal 6: Understand and appreciate the impact of demographic and cultural diversity.
- Subgoal 7: Use team building skills to accomplish group tasks.

Goal 2: Apply moral and ethical standards to management decisions.

- Subgoal 8: Appreciate how ethical judgment enters into business decisions.
- Subgoal 9: Develop an awareness of ethical issues in an area related to career choice.

Goal 3: Use appropriate models for analysis and planning.

- Subgoal 10: Recognize problems and opportunities.
- Subgoal 11: Identify & critically assess alternatives.
- Subgoal 12: Demonstrate proficiency in collecting and analyzing data.
- Subgoal 13: Integrate functional areas of business when analyzing problems.

Goal 4: Understand multiple functional areas.

- Subgoal 14: Understand the impact of the international dimension on business decisions.
- Subgoal 15: Understand the political, legal, and social environment in which businesses operate.
- Subgoal 16: Understand impact of multiple functions on each other in business operations.

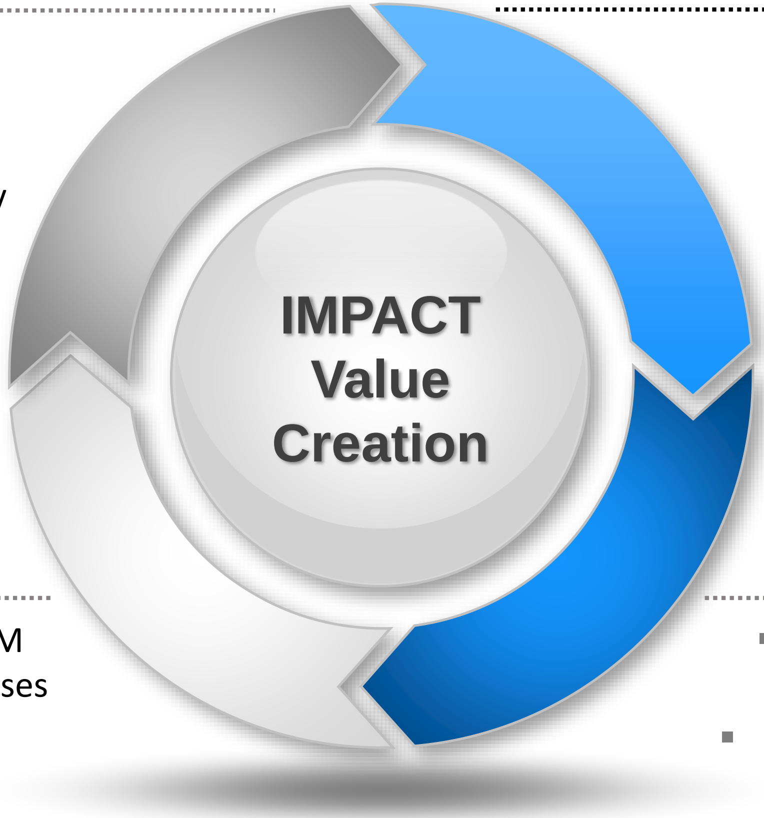
IMPACT Projects: Value Creation Cycle

Capstone Experience

- Delivers required core curriculum capstone learning experience
- Provides hands-on opportunity to test relationship, team, and communication skills

Strategic Projects

- Delivers critical insights and recommendation for sponsors
- Provides cost-effective initiatives, opening new projects to work effort



Corporate Partnerships

- Builds relationships for the GSM and UCD with regional businesses
- Provides funding to the GSM through partnership fees

Student Placement

- Provides exposure for students with prospective employers
- Provides client sponsor recruiters with insights to individual students and GSM overall

Course Overview & Key Success Factors

Course Overview

- Required 5 Unit MBA capstone course
- 6-person self-directed GSM student teams
- Guided by faculty advisors
- Work with / for real world "sponsors"
- Conduct significant strategic consulting effort
- Apply multiple business disciplines in an integrated approach
- Present analyses and recommendations to sponsors and faculty

Key Success Factors

- Leverage and apply knowledge acquired during core curriculum
- Leverage integrated skills: analytical rigor, critical thinking, problem solving
- Deliver impactful recommendations in a timely manner
- Use management skills to:
  - Ensure cooperation and coordination within the project team
  - Fully leverage the expertise and insights of faculty advisors
  - Successfully navigate the sponsor's perspectives, operations, and culture

Project Work Process

First Half: Weeks 1-6

- Develop understanding of the situation
- Define the problem
- Develop a project scope and plan
- Define and conduct initial research
- Complete initial analysis and synthesis
- Deliver and discuss initial insights

Second Half: Weeks 7-11

- Develop, test, and refine hypotheses
- Conduct follow-up research & analysis
- Develop, test and refine conclusions
- Create, test, and refine presentation
- Present, discuss and defend conclusions
- Deliver final presentation

Project Phases, Presentations, Work Sessions, Deliverables

WEEK	1	2	3	4	5	6	7	8	9	10	Exam
Phases	SCOPING		RESEARCH DESIGN & EXECUTION			INSIGHTS & IMPLICATIONS			PRESENT PREP		POST MORTEM
Client Presentations	Kickoff	Client Scope Signoff				Research Insights Discuss Session					Final Presentation
Internal Team Sessions	Advisory	Advisory	Advisory	Advisory	Dry Run Working Session	One-on-One Meetings	Advisory	Advisory	Dry Run Working Session	Dry Run	
Class Deliverables		Scope Doc 150 pts			Dry Run 25 pts	Interim Presenta-tion 150 pts			Dry Run 25 pts	Dry Run 25 pts	Final Presentation 350 pts Lessons Learned 75 pts Participation (including Peer Input) 200 pts

Key Project Deliverables: IMPACT Projects

Kick-off

- Introduce the GSM team to the Sponsor
- Confirm key facts of the sponsor situation
- Ask questions to clarify sponsor intent and address issues
- Outline proposed working process to engage the sponsor

Scope

- Review client context
- Articulate project objectives
- Identify questions to be answered
- Outline project methodology and work approach
- Identify required resources
- Provide milestone timeline
- Detail project deliverables

Interim Report

- Outline engagement research and analysis
- Share initial learnings and key insights
- Discuss and test implications with the sponsor
- Outline research and analysis going forward
- Identify potential adjustments in work effort and/or project concerns

Final Report

- Findings and Analysis
- Synthesis and Implications
- Recommendations & Conclusions
- Supporting Material
  - Background and primary research
  - Financial, market, and operational models

Document Outlines are in the Course Materials Appendix

Course Grading: Total of 1000 Points

Element	Points
Scope & Project Plan	150
Research Insights Dry-run	25
Research Insights Presentation	150
Final Presentation Dry Runs (2 @ 25 Points each)	50
Final Client Presentation & Supporting Deliverables	350
Individual Lessons Learned Report	75
Individual Engagement / Participation Score (including Peer review)	200

Additional details on standards for written presentations and participation are in the Course Materials Appendix

Grading Process and Ranges

- **The faculty advisor is solely responsible for grading**
  - Using an evaluation framework consistent across teams
  - Providing written feedback for each deliverable
  - Client sponsors have no direct role in the grading process

Grade	Low %	Low Score	High Score
A	95.0%	950	1,000
A-	90.0%	900	949
B+	87.5%	875	899
B	85.0%	850	874
B-	82.5%	825	849
C+	80.0%	800	824
C	77.5%	775	799
C-	75.0%	750	774

Course Attendance

- **Attendance is required for all advisory, review, and client sessions**
  - In-class team meetings will be on Odd Saturdays from 9am-12pm; Virtual meeting times will be coordinated by the team.
  - Client meetings: Kick-off, Interim Discussion, and Final Presentation
  - Review Sessions: Dry runs before major client deliverables
- **Recruiting visits and other essential / non-moveable conflicts do occur**
  - Faculty advisors will work individuals to accommodate these schedule conflicts
  - Furthermore, the GSM will provide digital tools to help support and foster remote meetings
- **If you have an unavoidable conflict please discuss it *in advance* directly with your faculty advisor**
- <u>**Any unexcused absence will negatively affect your course grade**</u>

Participation & Engagement in the Project Effort

- **The active participation of all team members is critical to success of the project**
  - Acceptance, attentiveness, and completion of agreed to project work tasks
  - Engagement with the faculty advisor and the client sponsor
  - Engagement in team discussions and working sessions
- **A successful project outcome requires regular and frequent team interaction**
  - Problem solving, analysis, and authoring typically require “live” engagement
  - M440 is a 5-unit course; the hours required are consistent with that
- **The faculty advisor will observe and note performance of all team members**
  - It is not about “air time” but rather about demonstrating “thinking and doing”
  - Expectation is that all team members will engage in discussions and analysis
- **At quarter end, team members will assess the performance of each other**
  - Provide insight to participation and engagement outside of faculty sessions
  - Modeled on a 360 performance assessment common in the working world
  - Example of Team / Self-Assessment is in the supplemental materials

Faculty Advisory Sessions

- **The faculty advisor serves as the "coach" to the "players" on the field**
  - Provide guidance on client engagement, approach, analysis and presentations
  - Help the team address challenges with analysis, client, and team
  - Most effective when reacting to active insights from the team
- **Each team meets with their advisor for an hour every week**
  - These are the critical sessions to drive the engagement forward
  - Teams will conduct a formal review of the work done during the week
  - Group will discuss emerging insights, concerns, roadblocks and next steps
- **Teams will also schedule ad hoc advisory sessions to address emergent issues**
  - Dive deeper on key analytic, project approach, or client issues
  - Fine tune, interpret, or push forward client elements
  - Work on presentation elements
- **Dry-run sessions also take place before the Interim and Final Presentations**
  - Review presentation document, address required elements
  - Practice oral presentation, communication effectiveness
  - Some instructors will require additional dry run sessions at their discretion

Team Working Sessions

- **Team success is <u>highly correlated</u> with time spent working together**
  - Teams are expected to use two hours of the weekly course block to meet as a group
  - Teams should meet at least one other time as a group a week, often more during major deliverable pushes
- **Teams typically "divide & conquer" – although it is not required**
  - Set-up sub-teams focused on specific project elements or analysis
  - These sub-teams typically meet separately and in addition to the full team
- **Effective and communication across the team is vital**
  - Working in parallel places a premium on clear and regular updates
  - Coming together as a team to share insights and work through implications is an important way to ensure the effort is driving in the same direction

Project Management

- **Student teams are responsible for managing their project efforts**
  - Defining, assigning, and tracking project work tasks
  - Requesting and reviewing client support materials
  - Scheduling and managing team and external client meetings
  - Submitting all required project deliverables
  - Incorporating feedback from faculty and clients
- **Student teams are responsible for project budgets ($500 per project)**
  - Primarily for non-local travel and small research or graphics expenses
  - Student teams are responsible for tracking and reporting their expenses
  - Team leads will coordinate and sign-off on reimbursement requests

Team Lead Responsibilities & Rewards

Responsibilities

- Winter Quarter
  - Provide input and feedback on potential projects; coordinate kick-off meeting, participate in follow-up PM briefing as appropriate
  - Participate in PM training session with overview, discussion & lessons learned
- Spring Quarter
  - Serve as the primary contact point for client and for faculty advisor
  - Drive the overall project effort (e.g., schedule, tasks, progress tracking, etc.)
  - Conduct periodic one-on-one update meetings with the faculty advisor

Rewards

- Hands-on leadership opportunity with a real-world client engagement
- One-on-one project management instruction; translate into action
- 1-unit course credit – in addition to the M440 5-unit credit
- Acknowledgement of project leadership role as an “IMPACT Fellow”
  - Can be included in CV and discussion of management experiences during interviews
  - Includes $750 fellowship award

Lessons Learned from M440 Team Leads

IMPACT Leads: Success Exemplars

- Actively manage the team
- Engage the client early and often, and build the "right" relationship
- Work with "sub-leads" who own specific elements of the effort
- Leverage the GSM and UCD networks, including the advisor, faculty, and other experts
- Have a detailed plan and follow it, making adjustments if / when needed
- Do not get behind, or if they do, rally quickly to get back in stride
- Are prepared to be creative and flexible in analysis and field work – e.g.,
  - What happens if/when the preferred interviews don't materialize?
  - The hoped for data set doesn't pan out?
- Listen to and incorporate feedback
- Lead a participatory authoring process, but "speak" with a single voice.
- Have the time and discipline to rehearse and edit the presentation (multiple times)
- Project energy, enthusiasm, inclusiveness, and decisiveness

Digital Tools: Zoom Pro

- **A Zoom Pro account will be provided to each team through their Team Lead, for use in managing team video and audio conferences, as well as individual working sessions**

Digital Tools: Canvas / Box / Slack / Qualtrics

- **Canvas** - Project assignments are listed in the M440 Canvas course portal. Many due dates will depend on the availability of your Project Sponsor.
- **Box.com** - IMP teams will use **Box.com** to securely share files among your team members and with your sponsors. All UCD students have free access to a Box.com account, and you can access your project files directly in the Box tab in Canvas. Set up your UCD Box account here: https://itcatalog.ucdavis.edu/service/box.
- **Slack** - There is no specific tool provided by IMP, however, we recommend that your team create a **Slack channel** to communicate within your team. All UCD students have free access to a slack account. Set up your UCD slack account here: https://itcatalog.ucdavis.edu/service/slack
- **Qualtrics** – This is a web-based survey software tool available for **FREE** to GSM students. Directions for setting up your Qualtrics account can be found in Canvas. NOTE: UC policy does not allow reimbursement for cloud-based tools, including Survey Monkey, that aren't pre-approved by UC IT.

Sponsor Overview

- **Represent a variety of businesses**
  - Large public companies/emerging-stage entities; for-profit /non-profit
  - Each has its own unique culture, approach, and of course leadership
- **All sponsors have made a significant commitment to the GSM**
  - A well-defined and important business challenge to address
  - Senior executive support; lead executive engagement
  - Access to proprietary information and necessary internal resources
- **Building a strong relationship with the client is critical to team success**
  - Develop an understanding of their culture, how best to work with them
  - Identify and engage with the appropriate client team members
  - Leverage the faculty advisor and corporate relations director as needed for appropriate counsel and as needed engagement with the client

Sponsor Engagement and Communication

- **The sponsor will appoint their own internal project lead**
  - Day-to-day contact for the GSM team
  - Responsible for providing feedback and access to information, sponsor team
- **The GSM student lead will work directly with the sponsor lead**
  - Coordinate schedule, requirements, data requests, etc.
  - Support connections between client personnel and other team members
  - *Not* meant to limit client contact but rather manage it
- **Student teams should meet face-to-face with the sponsor whenever practical**
  - Required: Project Launch Meeting; Interim Discussion; Final Presentation
  - Other meetings may be conducted by phone or video conference
- **Students should strive for clear and thoughtful communication with the client**
  - In working sessions, focus on the outcome desired and the elements required
  - In formal presentations, well thought-out and clearly delineated insights

Sponsor Code of Conduct and Professionalism

- **Each student is expected to adhere to a professional / ethical code of conduct**
  - The overall UC Davis Code of Academic Conduct
  - The M440 sponsor code of conduct
  - Details are provided in the supplemental materials at the end of the syllabus
- **Students are bound by a non-disclosure agreement**
  - Your project will have a CDA /Client NDA you will need to review and sign
  - This supports an open and thorough discussion through the effort
  - Due to the fact that sponsor companies are providing proprietary information
  - Students are responsible for keeping all sponsor information confidential
- **Students should act in a professional and courteous manner with sponsors**
  - Being thoughtfully and thoroughly prepared for all client interactions
  - Be prompt and attentive in all meetings
  - Listen and incorporate sponsor feedback
  - Follow through on all commitments and respond to sponsor requests

Sponsor Qualification Process

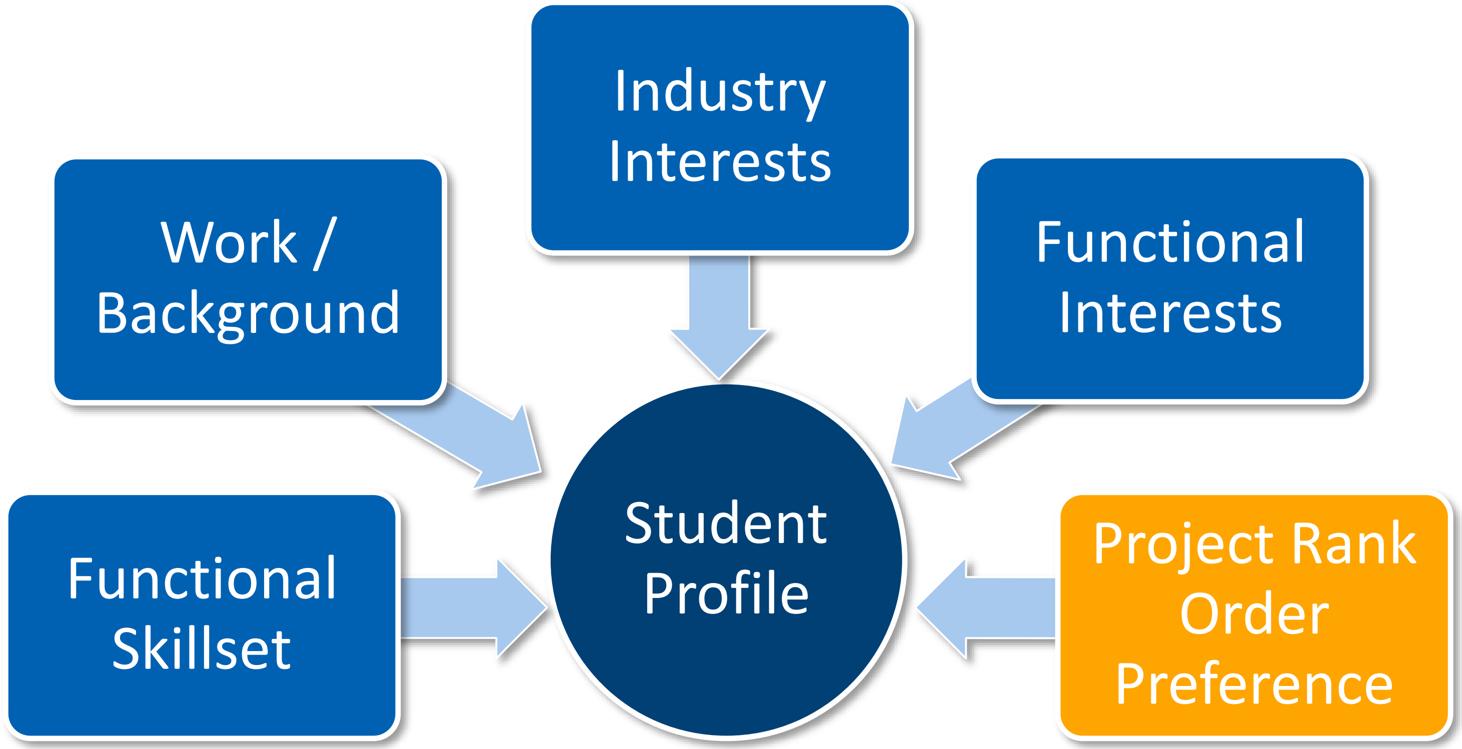
Identification	▪ Assess potential sponsors across regions, industries ▪ Identify best proposects to pursue in earnest
Sales Calls	▪ Meet with prospect sponsor leadership ▪ Review business, opportunities, determine fit
Proposal	▪ Receive project proposal from sponsor ▪ Meet with sponsors to assess specific opportunity
Qualification	▪ Match with scope, strategy, mix objectives of IMPACT ▪ Meet sponsors to refine project structure and scope

Spring 2020 Student Survey Results: Industry Interest

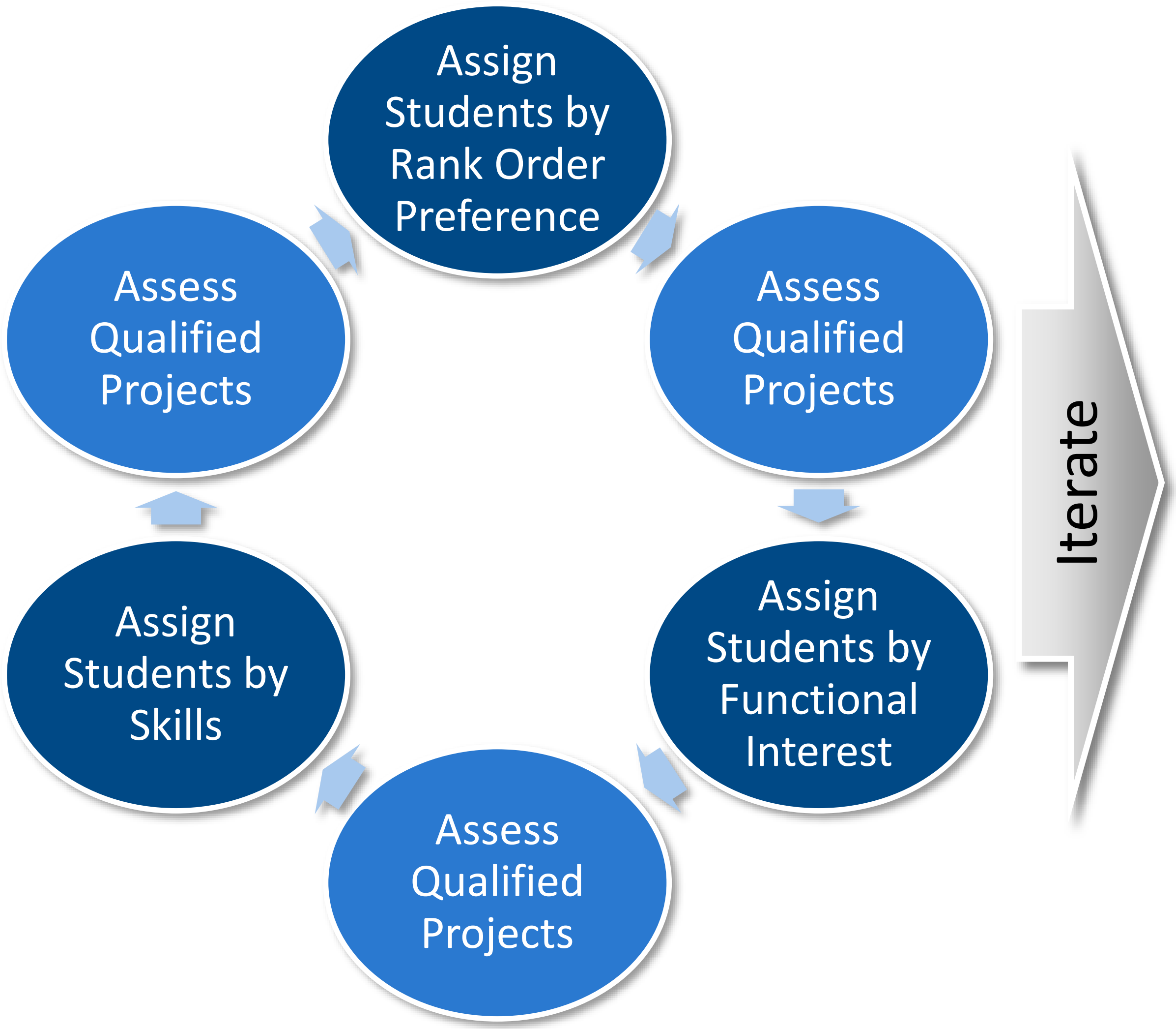
Industry Area	Percentage
Consulting	18%
Technology	15%
Financial Services	11%
Healthcare	9%
Food & Agriculture	7%
Government	7%
Media/Entertainment	7%
Non-profit	6%

Industry Area	Percentage
CPG/Retail	4%
Manufacturing	4%
Pharma/Biotech	3%
Energy/Petroleum	2%
Real Estate	2%
Sustainability	2%
Other	3%

Student Profile Process



The Team / Project Casting Process



Final Projects

- Client sponsor
- Project scope
- Student team

M440 Schedule – Next 4 Months

Student Process

January
- Analyze skills and interests, input to Sponsor process

February
- Hold plenary meeting
- Identify, interview and select Student Project Leads

Mid-March
- Conduct preference survey on semi-finalist Sponsors
- Match Student Project Lead with each Project
- Cast Project Teams

Late-March
- Conduct training with Team Leads
- Begin Project On-Boarding Process

Sponsor Process

January
- Source Projects
- Identify and meet potential sponsors
- Output is +/ - 40 initially vetted Sponsors

February
- Qualify Projects
- Interview with Sponsor to vet specific opportunity
- Output is +/- 20 vetted Sponsor Projects

Early-March
- Obtain Project Scope Brief from Sponsor
- Review and Refine Brief
- Output is 10 Sponsor Candidate Projects

Mid-March
- Finalize Project Selection
- Confirm Sponsor Executive, obtain briefing package
- Output is Final Sponsor Projects

March/April
- Notify Project Leads and Students of Team, Sponsor & Project
  Week of March 16
- Distribute Initial Sponsor Briefing Packages
  March 17-19
- Conduct initial briefing call with Faculty Advisor and Team; Prepare initial questions for first Advisory Meeting with Faculty
  Week of March 23
- Schedule Client Kick-off meeting after Week 1 of Class
  Week of March 30

IMPACT Lead Candidates – Next Steps

- **<u>All</u> students are eligible to be an IMPACT Fellow / Team Lead**
- **Apply by email to tasoeth@ucdavis.edu by <u>February 17, 2020</u> and include:**
  - Your CV
  - A brief statement about your interest in the role
  - Your potential availability for a remote interview on Friday, Feb 21 or Saturday, Feb 22 (depending on faculty availability).
- **Faculty advisors will review submissions and schedule interview slots via Signup Genius**
- **IMP Team Leads will be selected and notified on or before 2/26/20**
- **Project management/leads training seminar will be scheduled in late March**

M440 Tentative Schedule

Mandatory Plenary Meeting	February 6
Team Lead Applications Due	February 17
Team Leads Interviews	February 21 and 22
Team Leads Notified	by February 26
ALL Student Resumes Due	February 28
Project Preference Poll	March 5-8
Team Lead Training (3 hrs)	TBD
Team Assignments Announced	by March 16
Internal Team Kick-off Meeting (remote)	week of March 16
Teams gather NDAs and project materials from sponsor	March 16-28
In-Person Meetings on Odd Saturdays	Start March 28
Project Launch Meetings (client location)	week of March 30
Virtual Meeting on Even Saturdays (team scheduled)	Start April 4
Interim Presentation (client location)	week of May 4
Final Presentation (client location)	week of June 8

**Please note dates/times for interviews and team lead training are based on faculty availability. Project meeting dates will depend on the availability of the client sponsor.*

QUESTIONS

SUPPORT MATERIALS ASSIGNMENT GUIDELINES

General Guidelines for Evaluating Written Materials

- **The following general criteria should be applied in the evaluation of submitted minor and major written deliverables and used in conjunction with specific guidelines for each of the course deliverables:**
  - Excellent understanding of the issues, intent, or problem, adept in discussing and evaluating it, and originality.
  - Clear, accurate, precise. The thought and reasoning expressed is complex, well qualified, and shows a commitment to reasoning thoughtfully (sensitive to problems and complications) and completely (explains and defends assertions, identifies assumptions).
  - Concepts, principles and theories of business have been thoroughly internalized, and are applied consistently and insightfully throughout.
  - Objective and self-critical in its assessments.
  - Clearly and squarely focused on the key topics .
  - Originality is present - insight and inventiveness is clear.
  - Well-written from a grammatical/stylistic point of view.

Kick-off Document: Purpose, Key Elements Due at the Start of Week 1 for the Kick-off Meet

Purpose

- Introduce the GSM team to the Sponsor
- Confirm the key facts of the sponsor situation
- Identify a set of initial questions about the project to clarify intent and issues
- Outline the proposed process for working with the sponsor going forward

Key Elements & Outline

- Team Profile
  - Basic info about each member of the team
  - Work background, areas of study & interest
- Key facts of sponsor situation
  - Project focus and objectives
  - Key sponsor participants
- Initial Questions for the Sponsor
  - Obtain clear sense of the company / division, what factors are critical in their success
  - Expand on / clarify intent of the project effort
  - Assess expectations in terms of areas of focus, depth of assessment, etc.
  - Assess availability of existing analysis / data
  - Address expertise and availability of other sponsor team members
- Outline process going forward
  - Proposed working process and schedule
  - Proposed information acquisition process

Scope Document: Purpose
Due at the end of Week 2

Purpose

- Identify the client context (business, market) as it relates to the project
- Clearly articulate the objective(s) to be addressed in the project
- Identify the specific questions required to be answered during the effort
- Drive agreement between the Sponsor and GSM team on what will (and won't) be done
- Describe the project team's proposed methodology and identify the overall work approach
- Breakdown the required work into logical and manageable work steps
- Identify and schedule the resources required to complete the project
- Provide a timeline of major milestones and intermediate deliverables
- Demonstrate that the project scope is achievable within project constraints
- Detail the project deliverables and show how they meet project objective(s)
- Represent the Team's commitment to the Sponsor, the Faculty Advisor, and to each other

Scope Document (cont.): Key Elements Due at the end of Week 2

Key Elements & Outline

- Project Context
  - Brief overview of relevant client business (e.g., description of business unit, areas of focus)
  - Key elements of internal client environment (e.g., business strategy, operational / financial challenges)
  - Key elements of external client environment (e.g., market conditions, competitive environment)
  - Business context for problem drivers and constraints (e.g. new market, profit growth; capital capabilities, competition)
- Project Problem Statement – succinct articulation of what challenge or opportunity is facing the client
- Proposed Project Scope
  - Project objective – clear statement of what your engagement if focused on addressing
  - Strategic questions to be answered to understand and address the objective(s)
  - Proposed approach and methodology (e.g. Market Research, Competitive Analysis, Financial Analysis)
  - Project / scope limitations
- Project Activities & Schedule
  - Each of the work activities to be completed, with a breakdown of required work steps
  - Resources (time, access, information, people) required to achieve a successful outcome
  - Milestones / checkpoints / major engagement events
  - Resources required (internal and external to team)
  - Team member(s) accountable for completion
  - Expected role and input from Sponsor
  - Critical dependencies and project risks
- Key deliverables
  - Description of intermediate work products
  - Description of final work product and supporting materials (e.g., models, research)

Research Insights Document: Purpose Due in Week 6

Purpose

- Outline the engagement research and analysis completed to date
- Share initial learnings and key insights
- Discuss and test initial implications with the Sponsor
- Discuss emerging theories, obtain Sponsor feedback
- Outline research and analysis going forward
- Identify potential adjustments in work effort and/or project concerns

Research Insights Document (cont.): Key Elements Due in Week 6

Key Elements & Outline

- Brief (re)statement of the project effort focus
  - Key problem
  - Business context
- Review of work process for the effort
  - Key work tasks to date
  - Sponsor individuals and third parties involved to date
- Outline of research and analysis
  - Research conducted (primary and secondary)
  - Results of the work completed to date
  - Key work required but not yet completed
- Discussion of emerging insights to date, for example:
  - Market structure
  - Nature of the competitive set
  - Potential opportunities of challenges
  - Risks/concerns
- Discussion of implications/emerging theories
  - Initial implications coming out of the research
  - Preliminary thoughts on the how the opportunity/challenge will play out
- Brief review of the process for remainder of quarter
  - Update/reminder on Spring Quarter working process and schedule
  - Requirements for additional research and analysis
  - Requirements for additional support / work with the sponsor
  - Proposed changes to objectives and deliverables (if needed)

Final Client Presentation Due Week 10 / 11

Purpose

- The final client presentation is a summary of the work completed by the GSM team during the course of the quarter
- The purpose is to provide an overall narrative that starts with the objective of the effort, moves through the approach and the analysis, provides clear insights and implications of the work for the client, and drives to specific and actionable conclusions and recommendations
- The supplemental and support materials should provide the appropriate foundational elements from the work to help the client understand the basis for the final insights and recommendations
- None of the material presented in the final document should come as a surprise to the client – it should all flow from and be consistent with prior work and conversations

Key Elements & Outline

- Problem Statement and Project Scope
- Engagement Approach and Work Completed
- Findings and Analysis
- Insights and Implications
- Conclusions and Recommendations
- Supplemental/Support materials (often included as a separate document)
  - References
  - Data
  - Analysis
  - Models
  - Surveys
  - Other relevant information that provides insights and context for the work

Lessons Learned (Reflections) Paper Due Week 11 (Exam Period)

- **This is an individual (not team) 3-5 page, double-spaced paper with the overall goals to:**
  - Summarize your personal IMP experience
  - Discuss your role on the team and the interaction of the team members
  - Focus on what you've learned from the process vs. the specific consulting assignment itself
  - Outline your experience with an integrated approach to the client opportunity
  - *Note: This is not intended as a course evaluation. You will be provided with separate opportunities to give specific feedback on the class itself.*
- **Question each team member should consider in their paper:**
  - Overview of your Role/Teamwork
    - What were your key contributions to the team?
    - How did your skills complement the skills of others on the team?
    - Evaluate your own performance. What did you do well? How could you have improved?
    - Evaluate your team's performance? What did the team do well? What could the team have improved?
  - Lessons Learned from the Consulting Process
    - How effective was the approach the team took to address the client situation?
    - What were the key challenges faced by the team? How did the team adjust to the challenges?
    - What were the most interesting or surprising findings from your (team's) work?
    - What impact do you think the team's efforts had/will have on the client's thinking and business?
  - Developing an Integrated/Cross-Functional Perspective
    - What functions of your Client's business (marketing, finance, operations, etc.) did you and your team consider in developing your recommendations to address your Client's situation?
    - What key insights did you take away from an (integrated) cross-functional approach to the opportunity? How might you use these insights going forward?

Individual Engagement and Participation Assessment

- **Engagement and participation by each student is critical to success of the IMPACT Project Team**
  - It is expected that all students on the team will be actively engaged in the work for the quarter
  - The faculty advisor will review and assess each student's engagement and participation individually, and will assign a grade on an individual (not group) basis
- **The Faculty Advisor will evaluate student engagement and participation in class/team sessions against the following standard:**
  - Demonstrates excellent preparation: has analyzed material exceptionally well
  - Offers analysis, synthesis, and evaluation of material, e.g., puts together pieces of the discussion to develop new approaches that take the team further.
  - Contributes in a significant way to ongoing discussion: keeps analysis focused, responds thoughtfully to other students' comments, contributes to the cooperative argument-building, suggests alternative ways of approaching material and helps the team analyze which approaches are appropriate
  - Demonstrates ongoing active involvement in the project effort
- **Each student will complete an end of quarter evaluation to rate each member of the team based on relative contribution to the team's work and project outcome**
  - This is a **<u>supplement</u>** to the faculty advisor's own assessment and review of each student's engagement and participation
  - See following page in the handbook for additional details on this assessment

Peer / Self Evaluation on Participation Due Week 11 (Exam Period)

Peer & Self Engagement / Participation Performance Evaluation: End of Quarter

- Much of the team interaction in MGT440 takes place outside the view of the faculty advisor.
- To help provide additional insights into engagement/participation, each student will provide feedback on their team members' performance as well as their own at the end of the quarter.
- This is a *Confidential* assessment submitted directly to the faculty advisor through EduSourced, and will not be shared with the student's other team members.
- It is a numeric assessment with the opportunity to provide more detailed written feedback – feedback which is required for an assessment that is not "As Expected."
- Evaluations for each individual will be summarized – the faculty member will be looking at trends in these evaluations to help provide additional insight into student participation.
- The faculty advisor -- solely based on her / his judgment – will assign the engagement/participation portion of the course grade for each student.
- The Peer/Self Evaluation form will be available on EduSourced starting in Week 10, and must be completed before the end of exam period. An example form is in the Appendix.

Peer / Self Evaluation on Participation Template Form (Example only, form on EduSourced)

MGT440 Peer & Self / Team Member Evaluation

In EduSourced you will find the Self and Team Member Evaluation at [LOCATION]. You are required to completed this Evlauation for each of your team members and yourself by 5pm on the last day of exam period.

Rate each of your team members' contribution to the success of your IMPACT project. Factors to consider in your evaluation are as follows:

Evaluation Factors: Overall contribution to the final outcome of the project

- Personal commitment to the team, and to the quality level of the project
- Ability to assess and deal with critical factors and priorities, and meet deadlines
- Behavior in the fostering constructive relationships among team members and the client sponsor
- Effectiveness of communications within and outside team
- Reaction to unforeseen events and obstacles

Use the form on EduSourced to complete the Evaluation as follows:

Evaluation Process: Rate each team member's contribution from 1 to 5

- If you or a team member has met expectations for their contribution to the team, they should be scored at **3**.
- If a team member(s) clearly contributed more than expected, recognize that team member with a score **4 or** 5.
- If a team member contributed less than expected, score the team member with a **2 or 1**.
- **Supporting Comments**: If you rate any team member(s) **above or below 3,** you **must** provide supporting comments in the comments field, with respect to one or more of the evaluation factors above for each team member you so rate.

MGT440 Peer & Self / Team Member Assessment
Template Only – Form online at EduSources [LOCATION]

Team Member	Rate Overall Contribution by Each Team Member					Comment (Required for any rating other than 3)
	1: Well Below Expectations	2: Below Expectations	3: At Expectations	4: Above Expectations	5: Well Above Expectations	

SUPPORT MATERIALS
CODE OF CONDUCT

Code of Conduct

- We are responsible for our conduct to our university community, to the Graduate School of Management faculty and administration, to our fellow students, and to those from whom we seek information and assistance. Any violation of this code of ethics will be reason for automatic failure of the course.
- Throughout the class, each student is expected to conduct him/herself in concert with the UC Davis Code of Academic Conduct outlined at: **http://sja.ucdavis.edu/files/cac.pdf**
- In addition, students are expected to comply with the following code of ethics for working with sponsor organizations:

  (1) While the team does not receive financial remuneration for this activity, we are taking the time, and therefore exacting a real cost, of many people. We must do everything possible to minimize this cost, especially to sponsor organizations.

  (2) This program entails responsibility to three parties:

    (a) our team members, who are counting on us to carry our share of the burden and to treat each other in a professional manner;
    (b) our sponsor organization, or whoever we contact personally to obtain information, who may incur both a cost and a competitive risk;
    (c) the University and School community, which requires that we live up to high academic and personal standards and that we leave an impression of high quality and integrity with all those we contact.
- (3) If there is any real or perceived conflict of interest with our sponsor organization, we should seek another sponsor or another team.

Code of Conduct (continued)

(4) We must maintain strict confidentiality of information given to us in confidence.

(5) We must make no contacts, outside of information available publicly such as in libraries or on the Internet, without express permission from our sponsors, or without permission by the course instructor.

(6) We should research sponsor organizations as much as possible before visiting them. They will respect us more for our advanced understanding of their operations, and we will minimize their time costs.

(7) We should meet with as many people as possible to obtain objective information, yet subject ourselves to the discipline of minimizing the sponsor's costs.

(8) We should never make ad hoc suggestions. We should learn as much as we can before we come to even preliminary conclusions.

(9) We must report our research findings and conclusions honestly, factually and understandably. We must have explicit agreement in advance of the production of our final report of the limits of our study and of the sources that may require protection.

(10) We must have a work plan approved by a Faculty Advisor before we start working with the sponsor. All parties to this project must understand their obligations in order to allow completion of the project on time.

SUPPORT MATERIALS
PROJECT MANAGEMENT OVERVIEW

To Start: Definitions

- **Project**
  - Transitory effort undertaken to create a unique product / service / result
  - Directed by a specific set of objectives
  - Completed through a series of work steps over a defined period of time
  - Performed through allocation and deployment of (human) resources
  - Produces clear end deliverable(s)
- **Project Management**
  - The application of knowledge, skills, tools, and techniques to project activities
  - Focused on directing resources to meet project requirements
  - Provides required effort from planning through completion
  - Orchestrated by a Project Manager, often without direct authority over project resources

To Start: Definitions (continued)

- **Project Scope**
  - A clear articulation of the work that needs to be accomplished
  - By exception, makes implicit what is *not* included
  - Becomes core of agreed-to “contract” between project team and other stakeholders (e.g., clients)
- **Project Plan**
  - Document used to guide project execution and project control
  - Outlines agreed to scope, staffing, and schedule
  - Provides clarity on assumptions and key decisions
  - Used to facilitate communication among stakeholders
  - Use to manage (client) expectations

Defining, Planning & Managing IMPACT Projects

Define & Organize

- Establish the project team & governance
- Develop understanding of the current situation
- Define the objectives
- Develop the strategy & approach

Plan & Agree

- Develop the project work steps
- Develop the project schedule
- Build the project resource plan
- Define the deliverables for the effort
- Gain team and client agreement

Track & Manage

- Manage project communications
- Track and assess the project progress
- Manage project risk
- Administer the project
- Provide the project deliverables

Establish the Project Team / Governance Process

KSF: Build an organization with the appropriate skills, availability, and engagement in the effort

- **Identify all participants on the project**
  - Includes the client team
  - Includes external resources
- **Establish roles and responsibilities**
  - Communication and management
  - Research & analysis
  - Writing and presentations
  - Client engagement
- **Address critical governance questions**
  - How are decisions made? Who is involved?
  - Who has ultimate authority? Over what aspects of the project?
  - How are disputes revolved? How are disputes avoided?

Project Roster / Work Model

Name & Title	Organization	Role	Responsibilities
GSM Team Members			
…			
Client Team Members			
…			
External Resources			
…			

Understanding of Situation

KSF: Develop a focused understanding of current company situation as it relates to the project

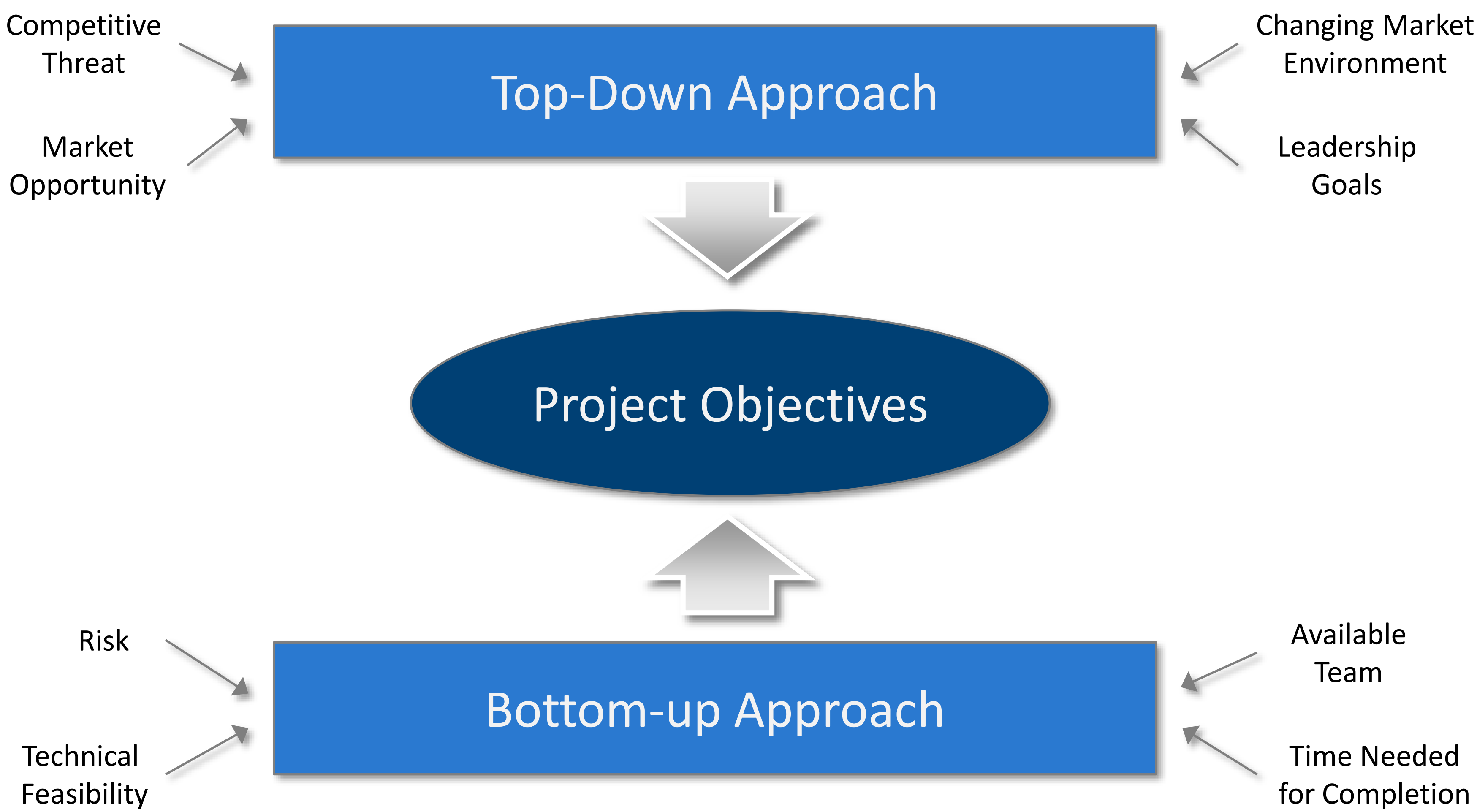
- **Establish the key parameters that set the context for the project**
  - Market conditions
  - Business strategy
  - Company operations, financials, competitive set
- **Understand the insights the company has about these parameters**
  - Challenges to current business
  - Speculative opportunities
- **Provide the team's initial insights**
  - Preliminary research
  - Background/experience
- **N.B., For IMPACT projects combination of own initial research and company supplied materials**

Project Objectives

KSF: Establish and obtain internal and external agreement on the specific objectives for the project effort

- **Articulate what the client is asking for**
  - Define who is the client (the decision-maker) and address divergent views
  - Converge on the specific opportunity/challenge they want to pursue
  - Converge on the expected end deliverable(s)
- **Assess fit with current client context**
  - Information/insights
  - Capabilities/requirements
- **Assess fit with the project team**
  - Insights, hypotheses
  - Resources, capabilities, timeline
- **Determine what is included and what is *not* included in the project effort**
  - Ultimately it is the team's responsibility to define and obtain agreement

Sidebar #1: Tension in Establishing Project Objectives



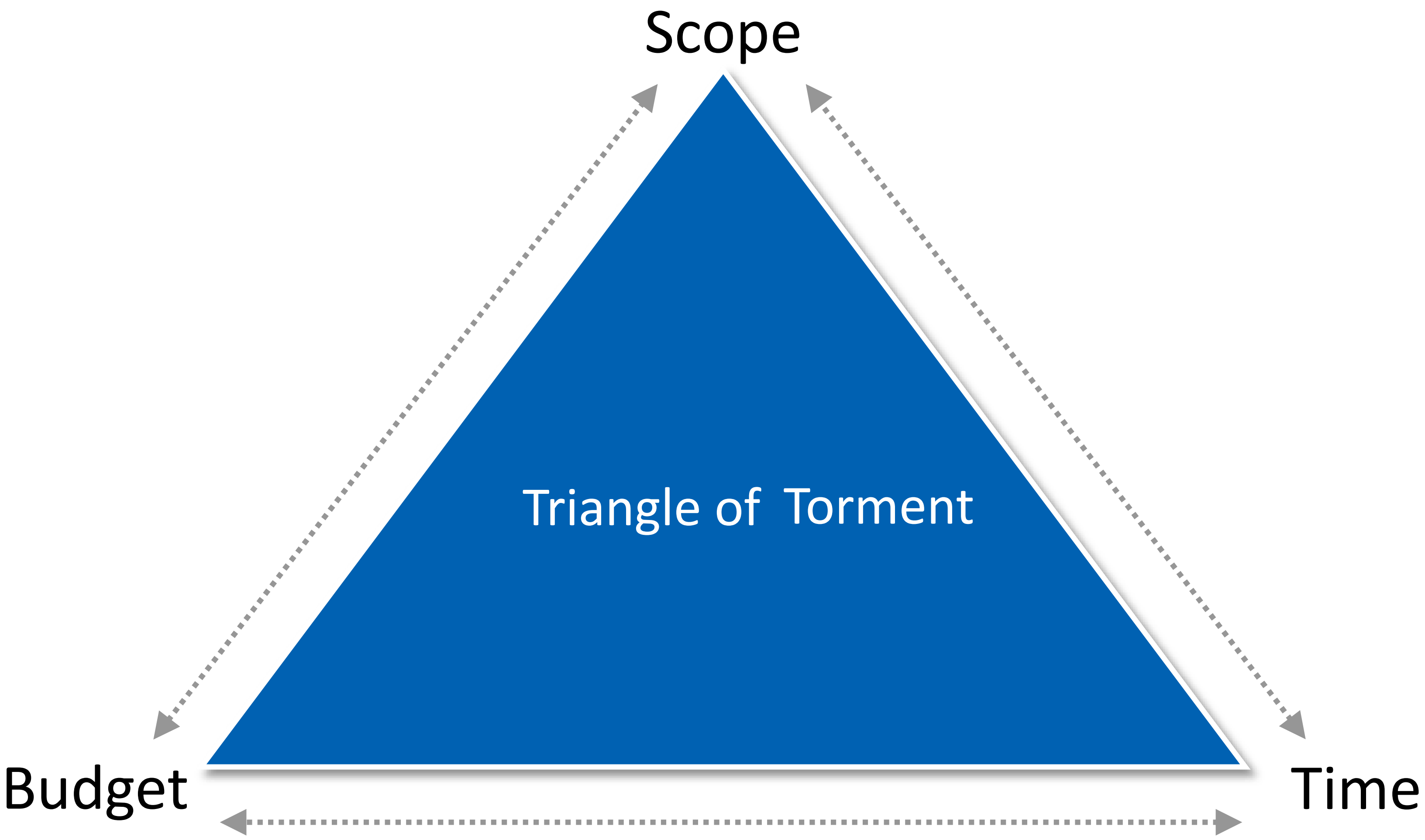
Source: Adapted from HBS Project Management Manual

Project Strategy & Approach

KSF: Define a focused set of strategic questions to be answered and a methodology for addressing them

- **Define the problem/opportunity**
  - What questions drive to the assessment of the objective?
  - What questions drive insights into relevant areas of company operations, customers, business environment, competitive set?
- **Provide a framework/approach to tackle the key questions**
  - What kind of information is needed? Where will this information come from?
  - What kind of analysis is required? How will you conduct the analysis?
  - What do you expect the work to show? How does that affect the approach?
- **Agree on the areas of focus**
  - Consensus on the emphasis for the project work
  - By exclusion, potential work areas *not* part of the project effort
- **N.B., IMPACT teams need to ramp up quickly to get this right**

Sidebar #2: Scope & Project Trade-offs



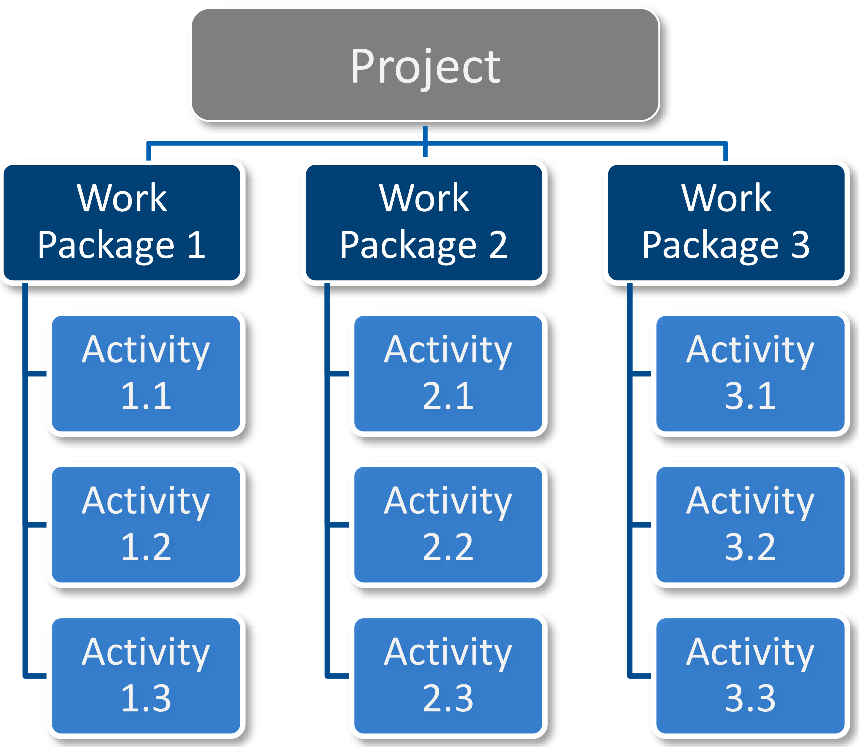
Project Work Steps

KSF: Create a plan that breaks the project effort into a clear and logical sequence of work activities

- **Each work step details a distinct activity**
  - Manageable – and "estimate-able" pieces
  - In toto account for *100%* of the work required
- **Description of each work step a clear indication of what is being done**
  - Linked to each other to identify dependencies
  - Can be done serially or in parallel
- **Rules of thumb**
  - No individual steps require more than one (wo)man week of work (40 hours)
  - Each individual step forms a "work package" that can be managed as an encapsulated activity with a single lead
  - Typical IMPACT Projects have 2-3 sub-teams to "divide and conquer"

Work Breakdown Structure (WBS)

Classic WBS

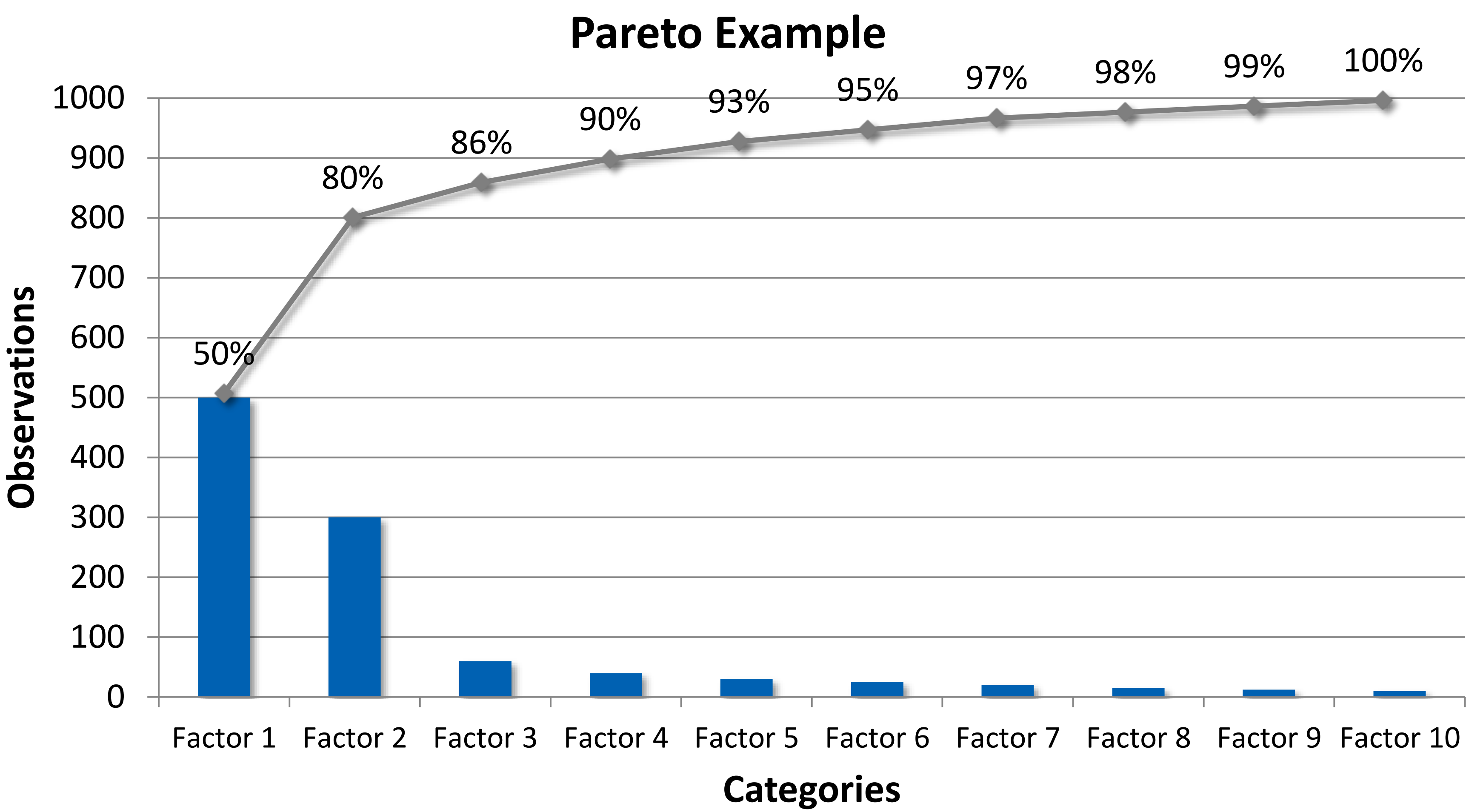


Typical Consulting "WBS"

Project

1. Work Step
   - 1.1 Sub-step
   - 1.2 Sub-step
   - 1.3 Sub-step
2. Work Step
   - 2.1 Sub-step
   - 2.2 Sub-step
   - 2.3 Sub-step
3. Work Step
   - 3.1 Sub-step
   - 3.2 Sub-step
   - 3.3 Sub-step

Sidebar #3: 80/20 – The Pareto Principle



The Pareto Principle & Consulting

- Focus on the critical elements that drive the project analysis
- Recognize the importance of getting the "big insights" right
- Invest significant effort to identify/assess the 20% that drive impact
- Have discipline to identify and avoid the rabbit holes
- Constantly evaluate "Are we there yet?" and if not what will it take
- Manage team and time resources accordingly

Sidebar #4: Engagement narrative and driving hypotheses

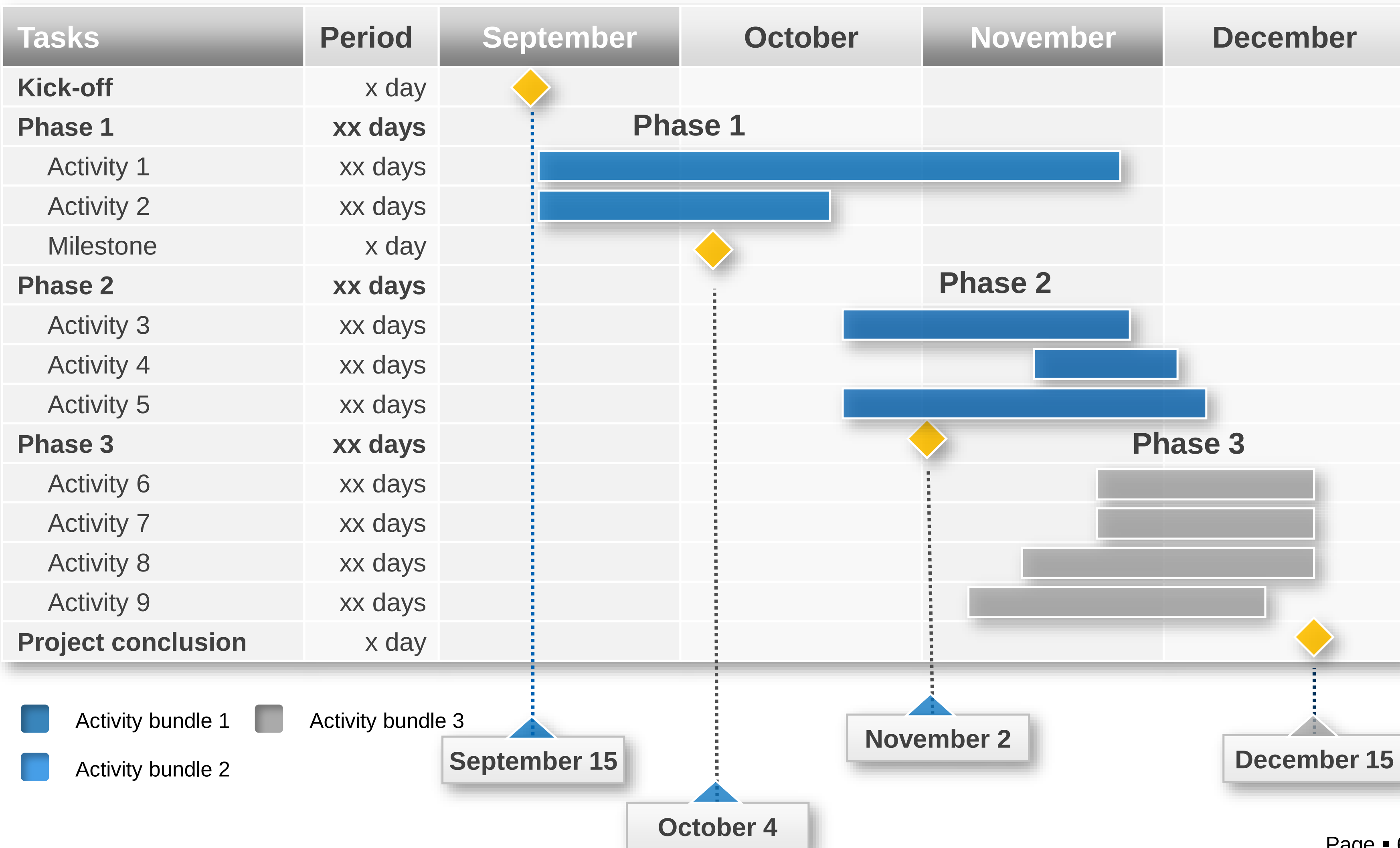
- **Establish a "narrative" at the very beginning of the project**
  - The prospective story the team will tell the client at the project end
  - The framework of guiding hypothesis/logic supporting the final conclusions
  - The process, research, insights, and implications required to "prove it"
- **Define what you need to assess the strength and weakness of the narrative**
  - Steps needed to test the viability of your initial narrative and hypotheses
  - How/when you bring in alternative hypotheses
- **Evolve your narrative – and the requirements to demonstrate it**
  - At each major insight – effectively "rewrite the deck"
  - In a short project potentially every week

Project Schedule

KSF: Layout the project activities in a timeline that supports management of tasks and dependencies

- **Chart work steps/team activities/milestones**
  - Track and manage internal team
  - Manage client expectations
  - Identify project decision deadlines
  - Highlight devilverables review and agreement windows
- **Rules of Thumb**
  - Show all top level work activities
  - Account for sponsor deliverables
    - What needed from whom in what time frame
    - Expected response cycle to obtain their required inputs
  - In complex projects critical to track and manage dependencies
- **N.B., IMPACT Project Leads can have a co-lead responsible for logistics**

Dependent Scheduling: Gantt Charts



Project Resource Plan

KSF: Develop and agree to a resource plan with clear and balanced allocation of (human) resources

- **Articulate and codify responsibilities**
- **Be able to answer the question "who owns this?" for every task**
- **Balance the effort across the team based on skillset and work load**
- **Identify what happens when there are resource challenges**
  - Process to add resources for a particular task
  - Process for addressing underperforming team member
- **Articulate and codify the means to coordinate and integrate individual efforts**
  - What resources affected by parallel work
  - Who is responsible for coordination
  - When and how do the efforts get tied together
- **N.B., Typical IMPACT Projects have 2-3 sub-teams to "divide and conquer"**

Project Communications

KSF: Facilitate management of the project through structured sharing of key project information across key stakeholders

- **Process for Internal Communications**
  - Clear mechanism(s) to keep all members of team “in the loop” on project developments and materials
  - Organized plan for regular meetings to:
    - Discuss emerging insights
    - Address required project decisions
    - Review required/proposed changes
    - Manage formal internal faculty reviews
- **Process for External Communications**
  - Deliver periodic informal updates
  - Handle ad hoc requests (going either way)
  - Soliciting input and feedback on emerging issues/insights

Sidebar #5: Client “Handling"

- **Recognize critical nature of relationships as a key to success**
- **Demonstrate a knowledge of the business and the culture**
- **Identify who the stakeholders are**
  - Invest in building a connection with them
  - Be able to view things through their eyes
  - Address any potential points of disagreement
- **Learn to “speak the language” – use the right terminology**
- **Be attentive: listen early and often**
- **Be responsive: address inquiries and emerging issues as they happen**
- **Be candid *and* balanced – “velvet hammer”**
- **Offer no surprises – preview emerging insights, especially when they go against the grain**

Project Monitoring & Assessment

KSF: Understand how the team is doing against core objectives, timeline, resource allocation, client expectations

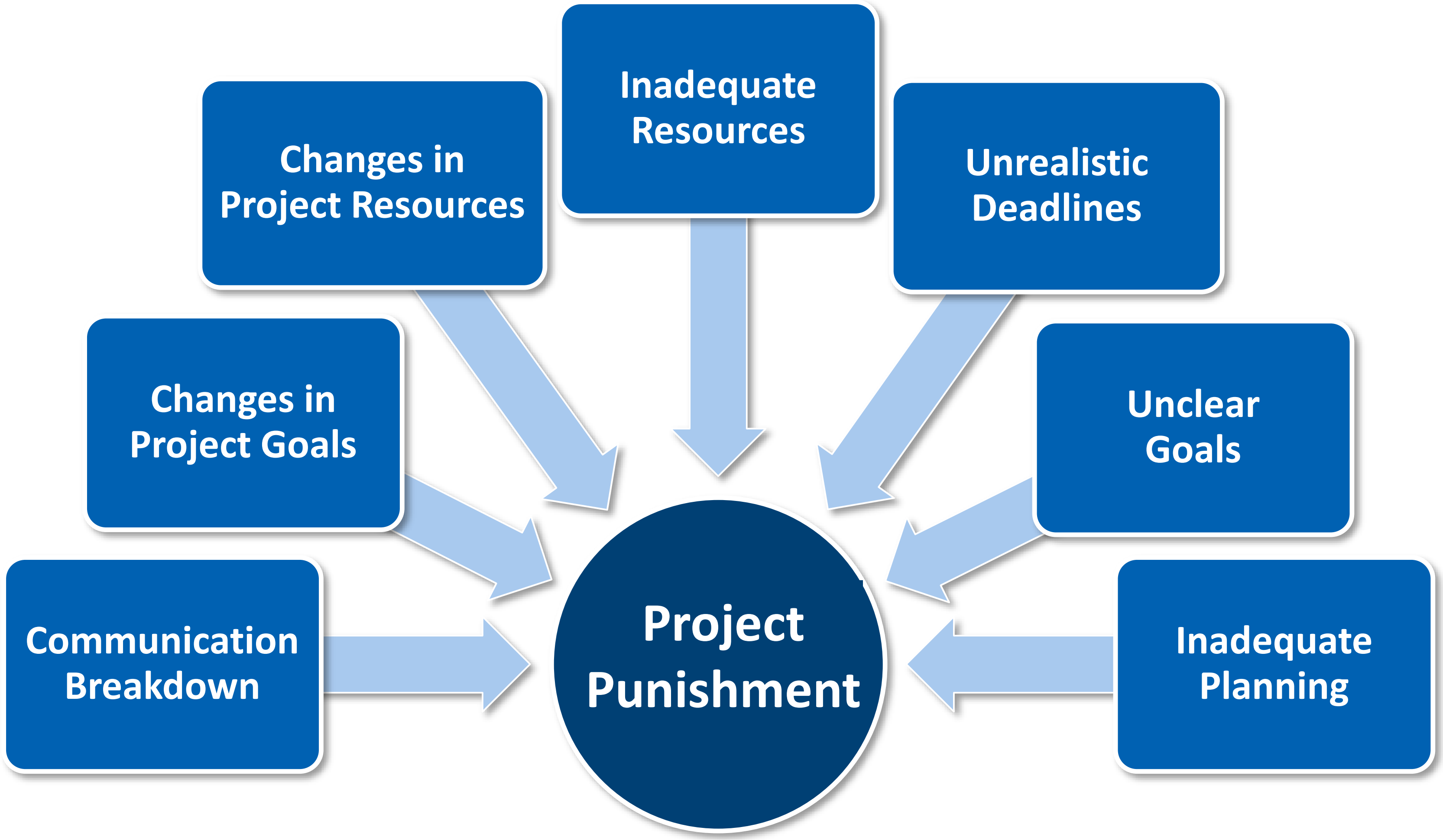
- **Track, review, and regulate project progress on a regular basis**
  - Schedule
  - Resource allocation
- **Perform quality control on emerging deliverables**
  - Are they meeting expectations
  - If not, identify plan for cure
- **Anticipate when the project may be headed off track**
  - Schedule slip
  - Possible changes to scope
- **Report on project performance**
  - Internal team
  - Faculty advisor

Project Risk Management

KSF: Anticipate and be prepared for project elements to veer away from plan

- **Identify areas of high potential risk in the project**
  - What represents a “reach” in terms of access to information or analysis
  - What elements of your hypothesis are the most difficult to support
  - Where might the client push for a scope change
- **Determine potential impact and develop contingency plan**
  - What happens to your work plan / schedule?
  - What happens to your deliverables
  - What changes in approach and resources
- **Rules of thumb**
  - Inductively draft project final report early in the process
  - Continue to refine and reflect back on during every team meeting

Sidebar #6: Sources of Project Risk



Project Administration

KSF: Present a professional and organized front

- **Track project work tasks, leadership, dependencies, progress**
- **Control client materials, research, WIP, deliverables**
- **Schedule, attend, and manage meetings**
- **Take and disseminate session notes**
  - For *all* meetings
  - Comprehensive
  - Organized and typed, same day as the discussion/interview
  - Share with all team members
- **Document and incorporate feedback from faculty and sponsors**
- **Submit deliverables in the appropriate format at the appropriate time**

Deliverables / Close-out

KSF: Clearly articulate what is expected as the output from the project effort

- **Directly addresses the project objective(s)**
- **Flows from the strategic approach**
- **Is supported by the work steps**
- **Built up logically from the work product**
- **Provides all project materials**
  - Project presentation
  - Project report
  - Analysis, models, back-up materials

Sidebar #7: 90/10

IMPACT Projects Level of Effort Over Course