**MBA Program**

**MGMT 592 Project – Spring 2023**

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 **Course Objective:**

It is essential that an MBA graduate in today’s business world with rapidly changing management issues, concerns and challenges, to quickly adapt to different business environments, be able to conduct detailed analysis when faced with real problems, effectively work and communicate in a teamwork environment and deliver results. The capstone project course in the Sabancı MBA program, also known as the Company Action Project or CAP, aims to provide the students with hands-on experience and opportunity for action-learning in a real company project setting. By running through the full project management cycle of a real project offered at a CAP-sponsor company, students experience a real business environment *before* graduation, and hence prepare in the best possible way for their future professional career.

**Definitions and Roles:**

Within the CAP, the following roles and responsibilities are defined, which are listed here for reference:

Company Action Project (CAP): A project offered by a company or a not-for-profit organization and executed within the January-May time framework by a team of Sabancı MBA students in the second semester of the MBA program.

CAP Sponsor Company: The company or not-for-profit organization that offers a CAP.

CAP Team: A team comprised of 2 to 3 Sabancı MBA students chosen by the CAP Sponsor Company to execute the project. Teams cannot be formed as all-male, all-female, all-international students, unless in exceptional situations which are to be approved by the course instructor.

CAP Academic Advisor: MBA director is responsible for the overall academic coordination of the CAPs. The responsibilities are:

* Oversee both the content and project management of the project,
* Watch out for risk of a CAP having a weak scope – a scope that leads to lost opportunities in learning and contribution to the company,
* Assist students in learning academic content related to the project (as in an independent study, by leading them to relevant literature etc.),
* Direct the students to other professors in SOM. if those professors’ expert knowledge could help the students improve the content of the project,
* Ensure a certain degree of discipline in project management is maintained by the students (e.g. frequency and management of meetings, project plans, etc.),
* Set high standards for students by their own preparedness, punctuality and enthusiasm for the project.
* To ensure the overall quality of the projects done,
* To ensure CAP project applications given by companies are in line with the objectives; to screen project applications to mitigate known risks; to advise students during project selection and team formation,
* To ensure learning outcomes assessment associated with CAP project is properly done,
* To resolve conflicts that may happen in CAPs (among faculty, companies, and students).
* To ensure CAP Value Added presentations and Finalists Competition are done in line with the objectives.

CAP Company Supervisor: An employee of the CAP Sponsor Company who acts in advising as well as grading capacity, with the following responsibilities:

* Introduce students to all key players, preferably to whole company,
* Make sure a proper process is followed,
* Meet with the students every week,
* Make the project challenging for the students
* Ensure a certain degree of discipline in project management is maintained by the students (e.g. frequency and management of meetings, project plans, etc.),
* Set high standards for students by their own preparedness, punctuality and enthusiasm for the project.
* To ensure the overall quality of the project,

CAP Administrative Coordinator: is the administrative lead for all CAPs, with no teaching or grading responsibilities. The responsibilities are:

* To find CAP projects by soliciting applications from companies
* To plan company project proposal presentations and the administration of the project selection procedure,
* To maintain the schedule of CAP activities,
* To plan value-added presentations,
* To help CAP Academic Advisor in administrative tasks, such as inviting speakers, scheduling meetings,
* To maintain and improve CAP related material (brochures, web site, etc.),
* To collect and compile all the grades given by all participants of CAP.

**Course Material:**

There is no textbook for this course, as the course is about executing a full project management cycle of a real company project. This project cycle is to be executed under the supervision and guidance of a CAP Academic Advisor and a CAP Company Supervisor, with support (as necessary) from the CAP Administrative Coordinator.

The following complementing material included in the Appendix of this syllabus is used throughout the semester:

* Appendix A: Project Management Methodology
* Appendix B: Proposal Document Guidelines
* Appendix C: Progress Report Guidelines
* Appendix D: Final Report Guidelines
* Appendix E: Peer Evaluation

**Course Web:**

A SUCourse page is created for the course for online communications.

**Instructional Design, Schedule and Important Dates:**

Project course is executed by various participants listed above. The general steps the CAP project management cycle executed in this course are listed below, along with an approximate timeline:

* **September-December**: CAP Administrative Coordinator contacts companies and compiles project applications.
* **Pre-semester (one week)**:
	+ Companies present their project proposals.
	+ Students form teams and bid for available projects. The MGMT 591 (CAP Project Selection) syllabus provides the criteria and the mechanism for project bidding and assignment. Matching of projects to teams is completed.
* **Weeks 1-3**: CAP teams start working in their respective companies three days a week (Thursdays, Fridays); project contracts are signed; CAP teams develop their project proposals.
* **Week 4**:All CAP teams write and present their proposals to their Company. This is a critical milestone where all students and all company stakeholders agree on the project scope and plan. **March 30th, 2023**
* **Week 8**: Deadline for teams to submit their Progress Report to their CAP Company Supervisors., **April 27th, 2023**
* **Week 13**: CAP teams submit their Final Report and Final Presentation Slides to CAP Company Supervisors and CAP Advisor. **May 30th, 2023**
* The project management methodology that will be followed is provided in Appendix A, along with the guidelines for Proposal, Progress Report and Final Report, in Appendices B, C and D, respectively.

The following are the deliverables each CAP team must satisfy:

* Project Proposal Document
* Project Proposal Presentation
* Project Progress Report
* Project Progress Presentation
* Value-added Presentation (Depends on pandemic)
* Project Final Report

**Grading**:

Overall, each CAP is evaluated as follows

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| --- | --- | --- |
| Proposal | 10% | Company 100% |
| Progress | 20% | Company 100% |
| Final Report | 30% | Company 50% Academic 50% |
| Value Added Presentation | 30% | Academic 100 %  |
| Peer | 10% | Members of team |
| SUM | 100 |  |

# **Company CAP Grading Criteria**

This section presents the guidelines for grading of the Proposal, the Progress report and the Final Deliverable (in terms of the Final Report and the company presentation of the final report) of the CAP group members by the CAP Company.

The Company Supervisor assigns one letter grade for each student for each of the CAP stages, namely the Proposal, the Progress report and the Final Deliverable.

Since a crucial objective of the CAP design is the preparation of the students to be productive and successful members of the companies for which they will work in the future, the Company grading is designed to provide feedback on the fit of the student’s output and the objectives of the company. That is, with each letter grade assigned, the company as well provides feedback on the desirability of the student by the company based on the grading component.

The Feedback can be simply expressed as follows:

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| **Grade** | **Assigned to a student when the Company supervisor thinks that, based on the work provided:** | **Detail** | **Final Grade** |
| A | the student could work as a high performance full-time employee of the CAP company | Strongly |  93-100 **A** |
| Likely |  90-92,99 **A-** |
| B | the student could work as a full-time employee of a company like the CAP company, but not this Company. | Strongly Agree | 87-89.99 **B+** |
| Agree | 83-86.99 **B** |
| Slightly Agree | 80-82.99 **B-** |
| C | the student could work as a full-time employee of some Company. | Strongly Agree | 77-79.99 **C+** |
| Agree | 73-76.99 **C** |
| Slightly Agree | 70-72.99 **C-** |
| D | The student would not qualify as a full-time employee to any company. | Slightly Agree | 67-69.99 **D+** |
| Agree | 60-66.99 **D** |
| Strongly Agree | 0-59.99 **F** |

Consequently, a student who is graded with a majority of as based on his/her performance in the Proposal, the Progress report and the Final Deliverable would be seen as a candidate for a full time position at the company if/when the company has a relevant job opening. However, a candidate with a mix of Bs and Cs would be signaled that, although s/he could be potentially employed in the industry that the CAP company is in, s/he is not likely to be offered a position in the CAP company itself, even if a position was available.

# **Academic CAP Grading Criteria**

This section presents the guidelines for grading of the Final Deliverable (in terms of the Final Report and the Value Added presentation of the final report) of the CAP group members by the CAP Academic Advisor.

A fundamental design criteria of the CAP has been the completion of a Project for a Company with significant and meaningful input from theory. Whereas a CAP project could be somewhat completed with no insights, frameworks, concepts or methods from academia, a successful CAP project is expected to go beyond what the company could achieve on its own by incorporating insights, frameworks, concepts or methods from the resources of the University. This dimension of the cap, that is, the scientific methodology that is barrowed from the Academia, will be the main pillar of the Academic Grading of the CAP project.

In grading the CAP, the Academic Advisor will evaluate the application of the scientific method to the solution of the CAP issues. The components of the scientific method consist of:

* Depth, relevance, and completeness of problem definition stage– were the right questions asked?
* Depth, relevance, and completeness of the literature survey, articles covered and utilized.
* Depth, relevance, and completeness of the analyses – have all options been considered and compared?
* Depth, originality, and justification of your implementation and/or recommendations– did they follow from the analysis?
* Evidence of mastery of the frameworks, concepts, and methods developed during the course; and
* Appearance, organization, and readability (the effectiveness of the written and verbal presentation).

**Peer Evaluation of Teamwork**

Students will be asked to provide an evaluation of the members of their CAP team. This will be done at the end of the semester.

Each student will divide 100 points between the members of her team, excluding herself. This division should reflect that person’s judgment of the contribution of the members of her team. The scores should not be merely functions of time spent by each member, but they should be measures of the “contribution;” their relative contribution to the idea generation, research, analysis, writing, oral presentation, report writing, etc. If the team was highly functional, and each member did what they committed themselves to, then the student can assign the same mark to each member of the team. If, on the other hand, some members of the team did not fulfill their commitments and did not contribute as much as the others, then points can be distributed unevenly.

Past experience indicates that in most groups points will be distributed evenly. There will be a few groups where peer evaluations will play a role in the marks. The primary goal of this grading component is to avoid giving undeserved credit to individuals who did not help their teams. Please see the Appendix E for peer evaluation.

**Academic Honesty:**

Learning is enhanced through cooperation and as such students are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, students should only represent their own work as theirs. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting own ideas in students’ own words. Everything borrowed from books, articles, or web sites (including those in the syllabus) should be properly cited. Although students are encouraged to discuss ideas with others (including classmates), it is important that one does not share his/her writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one’s paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Students should pay utmost attention to avoid such accusations.

**Implementation Policies and Professional Conduct:**

All students registered in the MGMT 592 course who are carrying out projects at sponsoring company sites must follow professional business conduct and etiquette, be respectful to employees and managers of the sponsor company and show due diligence in performing all project tasks. Failure to do so may result in cancellation of the project by the CAP Sponsor Company and/or disqualification of the CAP team from further continuation of the project. In this case, the CAP team may be evaluated as unsatisfactory in MGMT 591.

**Appendix A– Project Management Methodology**

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**Appendix B – Project Proposal Guidelines**

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| Project proposal document is a crucial document for good project management experience with the company. It should clearly explain the objective, scope and methodology and what deliverables are to be produced at what time plan. It should be prepared in cooperation with the project sponsor and should be approved by the advisor and the sponsor. Although the structure of the report depends on the specific project requirements, it usually contain the following sections:* **Cover Page,** containing
	+ A headline with Sabancı University School of Management
	+ Name of the project,
	+ Submitted to: *Name of the Company Sponsor*
	+ Date of Submission
* **Table of Contents**
* **Introduction**
	+ Introducing the reader to the report
		- A short introduction to report’s objectives and sections
* **About the Company**
	+ General description, size, products, markets etc.
	+ Other related information, data, findings etc. to set the project environment
* **Project Definition**
	+ Problem Statement
	+ Project Objectives
	+ Project Scope
	+ What is not in the project scope (limits and exclusions)
* **Project Methodology**
	+ Qualitative and quantitative methods, tools and techniques to be used
	+ Data requirements and sources
* **Social and Environmental Impact and Ethical Issues**
	+ A preliminary foresight on issues, which may be relevant to the specific CAP project.
* **Time Plan**
	+ Activities, their completion dates, milestones, etc.
* **Communication Plan**
	+ Regular meetings (times etc), communication methods and distribution plans (who will get what information in what format and how), etc.
* **Estimated Budget (optional)**
* **Project Risks and Contingency Plans**
	+ For each risk likelihood of occurrence (low, mid, high) and potential impact level (low, mid, high)
* **Glossary (glossary of terms referenced in the report)**
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**Appendix C – Progress Report Guidelines**

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| Progress report describes all progress made in the project to date, by relating what has been done in the project to the tasks defined in the Project Proposal. If some tasks did not progress as planned, the report must provide reasons as to why, and suggest courses of action to overcome any potential problem. If there have been scope changes in the project since the Project Proposal was presented and submitted, the Progress Report must describe the new and/or modified tasks in sufficient detail, and also provide an updated project calendar. The Progress Report should be prepared in cooperation with the project sponsor and the academic advisor, and must be approved by both. The structure of the report should typically contain the following sections:* + **Cover Page,** containing
		- A headline with Sabancı University School of Management
		- Name of the project,
		- Submitted to: *Name of the Company Sponsor*
		- Date of Submission
	+ **Table of Contents**
	+ **Introduction**
		- Introducing the reader to the report, its objectives and sections
	+ **About the Company**
		- General description, size, products, markets etc.
		- Other related information, data, findings etc. to set the project environment
	+ **Project Definition**
		- Problem Statement
		- Project Objectives
		- Project Scope, what is not in the project scope (limits and exclusions)
		- Discussion of any scope changes since the proposal
	+ **Project Methodology**
		- Qualitative and quantitative methods, tools and techniques to be used
		- Data requirements and sources
	+ **Social and Environmental Impact and Ethical Issues**
		- Identification of the ethical issues encountered
		- Discussion of potential Social and Environmental impacts of the project
	+ **Accomplishments to Date**
	+ **Actions for the Second Phase of the Project**
		- Remaining task and the supporting rationale
	+ **Updated Time Plan**
	+ **Updated Project Risks and Contingency Plans**
		- For each risk likelihood of occurrence (low, mid, high) and potential impact level (low, mid, high)
	+ **References**
	+ **Appendices**
		- Any supplementary material
	+ **Glossary (glossary of terms referenced in the report)**
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**Appendix D– Final Report Guidelines**

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| The Final Report should start with a short Executive Summary of the project intended for Senior Management and the general audience. It should then outline the main statement and goal(s) of the project as well as the actual work done in the project to reach these goal(s), and provide a clear description of the value added to the Sponsor Company as a result of the work completed during the project. The report must also discuss social and ethical implications of the project and provide recommendations for future implementations of the concepts, models, and ideas developed during the project, and finally discuss further extensions of the project. The Final Report should be prepared in cooperation with the project sponsor and the academic advisor, and must be approved by both. The structure of the report should typically contain the following sections:* **Cover Page,** containing
	+ A headline with Sabancı University School of Management
	+ Name of the project,
	+ Submitted to: *Name of the Academic Advisor, Name of the Company Sponsor*
	+ Date of Submission
* **Table of Contents**
* **Executive Summary**
* **Introduction**
	+ Introducing the reader to the report, its objectives and sections
* **About the Company**
	+ General description, size, products, markets etc.
	+ Other related information, data, findings etc. to set the project environment
* **Project Definition**
	+ Problem Statement
	+ Project Objectives
	+ Project Scope, what is not in the project scope (limits and exclusions)
	+ Discussion of scope changes, if any
* **Project Methodology**
	+ Qualitative and quantitative methods, tools and techniques to be used
	+ Data requirements and sources
* **Tasks Done**
	+ Overview of tasks done in line with the methodology
	+ Time and resources spent on main tasks
	+ Significant deviations from the plan, risks that occurred
* **Social and Ethical aspects of the project**
	+ Identification of the ethical issues encountered
	+ Discussion of potential social and environmental impacts of the project
* **Value Delivered**
	+ Main value added for the CAP Sponsor Company
	+ Recommendations for future implementation and supporting rationale
* **References**
* **Appendices**
	+ Any other supplementary material
* **Glossary (glossary of terms referenced in the report)**
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**Appendix E-Peer Evaluation**

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| **CAP Teamwork Peer Evaluation** |
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| Please provide an evaluation of the members of your CAP team below. You must complete this sheet INDIVIDUALLY and evaluate all members of your team, by dividing 100 points between the members of your team.This division should reflect your judgement of the contribution of the members of your team. Your scores should not be merely functions of time spent by each member, they should be measures of their relative contribution regarding idea generation, research, analysis, writing, oral presentation, report writing, etc.  |
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| If you feel the team was highly functional and each member did what he/she has committed him/herself to, then you may assign the same score to each team member. On the other hand, if you think some team members did NOT fulfill their commitments (or fulfilled MORE), you may distribute the 100 points UNEVENLY.  |
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| **TEAM MEMBER’S NAME** | **POINTS** |
|   |   |
|   |   |
|   |  |
|  |  |
|   |   |
| **TOTAL** |   |
|  | **100** |