

General Course Information

Instructor:	Melanie Lang
<i>Email</i>	melang@uoguelph.ca
<i>Office Location</i>	Macdonald Hall, Room 325 Gordon S. Lang School of Business and Economics
<i>Office Hours</i>	Meetings by appointment
<i>Department/School</i>	John F. Wood Centre for Business and Student Enterprise
Class Schedule:	Fridays – 8:30am – 11:20am TBD
Pre-requisites:	Instructors consent, (1 of MCS*1000, MGMT*1000, MGMT*2150) minimum 70% cumulative GPA, minimum 10.0 credits

Course Description

Offered through the John F. Wood Centre for Business and Student Enterprise (Wood Centre), this project-based course is designed to provide students with an opportunity to engage with community organizations by working as consultants in interdisciplinary teams, and to investigate and propose sustainable solutions to live cases put forth by real world clients. Project requirements will vary based on the needs of the assigned client.

Course Learning Outcomes

Upon successfully completing this course, you will: learn to work within a set group of students engaging with real business clients on specific complex issues, researching information and providing advice and recommendations in a professional unbiased manner based on investigation.

Knowledge and Understanding:

- 1) Apply logical business principles to solve complex issues using a high degree of creativity, innovative thinking and, integration of knowledge from their respective disciplines through preparing a collaborative group project and presentation for an external client.
- 2) Reflect and critically analyze both their team's performance on the project and on their individual learning through team contracts, peer evaluations and independent goal setting and reflection.
- 3) Extract information from a variety of resources and assess the quality and validity of the material as it relates to the project context.

Discipline/Professional and Transferable Skills:

- 4) Develop a broader perspective of business and commerce beyond their program of study by working in interdisciplinary project teams and with external clients.
- 5) Demonstrate effective integrative communication with a variety of audiences (group members, client, course instructor) through weekly sessions; on-going communication with client (meetings, emails, phone calls); written and oral presentations to the client.

Attitudes and Values

- 6) Show critical appreciation of the principles for self-directed learning and design thinking methods in order to understand complex issues, generate sustainable recommendations and create a positive social impact with the local community.

Summary of Course Content and Materials

The elements of this course are dynamically integrated to provide students with a framework and strategy development for social innovation and entrepreneurship. Design thinking methods in order to understand complex issues, generate sustainable outcomes, and create a positive social impact with the community will be brought forth. Through exercising the mindset of a social innovator, students will be able to work in an organization while relating theory to practice in a real project challenge. Discussions within the course aim to develop and strengthen the tools needed in order to effectively balance business and entrepreneurial approaches – focusing on the ability to critically analyze the opportunities and challenges surrounding their client through the power of effective communication.

Business Consulting Project Overview: Interdisciplinary teams will be comprised on 2-4 student consultants. Each team will work directly on a project for an assigned client throughout the term.

Course Assessment

Group Grades: (subject to Peer Evaluation unless otherwise stated):			Associated Learning Outcomes	Due Date/ location
Assessment 1:	5%	Team Contract	LO 2, 5	January 17 th Noon / Dropbox
Assessment 2:	10%	Project Plan	LO 1,3,4,5	January 27 th Noon / Dropbox
Assessment 3:	15%	In-class Presentation	LO 1,3,4,5,6	February 14 th /21 st / In Class
Assessment 4:	15%	Draft Final Report	LO 1,3,4,5,6	March 6 th Noon / Dropbox
Assessment 5:	15%	Final Report	LO 1,3,4,5,6	March 27 th Noon / Dropbox
Assessment 6:	10%	End of Term Poster Showcase	LO 2,3,5,6	March 27 th / TBD
Individual Grades:				
Assessment 7:	10%	Peer Evaluation	LO 2,5	Throughout semester
Assessment 8:	10%	Professionalism	LO 5	Throughout semester
Assignment 9	10%	Reflections	LO 2	Throughout semester
Total	100%			

Breakdown of Course Work

Team Contract (5%)

Complete the template (posted on CourseLink) as a team. This is not your standard contract seen in previous courses. This contract is binding in that it is referred to throughout the term should there be any issues with team members. Be sure to be as detailed as possible while completing the contract.

Project Planner to Client (10%)

Each group is working towards different end of term deliverables, and as such we will be asking you to complete a project planner in order to begin framing the final deliverables and populating with the content that you have acquired. This report will be first reviewed by the Wood Centre team, then shared with your client. This is an opportunity for you to receive feedback and suggestions on future direction.

In Class Presentation (15%)

Your class final presentation should reflect work done to date; however, the majority of your time should be spent discussing the objectives and recommendations that have been proposed. Consultants are expected to present for a minimum 15 minutes, maximum of 20 minutes in length with time for Q&A thereafter. Again, a large portion of the class presentation evaluation is how you take ownership of the discussion throughout the presentation as well as concluding remarks and questions.

Draft Final Report (15%)

Your final report should contain all the work you completed since the beginning of the semester. Teams are encouraged to utilize the resources provided on CourseLink as well as reference past reports available in the Wood Centre office. The purpose of your submission is to be provided with feedback, and consultants are required to make changes. Adherence to such changes will impact the final report grade.

Final Report (15%)

Your course instructor, not the client, will grade the final report. A final version of your report and PowerPoint slides will be sent to your client by the Wood Centre following any necessary edits.

End of Term Poster Showcase (10%)

Each student group is required to participate in the poster showcase, this is a celebratory event where you and your invited client will have the opportunity to highlight the impact of the work that you have done to a wide audience. Only agreed upon materials and information will be presented to ensure client confidentiality is adhered to.

Professionalism (10%)

Professionalism will be graded throughout the semester. Evaluation will be based on attending and participating in the weekly sessions. In addition to attendance, professionalism will be evaluated based on the way in which you interact with all the Wood Centre team members, your ability to receive feedback, clients and team members including email communication and in- person. Effective and professional conduct is expected and will comprise part of your evaluation grade.

Peer Evaluations (10%)

Peer Evaluations (form posted on CourseLink) will be used to individualize grades and to provide teams with a means of communicating challenges to the instructor. Peer evaluations could affect your individual grade by up to 10%.

Reflections (10%)

Individual reflections will be due at different times throughout the semester, each reflection assignment will address specific questions posted to CourseLink.

Course Work Schedule* Any changes to course work schedule will be announced on CourseLink

Week of	Course Work	Date/Submissions
1	In Class Friday, January 10 th from 8:30am – 11:20am Class 101, NDA, Professionalism, Scoping Work, Practice Client Meeting	<u>Initial Client Meetings:</u> To be arranged (<i>based on joint availability</i>) by Wood Centre
2	In Class Friday, January 17 th from 8:30am – 11:20am Ethics (REB), Project Plan, Scoping Work (cont'd), Team Contract	<u>Initial Client Meetings:</u> To be arranged (<i>based on joint availability</i>) by Wood Centre Team Contract Due Friday January 17th by NOON to Dropbox Reflection 1 Due
3	In Class Friday, January 24 th from 8:30am – 11:20am Customer Discovery, 5 Whys, In-field Observations	Ethics Forms Due Revised Team Contract Due
4	In Class Friday, January 31 st 8:30am – 11:20am Course deliverables, Motivators, Empathy/EQ, Feedback	Visit from Library Research Services
5	In Class Friday, February 7 th from 8:30am – 11:20am Overview of required tools – how to match to your deliverables Proposed Scope of Work	Project Plan due Friday, February 7 th by NOON to Dropbox (<i>any required edits returned by February 12th by noon to Dropbox</i>)
6	One-on-One Touchpoint Meeting Friday February 14 th	Refer to online group schedule for meeting times Reflection 2 Due
	Winter Break	
7	In Class Friday, February 28 th 8:30am – 11:20am Communication: written and persuasive styles	Guest Speaker
8	One-on-One Touchpoint Meeting Friday February 21 st	Refer to online group schedule for meeting times
9	In Class Friday, March 6 th 8:30am – 11:20am Poster Prep, Peer Evaluations, How to Exit Client Projects	
10	In Class Team Presentations: Friday, March 6 th 8:20am – 11:20am	Peer Evaluation Draft Final Due
11	In Class Team Presentations: Friday, March 13 th 8:30am – 11:20am	Peer Evaluation Reflection 3 Due
12	FINAL SHOWCASE - Friday, March 27 th <i>Showcase Deadlines:</i> March 2 nd : posters due, send to client March 9 th : receive feedback from client, make edits, send to printer by Friday March 13 th March 27 th : Showcase event, location TBD	Final Report Due

All other deadlines and updates will be posted to CourseLink, please check site regularly.

Teaching and Learning Practices

Lectures

Weekly Sessions: The full-allotted class time will be used throughout the semester for consultation and work sessions. These have been designed to better support students in the course to ensure success. Students are expected to come to class prepared and ready to make progress.

Additionally, students will be expected to provide a brief update on their team's progress and will be invited to discuss any roadblocks and challenges preventing the project's progression. Sessions may include workshops, tools for success, group activities and emerging trends in innovation and social entrepreneurship.

Touchpoint Meetings: During the week where no in-class session is held, there will be scheduled touchpoint meetings with the instructor. Teams are expected to be prepared for their meeting, ready to discuss project progress, challenges, next steps, etc. Additionally, groups may be asked to participate in touchpoint meetings with the instructor at any time during the semester.

Course Resources

Recommended Text:

Management Consulting: Delivering an Effective Project (5th Edition), Louise Wickham & Jeremy Wilcock – Key Idea: Aims specifically to guide students through the consultancy process, while also giving tips and techniques to the more seasoned practitioner. It provides a careful balance between theory and practice and is ideal for anyone who is undertaking a consulting project. On library reserve**

Business Model Generation, Alex Osterwalder & Yves Pigneur – Key Idea: “for game changers and challengers” striving for innovative business model designs of future enterprises. An efficient and effective communication of a Business Plan!

Value Proposition Design, Alex Osterwalder & Yves Pigneur, Greg Bernarda & Alan Smith – Key Idea: “Tired of endless text? VPD simplifies complex ideas into quickly readable illustrations with only the most practical, important details. The result? You'll learn more, in less time, and have fun along the way.”

Keep up to date with Current Events – Bring any discussions to class! A large part of being a successful (on many fronts) is being aware and continuously questions social, economic, and environmental affairs around the world. We operate on the global stage – it is our canvas for implementing sustainable change.

Other Resources:

This is a highly independent course. It is expected that teams will let us know if they require additional resources or assistance.

- Course instructor, GTA and our Wood Centre team
- Your Client is an incredible resource
- Sample reports made available in our office for your review, although MUST remain in-house
- Workspace available in UofG-Lang School Building
- MaRS Startup Library (A wealth of information on business models, funding, lean start-ups, market data, identifying competitors)

- Futurepreneur Canada (A variety of tools to help with anything from developing a business or marketing plan to evaluating the market).

Field Trips:

In some cases, students will be encouraged to meet with their client at their place of work for a tour of the business. These visits can be arranged by the Wood Centre office.

Course Policies

Course Policy on Group Work:

This course places a great deal of emphasis on group work. This is done to provide students with an opportunity to gain experience in team decision-making with respect to leadership, work delegation and presentation of results.

You will be assigned to a group early in the semester and will work in this group for the group report assignments. No changes to group composition will be permitted once the groups are formed. Individual students' grades on group work will reflect assessment of group assignments plus group members' assessment of each other's contributions, using "Peer Evaluation" forms. All peer ratings are kept confidential.

Successful groups have proficiencies in the following areas: teamwork, leadership, time management and organizational skills by managing self and others through preparing individual assignments, a collaborative group project and presentation for an external client.

Communicating with your Client:

You will meet in-person with you client a minimum of three times during the semester. Your first meeting will take place on campus on the 2nd or 3rd week of the semester and will be arranged by the Wood Centre. Consultants are asked to have conducted research on their client's organization prior to the initial meeting and will be asked to come prepared with questions. Expectations surrounding communication for the duration of the semester will be established and agreed upon at this time. Contact information will also be exchanged.

REB Forms (this applies to all teams conducting PRIMARY research):

Completion of the REB forms apply only to those teams who will be conducting primary research (you will know who you are once projects get underway). Conducting primary market research requires that we adhere to the University of Guelph's Research Ethics Board. The GTA will assist teams requiring this component in completing the form. Forms MUST be submitted and approved BEFORE teams are able to begin conducting research.

Workload:

You should expect to devote 10 hours a week to this course. The course requires strong time management skills and commitment from each team member. Individual workloads and allocation of tasks will be mutually agreed upon with the members of your team and laid out in y our team contract (see course work schedule). Weekly meetings with your project team area recommended in order to remain on-track throughout the course.

Confidentiality:

This is a unique course whereby students may be asked to sign a Non-Disclosure Agreement (NDA) form. In some cases, clients may provide students with confidential information needed to complete the course deliverables. In these situations, it is important to understand that all information shared verbally or in writing must be help in confidence and not shared with anyone beside the instructor

or outside of the student team. More information regarding confidentiality will be discussed during the first class.

Absence:

If you are unable to attend a weekly session or one-on-one meeting, you MUST notify your instructor and provide a brief and suitable explanation. With permission and prior notice, no grade points will be lost. Not participating without prior notification and approval will lead to a loss of participation grade for that session. ALL team members are expected to attend the weekly sessions, client meetings and the subsequent midterm and final presentations.

Late Penalties:

For the group projects, LATE PENALTIES of 10% points per earned grade, per day (including weekends) will be assigned, unless an extension has been explicitly agreed upon ahead of the due date. Extensions will only be granted based on valid reasons for academic consideration.

Professionalism:

- 1) Your Business Practicum/Internship/Applied Analytics Project is a professional engagement. When you meet with your client you should dress at a minimum in business casual. If the dress code of the office or assignment work area is different, you should always “dress to impress” and conduct yourself in a professional manner.
- 2) You should keep your cell phone turned off and put away. If you are expecting a call for an emergency or some type of family situation, explain it to the Client. In Client meetings either in the workplace or on campus, you shall not be on your digital device for any reason other than in an emergency or for a reason pertaining to the meeting. You are there to work and you are being observed.
- 3) Ask for any information you require for project completion in a polite, professional manner and always acknowledge when you receive it. Anytime you meet with your client, have a notebook on hand, take notes, and then be sure to summarize your conversations and repeat it back to your client. This is best practice to avoid any misunderstandings.

****Please note your instructor reserves the right to move students to a different group, or to assign an independent project, should the student not adhere to the professionalism and learning outcomes.**

University Policies

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the

responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email sas@uoguelph.ca or see the website: <https://wellness.uoguelph.ca/accessibility/>

Course Evaluation Information

Please refer to the [Course and Instructor Evaluation Website](#)

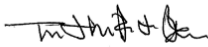
Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

Drop date

The last date to drop one-semester courses, without academic penalty, is April 3, 2020. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml>

Date Submitted to Chair:	
Chair Signature (Approval):	
Date Approved by Chair:	11 th December, 2019