

UNIVERSITY OF LOUISVILLE®

COLLEGE OF BUSINESS

**MBA 670-75/671-75
CAPSTONE EXPERIENCE
CONSULTING IN ORGANIZATIONS
Fall 2021**

I. Professor / Instructor

Instructor	Vaughan Scott: Professor in Practice
Contact information	Office: College of Business Building, office 378 Mobile: 502-500-2242 Telephone: 502-852-4878 Email: vaughan.scott@louisville.edu
Office hours	Office hours are scheduled by appointment

II. Course Information

Class time / Room	6:00-9:30pm, BS 106. See part IV Schedule for specific details on class meetings.
Required materials	A Student Manual is to be downloaded from Blackboard by each student. This Manual contains information on the structure and expectations governing various aspects of the course including such areas as marketing research or interviewing, plus a Consultant's Toolkit and course relevant forms.
Course description	Each student assists an organization (as a team member) in the Louisville area to improve some aspects of its business practices and operations. The students develop the two-module project in conjunction with key business executives and work to investigate and then create recommended courses of action.
Prerequisites	Appropriate standing in the MBA program
Learning objectives	Upon completion of the course the student should be able to: <ul style="list-style-type: none"> • Apply functional area skills in accounting, finance, marketing, management, etc., to actual problems currently encountered by business leaders. • Enhance economic sustainability for the firm or organization through sharpened analytical, decision making, project management, teamwork and human relations skills to. • Explore the advantages and disadvantages of a possible personal career as a business owner and/or a manager. • Learn to emphasize quality in everything we do.
Final drop date	See: http://louisville.edu/calendars/academic/undergrad-grad.html

III. Evaluation			
Grading scale	A+ = 97 to 100 % B+ = 87 to < 89.9 % C+ = 77 to < 79.9 % Below 70 = F	A = 94 to < 96.9 % B = 84 to < 86.9 % C = 74 to < 76.9 %	A- = 90 to < 93.9 % B - = 80 to < 83.9 % C - = 70 to < 73.9 %
Grading scheme	485 – 500 = A+ 470 – 484 = A 450 – 469 = A- 435 – 449 = B+ 420 – 434 = B 400 – 419 = B- 385 – 399 = C+ 370 – 384 = C 350 – 369 = C- Below 350 = F		
Grading elements	Completion of all aspects of counseling program—500 points <ul style="list-style-type: none"> • Teamwork, Problem-solving Skills & Timely Submissions (100 pts.) • Team Documents (100 pts. Comprised of the below) <ul style="list-style-type: none"> • 3 informative written progress reports (60 pts; 20 pts each) • Work Plan (20 pts.) • Signed Confidentiality Agreement (10 pts.) • Signed Letter of Engagement (10 pts.) • Peer Evaluation (Avg. Score from Team Members. 100 pts.) • A well-planned, well-written & well-executed PowerPoint Presentation for the instructor (100 pts.) • A Final PowerPoint Presentation for the client with signature of approval and video recording (100 pts.) 		
Additional grading policy details	It is expected that each consultant will exhibit a mature and professional approach to research and problem-solving in connection with the project. Basing your work upon the input of only a few resource people, sampling fewer than a reasonable and statistically reliable sample, or failing to engage in both primary and secondary data gathering constitutes grounds for failure. <p>In determining the grade for the final presentation, the following five factors will be of primary importance:</p> <ul style="list-style-type: none"> • What degree of competence and professionalism is exhibited in the presentation? • How intensive a treatment was the project given - was the problem(s) under review <u>thoroughly</u> investigated and analyzed? • What is the quality of the recommendations - do they truly address the critical issue and problem? • What is the feasibility of implementation of the recommendations - are they appropriate and practical to be utilized at this point in time? How do we get from "here" to "there"? • How well organized and readable is the instructor presentation? How much thought and preparation are apparent regarding format, spelling, grammar, sources, etc.? 		

IV. Schedule		
Date	Topic / Materials	Assignment
During this Course		<ul style="list-style-type: none"> • It will be your responsibility to communicate and schedule meetings with your client during the duration of this course. • I will have 3 Zoom meetings with each team during the duration of this course. • Keep track of the hours you work on this project via the Excel sheet in the OneDrive folder Team Activity Log. • I will be monitoring your progress via OneDrive. Folders are in place for documents that need to be turned in. All other work can be stored in the Other Team Course Work folder.
Prior to the First Class		<ul style="list-style-type: none"> • Sign up for a free Zoom account if you do not already have one: https://zoom.us/signup • Read the Student Manual (in Blackboard) • You will receive a link inviting you to join your Team Folder in OneDrive. Please familiarize yourself with this folder, as it is where you will save your work for this course. • Choose a Team Ambassador (read the Student Manual for responsibilities). • Complete your Student Profile in the Student Profiles folder in OneDrive. • After your entire team has completed their Student Profiles (all in the same Excel file), the team ambassador should send me an email stating that it has been completed. Your team will then receive a link to the Zoom Meeting & Instructor Presentation Times folder. After discussing with the team, the Team Ambassador should select all the team's Zoom Meeting & Instructor Presentation times (in the Excel sheet provided in the folder). This is first come, first serve (based on Student Profile completion). A Zoom Meeting invite will be sent via email in the following days.

<p>Class 1 Tues. September 21, 2021</p> <p>BS 106 6:00-9:30PM</p>	<p>Introduction and Overview of Course</p> <p>Counseling Techniques</p> <p>Overview of Projects</p>	<p>After the first class by midnight:</p> <ul style="list-style-type: none"> • The team should review the project descriptions in the <i>Project Descriptions & Requests folder in OneDrive</i>. DUE: The Team Ambassador should then upload a Word document outlining the team's top 3 project choices to the Project Descriptions & Requests folder in OneDrive. <p><u>An email will be sent making the Client/Team introduction before the second class</u></p>
<p>Class 2 Tues. September 28, 2021</p> <p>BS 106 6:00-9:30PM</p>	<p>Conducting Field Research: Marketing Research/Using primary and Secondary Data</p>	<p>After the Client/Team Intro but before the 1st Team Zoom Meeting:</p> <ul style="list-style-type: none"> • Schedule your first meeting with your client, begin work on your project, drop-in or e-mail instructor if necessary. Note: your team MUST have met with your client BEFORE our first team Zoom meeting. Meeting with the client is essential to completing the documents due by the start of our first team Zoom meeting. <p>After the second class:</p> <ul style="list-style-type: none"> • Work on 1st Progress Report • Get Confidentiality Agreement signed • Get Letter of Engagement signed • Work on the team Work-Plan
<p>Sunday, Oct 3rd by 11:59 PM</p>		<ul style="list-style-type: none"> • Submit 1st Progress Report in Blackboard by Sunday, Oct 3, 2021 at 11:59pm EST • Submit a signed Confidentiality Agreement in Blackboard by Sunday, Oct 3, 2021 at 11:59pm EST • Submit a signed Letter of Engagement in Blackboard by Sunday, Oct 3, 2021 at 11:59pm EST • Submit the team Work-Plan in Blackboard by Sunday, Oct 3, 2021 at 11:59pm EST

<p>1st Team Zoom Meeting Oct 4, 5, or 6, 2021 (depending on time & date chosen)</p>	<p>Team-Instructor Zoom Meetings (Zoom meetings replace class session)</p>	
<p>Class 3 Tues. October 12, 2021 BS 106 6:00-9:30PM</p>	<p>Discussion of Presentations</p>	<ul style="list-style-type: none"> • Show Presentation Example • Begin preparing 2nd Progress Report
<p>Sunday, Oct 17th by 11:59 PM</p>		<ul style="list-style-type: none"> • Submit 2nd Progress Report in Blackboard by Sunday, Oct 17, 2021 at 11:59pm EST
<p>2nd Team Zoom Meeting Oct 18, 19, or 20, 2021 (depending on time & date chosen)</p>	<p>Team-Instructor Zoom Meeting (Zoom meetings replace class session)</p>	<ul style="list-style-type: none"> • Begin preparing 3rd Progress Report • Begin drafting presentation
<p>Sunday, Oct 31st by 11:59 PM</p>		<ul style="list-style-type: none"> • Submit 3rd Progress Report in Blackboard by Sunday, Oct 31, 2021 at 11:59pm EST
<p>3rd Team Zoom Meeting Nov 2, 3, or 4, 2021 (depending on time & date chosen)</p>	<p>Team-Instructor Zoom Meeting (Zoom meetings replace class session)</p>	<ul style="list-style-type: none"> • Continue working on instructor presentation
<p>Monday, November 8th - Friday November 12th, 2021</p>	<p>No Class Session</p>	<ul style="list-style-type: none"> • Work on and practice Instructor Presentation • Complete team-evaluated rubric; you will present this on the day of your presentation to the instructor as a physical copy. It also needs to be turned in via Blackboard
<p>Sunday, Nov 14th by 11:59 PM</p>		<ul style="list-style-type: none"> • Submit team-evaluated presentation Rubric in Blackboard by Sunday, November 14 at 11:59 PM EST • Submit PDF version of slides in Blackboard by Sunday, November 14 at 11:59 PM EST
<p>Monday, November 15th - Friday November 19th, 2021 (depending on time & date chosen) BS 106 6:00-9:30PM</p>		<p>Instructor Presentations</p> <ul style="list-style-type: none"> • Bring a physical copy of team-evaluated rubric to presentation • Presentations should be 20-30 minutes in length. 1 hour time blocks will be scheduled to allow time for in-person feedback from instructor. Your team will also receive your rubric back with comments & grade evaluation <p>***See Warning on Next Page***</p>

<p>Week of Thurs. November 25, 2021</p>	<p>No Class Session</p>	<p>Thanksgiving</p> <ul style="list-style-type: none"> • Revise presentation as noted • Schedule presentation meeting with client to discuss <p>Final Presentation recommendations before Final Presentation is Due</p>
<p>Saturday, November 27th- Wednesday, December 1st, 2021</p>	<p>No Class Session</p>	<ul style="list-style-type: none"> • Meet with client to present final presentation and obtain signature on client acknowledgement form • Give client PDF copy of presentation slides • Make sure you record your presentation!
<p>Thurs. December 2, 2021</p>	<p>No Class Session</p>	<p>DUE by EOD:</p> <ul style="list-style-type: none"> • Final Client Presentation Video Recording due via Blackboard • Final Client Presentation slides due via Blackboard in BOTH PDF & PowerPoint formats • Final Presentation Client Acknowledgment Form <u>with client signature</u> due via Blackboard • Team Peer Evaluations due via Blackboard • Individual activity logs due in Activity Log folder
<p>***WARNING***</p> <p>THE INSTRUCTOR PRESENTATIONS MUST MAKE IT CLEAR TO THE INSTRUCTOR THAT THE FINAL CLIENT PRESENTATION WILL REFLECT VERY POSITIVELY ON OUR CONSULTMBA PROGRAM AND THE COLLEGE OF BUSINESS</p> <p>FAILURE TO PRODUCE SUCH A PRESENTATION AT THIS STAGE <u>WILL RESULT</u> IN THE ENTIRE TEAM RECEIVING AN “INCOMPLETE” FOR THE COURSE AND A DELAY IN GRADUATION.</p>		

<p>V. Additional Work Details</p>	
<p>Progress reports & client meetings</p>	<p>It is expected that each team will submit at least three (3) written progress reports during the consultancy. The format is available within the Manual. You are also expected to meet with the client a minimum of three (3) sessions, including the initial meeting and final presentation/discussion. All team members are expected to participate.</p>
<p>Peer evaluation</p>	<p>The peer evaluations are intended to be constructive in nature, documenting the strengths and weaknesses of your fellow students. These evaluations will be treated confidentially by the instructor. If a student's contributions are lower than expected, the student may be interviewed by the instructor to evaluate the situation. Peer evaluations are an important component of professional development and team building, and they should be considered thoughtfully and prepared objectively.</p>

	<p>Peer evaluations WILL influence each student's course grade. The instructor reserves the right to adjust the peer evaluation ratings if they are not consistent with the periodic progress reports and/or the instructor's observations of the student's activities and contributions. Peer evaluations apply to the deliverable they are submitted with.</p> <p>In extreme cases, where a group becomes dysfunctional for any reason, the instructor reserves the right to assign grades based on individual performance and re-assign team members.</p> <p>It is likely that your peers might take into account your effort towards the overall project into account in evaluating you. Such a behavior would be consistent with a real-world setting.</p>
Blackboard	Blackboard will be used to communicate with students.

VI. Student Responsibilities / College and University Issues	
University of Louisville student conduct and responsibilities	<p>This course will abide by University of Louisville student conduct and responsibilities with regards to ethics and related issues: http://louisville.edu/dos/students/policies-procedures/student-handbook.html#codeofstudentconduct</p> <p>Academic dishonesty in any form will result in a course grade of F and action introduced leading to possible expulsion from school.</p>
College of Business student conduct and responsibilities	<p>This course will abide by College of Business student conduct and responsibilities with regards to ethics and related issues: http://business.louisville.edu/students/college-of-business-academic-dishonesty-policy</p>
Religious holiday conflict policy	https://louisville.edu/diversity/diversity-resources-for-students/work-restricted-holiday-calendar
University policy on equal access	http://louisville.edu/disability/students
Severe weather	In case of severe weather classes may be cancelled up to a certain time of day. Please check the U of L website or call the University Information Center (852-5555). You can sign up for UofL Alerts at http://louisville.edu/alerts if you wish to receive text messages regarding cancelled or delayed classes.
University of Louisville sexual misconduct policy	<p>Title IX / Clery Act Notification</p> <p>Sexual misconduct (sexual harassment, sexual assault, and sexual/dating/domestic violence) and sex discrimination are violations of University policies. Anyone experiencing sexual misconduct and/or sex discrimination has the right to obtain confidential support from the PEACC Program 852-2663, Counseling Center 852-6585 and Campus Health Services 852-6479. Reporting your experience or incident to any other University employee (including, but not limited to, professors and instructors) is an official, non-confidential report to the University. To file an official report, please contact the Dean of Student's Office 852-5787 and/or the University of Louisville Police Department 852-6111. For more information regarding your rights as a victim of sexual misconduct, see the Sexual Misconduct Resource Guide: http://louisville.edu/hr/employeerelations/sexual-misconduct-brochure</p>
Cell phone policy	As a courtesy to yourself and your classmates, please turn off all cell phones upon entering our classroom and during Team-Instructor meetings.
Course policies	<p>COVID-19 Guidelines</p> <p>As a Community of Care, all Cardinals are expected to abide by public health</p>

guidelines and regulations as published by the University. For Fall 2020, this includes:

- 1) wearing of cloth/paper masks (covering nose and mouth) when in shared indoor spaces like classrooms, or when appropriate physical distancing cannot be maintained. (Per the Code of Student Conduct, a student who refuses to follow these guidelines may be asked to leave a classroom)
- 2) staying home when sick—any UofL community member experiencing fever, consistent dry cough, or other symptoms of contagious disease should remain at home until symptoms subside or advised that it is safe to return by a medical professional.
- 3) practicing good hygiene and responsibility for one's own surrounding.
 - a. Cover sneezes and coughs
 - b. Wash hands frequently with soap and water when possible, use hand sanitizer when soap and water are not available
 - c. Wipe down frequently touched surfaces
 - d. Maintain 6 feet physical distancing when possible

Faculty have the responsibility to help students meet these recommendations by:

- 1) allowing for remote participation in class when necessary and practicable
- 2) allowing students absent for reason of illness to make up missed work and not penalize students for these absences
- 3) not requiring doctor's notes for absences of less than the equivalent of two weeks of class. If the absences occur on the day of a scheduled assessment, the student may be asked to provide documentation for the absence
- 4) Notifying Physical Plant when classrooms are not adequately stocked with cleaning supplies and arranging classroom furniture or seating charts to maximize physical distancing where possible.