

UNIVERSITY OF LOUISVILLE®

COLLEGE OF BUSINESS

**MBA 670/671 & MAC 680/682
CAPSTONE EXPERIENCE
CONSULTING IN ORGANIZATIONS
Summer 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, BS123. 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 or MAC 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 < 90 C+ = 77 to < 80 Below 70 = F	A = 93 to < 97 B = 83 to < 87 C = 73 to < 77	A- = 90 to < 93 B - = 80 to < 83 C - = 70 to < 73
Grading elements	<p>Completion of all aspects of counseling program—500 points</p> <ul style="list-style-type: none"> • 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 (30 pts.) • 3 checklists (30 pts.) • Work Plan (20 pts.) • Signed Confidentiality Agreement (10 pts.) • Signed Letter of Engagement (10 pts.) • Peer Evaluation (Avg. Score from Team Members. 100 pts.) • Submission of a well-planned, well-written Draft of Final Report (100 pts.) • Completion of Final Report with client review & signature (100 pts.) 		
Grading scheme	485 – 500 = A+ 465 – 484 = A 450 – 464 = A- 435 – 449 = B+ 415 – 434 = B 400 – 414 = B- 385 – 399 = C+ 365 – 384 = C 350 – 364 = C- Below 350 = F		
Additional grading policy details	<p>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> <p>In determining the grade for the final report, 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 report? • 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 rough draft? How much thought and preparation are apparent regarding format, spelling, grammar, 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 <i>Manual for Student Participation and watch the video (in Blackboard)</i> • 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 <u>entire team</u> has completed their Student Profiles, 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 Times folder. After discussing with the team, the Team Ambassador should select all the team's Zoom Meeting 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 Mon. May 24, 2021</p> <p>BS 123 6:00-9:30PM Or Zoom</p>	<ul style="list-style-type: none">• Introduction and Overview of Course• Counseling Techniques• Overview of Projects	<p>Zoom Link for Class:</p> <p>Topic: MBA670-671 MAC 680/682</p> <p>Join Zoom Meeting https://us02web.zoom.us/j/89798698151?pwd=UjJBYS4ak04b0tYdmhsSlh6WHQ4Zz09</p> <p>Meeting ID: 897 9869 8151 Passcode: 831991</p> <p>One tap mobile +13126266799,,89798698151# US (Chicago) +19294362866,,89798698151# US (New York)</p> <p>Dial by your location +1 312 626 6799 US (Chicago) +1 929 436 2866 US (New York) +1 301 715 8592 US (Germantown) +1 346 248 7799 US (Houston) +1 669 900 6833 US (San Jose) +1 253 215 8782 US (Tacoma)</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</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 following the second class</u></p>
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<p>Class 2 Wed. May 26, 2021</p> <p>BS 123 6:00-9:30PM Or Zoom</p>	<ul style="list-style-type: none"> Conducting Field Research: Marketing Research/Using primary and Secondary Data 	<p>Zoom Link for Class: Topic: MBA670-671 MAC 680/682</p> <p>Join Zoom Meeting https://us02web.zoom.us/j/89798698151?pwd=UjJBYS4kO4b0tYdmhsSlh6WHQ4Zz09</p> <p>Meeting ID: 897 9869 8151 Passcode: 831991 +1 312 626 6799 US (Chicago) +1 929 436 2866 US (New York)</p> <p>After the second class:</p> <ul style="list-style-type: none"> Your Team Ambassador will receive an email introducing them to your client. They should then work with the client to schedule your first meeting with your client and begin work on your upcoming assignments; 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 Sunday, June 6th, 2021.
<p>Monday, May 31st 2021</p>	<p>Memorial Day – No Class</p>	<p>Meet with client during this week.</p> <ul style="list-style-type: none"> Work on 1st Progress Report Work on 1st Checklist, either Marketing OR Economic Work on signed Confidentiality Agreement Work on signed Letter of Engagement Work on the team Work-Plan
<p>Sunday, June 6th 2021</p>		<ul style="list-style-type: none"> Submit 1st Progress Report in Blackboard by Sunday, June 6, 2021 at 11:59pm EST Submit 1st Checklist, either Marketing OR Economic, in Blackboard by Sunday, June 6, 2021 at 11:59pm EST Submit a signed Confidentiality Agreement in Blackboard by Sunday, June 6, 2021 at 11:59pm EST Submit a signed Letter of Engagement in Blackboard by Sunday, June 6, 2021 at 11:59pm EST Submit the team Work-Plan in Blackboard by Sunday, June 6, 2021 at 11:59pm EST

<p>1st Team Zoom Meeting June 7, 8, or 10, 2021 (depending on time & date chosen)</p>	<p>Team-Instructor Zoom Meetings (Zoom meetings replace class session)</p>	
<p>Class 3 Mon. June 14, 2021</p> <p>BS 123 6:00-9:30PM Or Zoom</p>	<p>Next Chapter Methodology Presentation & Discussion of Final Reports</p>	<p>Zoom Link for Class:</p> <p>Topic: MBA670-671 MAC 680/682 Time: This is a recurring meeting Meet anytime</p> <p>Join Zoom Meeting https://us02web.zoom.us/j/89798698151?pwd=UjJBY4ak04b0tYdmhsSlh6WHQ4Zz09</p> <p>Meeting ID: 897 9869 8151 Passcode: 831991</p> <p>Dial by your location +1 312 626 6799 US (Chicago) +1 929 436 2866 US (New York)</p> <ul style="list-style-type: none"> • Begin preparing 2nd Progress Report and Checklist • Work on Draft Report
<p>Sunday, June 20th 2021</p>		<ul style="list-style-type: none"> • Submit 2nd Progress Report in Blackboard by Sunday, June 20, 2021 at 11:59pm EST • Submit 2nd Checklist, either Marketing OR Economic, in Blackboard by Sunday, June 20, 2021 at 11:59pm EST
<p>2nd Team Zoom Meeting June 21, 22, or 24, 2020 (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 and Checklist (due before third team Zoom meeting) • Work on Draft Report
<p>Sunday, June 27th 2021</p>		<ul style="list-style-type: none"> • Submit 3rd Progress Report in Blackboard by Sunday, June 27, 2021 at 11:59pm EST • Submit 3rd Checklist, either Marketing OR Economic, in Blackboard by Sunday, June 27, 2021 at 11:59pm EST
<p>3rd Team Zoom Meeting June 28, 29, or July 1, 2021 (depending on time & date chosen)</p>	<p>Team-Instructor Zoom Meeting (Zoom meetings replace class session)</p>	<ul style="list-style-type: none"> • Work on Draft Report

<p>Friday, July 2, 2021</p>	<p>No Class Session</p>	<ul style="list-style-type: none"> • Work on Draft Report, meet with instructor if necessary
<p>Mon. July 5, 2021</p>	<p>No Class Session</p>	<p>Independence Day</p>
<p>Friday. July 9, 2021</p>		<ul style="list-style-type: none"> • <u>Nearly Final</u> Draft Report due by EOD in drop box outside of office (BS 378) on campus (bound physical copy) • <u>Nearly Final</u> Draft Report (Word Doc) due by EOD in <i>Draft Report & Rubric folder</i> • <u>Completed</u> Rubric (Excel) due by EOD in <i>Draft Report & Rubric folder</i> <p>***See Warning on Next Page***</p>
<p>Mon. July 12, 2021</p>	<p>No Class Session</p>	<ul style="list-style-type: none"> • Receive draft back with comments (in <i>Draft Report & Rubric</i> folder) • Revise Draft Report as noted • Schedule meeting with client to discuss Final Report recommendations and obtain signature before Final Report is Due (a written report is the only required deliverable; PowerPoint summary presentations are optional) • Meet with instructor if necessary
<p>Mon. July 19, 2021</p>	<p>No Class Session</p>	<ul style="list-style-type: none"> • Revise Draft Report as noted • Schedule meeting with client to discuss Final Report recommendations and obtain signature before Final Report is Due (a written report is the only required deliverable; PowerPoint summary presentations are optional) • Meet with instructor if necessary
<p>Friday, July 23, 2021</p>	<p>No Class Session</p>	<p>DUE by EOD:</p> <ul style="list-style-type: none"> • Final Report <u>with client signature</u> due in drop box outside of office (BS 378) on campus (bound physical copy) • Final Report <u>with client signature</u> due as PDF in <i>Final Report & Rubric folder</i> • Completed Rubric (Excel) due in <i>Final Report & Rubric folder</i> • Team Peer Evaluations due via Blackboard by 11:59 PM • Activity logs due in <i>Activity Log folder</i>

*****WARNING*****

NEARLY FINAL DRAFT REPORTS MUST MAKE IT CLEAR TO THE INSTRUCTOR THAT THE FINAL REPORT WILL REFLECT VERY POSITIVELY ON OUR CONSULTMBA PROGRAM AND THE COLLEGE OF BUSINESS

FAILURE TO PRODUCE SUCH A REPORT AT THE “NEARLY FINAL DRAFT” STAGE WILL RESULT IN THE ENTIRE TEAM RECEIVING AN “INCOMPLETE” FOR THE COURSE AND A DELAY IN GRADUATION.

V. Additional Work Details	
Progress reports & client meetings	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.
Peer evaluation	<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 guidelines and regulations as published by the University. For Fall 2020, this includes:</p> <ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> 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 <p>Faculty have the responsibility to help students meet these recommendations by:</p> <ol style="list-style-type: none"> 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

	<p>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</p> <p>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.</p>
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