



MBA 603: Integrated Project
Sections: 60S & 61S

Syllabus Spring 2021

COURSE DESCRIPTION

The purpose of 603 is to provide students with an integration experience, in the process allowing for an assessment of students' comprehensive learning over the course of the MBA. Student teams work with a client in a consulting role and are required to write a comprehensive business plan (e.g., start-up, marketing, product launch, etc.) for this client. The class assumes that students have the necessary professional skills to create the plan, although guidance from the instructor and other sources is available. Prior to the first week, students receive information about the projects and businesses, and are asked to complete a pre-assignment that inform the eventual team and project assignments. During week #1 each team will meet with Kristi as well as meet/dialogue with the client to delineate the project scope and deliverables. During the remainder of the semester engage in various forms of research and prepare and write a professional business plan. There are also weekly meetings with the course instructor. The class culminates on finals week with each team recording and submitting their final plan and plan presentations to both the instructor and to their client.

OBJECTIVES OF THE COURSE

1. Apply and integrate knowledge acquired during your career as a student to real business problems, involving analysis, solution development, and implementation.
2. Sharpen your communication skills by interacting with people in professional organizations, writing a comprehensive report, and presenting it to a challenging audience.
3. Engage in entrepreneurial and strategic thinking.
4. Learn how managers create opportunities and capture the rewards of their activities (or how they might miss them).
5. Recognize the interaction between different business areas, e.g. innovation/R&D, production/operations, financing, accounting, management, and marketing.
6. Develop basic managerial skills such as leadership, decision making, and prioritizing.
7. Perform as part of a group of peers challenged by a demanding project with time constraints.
8. Improve skills in achieving group effectiveness.
9. Show integrity, courtesy, reliability, ethical behavior and respect for others.
10. Learn to teach yourself by working independently.

THE PROJECTS

The students will select projects (top three preferences) that have been arranged by the instructor. These project descriptions are available to view on Moodle. Each student will be assigned a team, and those teams will be assigned one of the projects based on feedback provided by the student to the instructor via the Pre-Assignments. We will discuss the potential projects during the first class meeting on March 23rd, 2021. Once you have been assigned your project, it becomes yours – that is, the team is the one dialoguing with the client, scoping the project details, conducting the research, and creating the deliverable(s) and presenting the findings. It is the responsibility of the teams and team members to “figure out” how to coordinate the client engagement, the resources needed for the deliverable, the contributions of the individual team members, etc.

The projects involve writing a plan (business plan, marketing plan, feasibility study, etc.) for individuals, businesses, not-for-profits or start-ups. These are real business situations where clients are putting their money and reputation on the line. The work that you do – and how you conduct yourself over the course of the engagement – reflect not just on you and your teams, but on the UM MBA program and the University of Montana as well. Therefore, **the results of your efforts have to be excellent.** Therefore, each report must be of the highest professional quality before it is considered finished and sent to the client. Also—and importantly—use appropriate ethical conduct in all your work (see Appendices A and B).

Each team needs to get in touch with its selected client to delineate the project and deliverables. In video-conference meetings, through phone calls, etc. you need to establish rapport, find out precisely what the client’s needs are and define the project. Also, you should create a timeline for the project. You will be sharing this timeline with your instructor. Given the short timeframe of the class and the amount of work involved, it is up to the team – individuals and the group - to manage the work of their client engagements effectively and efficiently.

NOTE: The expectation is that the work will be done solely by your team with occasional assistance from either your client, your instructor, or one of the business school faculty. If significant sections of the written plan come from your client, please indicate those to your instructor.

REQUIREMENTS/GRADING	<u>weight (%)</u>
1. Written plan*	30
2. Client presentation*	30
3. Individual performance during presentation	10
4. Peer evaluation*	10
5. Client evaluation*	10
6. Individual reflection paper	10
* group grade	

Instructor reserves the right to adjust scheduling and adding/dropping contents based on course progress

1. Written Plan

Examples and additional instruction/thoughts may be added to Moodle as we go depending on what is needed by the teams. References and sources of data should be listed throughout the document in the form of footnotes. The length of written text cannot exceed 20 pages, but additional exhibits can appear as an appendix. You need to turn in an electronic file (MS Office format) of the plan via Moodle.

The plan is graded based on its comprehensiveness, substance, attention to detail, consistency, writing style (e.g., one voice, not individual sections; clear; convincing) and

professional appearance. Late submissions will be penalized with one letter grade (10 pts.) if submitted within the next 24 hours after being late, but are not accepted later than that unless arrangements have been made with the instructor.

2. & 3. Client Presentation and Individual Performance

Each team will present its work via a recorded video. The audience for this presentation is your client and will also be made available to select faculty. Presentations will be 15-20 minutes in length, and due at the same time as the Written Plan. Each student needs to perform part of the presentation.

Participating faculty may be some of your instructors during MBA classes, and will be providing evaluations on your plans based on their various areas of expertise. There will be both evaluations for the group as a whole as well as an individual grade for each student's portion of the presentation.

4. Peer Evaluation

The ability to work with others is crucial. Success requires synergy and effective cooperation. Equal input is expected from each team member; use your management skills to ensure this. Of course, your instructor is open to discuss group problems. A team member can be expelled at any time from a group based on a unanimous decision of the other team members and in agreement with the instructor. The expelled team member can either join another team or finish the project on his/her own.

This peer evaluation for the consulting project will concentrate on evaluating whether each member of the group did their fair share of the work at high quality and conscientiously.

5. Client Evaluation

The clients will also have an opportunity to provide feedback and evaluation at the end of the process. Just as in the real world a client has their say regarding their experience through testimonials and referrals (or lack thereof if the work doesn't exhibit a high standard), this will be their opportunity to reflect on their experience of you and your team's work. This will be included with the other requirements that grade your group as a whole.

6. Individual Reflection Paper

At the end of this process, you will be asked to write and hand in a one-page reflection paper (single-spaced, 1-inch margin, 12-point font). The reflection paper should address the following questions: what have you gained from this experience? What are 2-3 key insights that you learned from the client engagement? How do you intend to leverage this experience in your professional career?

GENERAL COURSE POLICY

1. Prerequisites

The prerequisite for MBA 603 is successful completion of MGMT 665. The instructor reserves the right to administratively drop, at any point, any student who has not met the prerequisites.

2. Academic Honesty

Plagiarism, cheating, or any form of dishonesty will result in a zero-point grade for the assignment. Make sure that you properly cite throughout all your reports all your sources of information so that they can be identified by the reader. Using footnotes is required.

All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or disciplinary sanction by the University. All students need to be familiar with the Student Conduct Code. The Code is available for review online at http://life.umt.edu/vpsa/student_conduct.php.

3. Written Assignment

For the written assignment, writing style, the appropriate use of headlines, spelling, grammar, etc. are taken into consideration for grading. Submissions must be written on pages of a standard size (8.5" x 11"), have one-inch margin all around, be single-spaced and 12-pt. font size. Headers and other organizational formatting may vary in size. Overall professional appearance is mandatory.

4. Scale for Grading

930 - 1000 = A	770 - 799 = C+
900 - 929 = A-	730 - 769 = C
870 - 899 = B+	700 - 729 = C-
830 - 869 = B	600 - 699 = D
800 - 829 = B-	Below 600 = F

5. Accommodations for Students with Disabilities

Students with disabilities will receive reasonable accommodations in this course. To request course modifications, please contact me as soon as possible. I will work with you and Disability Services in the accommodation process. For more information, visit the Disability Services website at <http://www.umt.edu/dss/> or call 406.243.2243 (Voice/Text).

The University of Montana MBA Program

College of Business Mission Statement

To be recognized as a premier business learning ecosystem while enhancing economic development in the Northern Rockies.

Master of Business Administration Mission Statement

Serve our region by educating leaders that effectively manage organizations in the global environment.

Master of Business Administration Assessment and Assurance of Learning

As part of our assessment process and assurance-of-learning standards, the MBA program has adopted six learning goals for our students. These are as follows:

COB MBA graduates will demonstrate...

- integrated knowledge and understanding of various business functions.
- strong communication skills supportive of their leadership abilities.
- integrity and ethical behavior in individual and collective work.
- analytical and critical thinking in decision making.
- an understanding of emerging trends in information technology and the interplay between information technology and organizational strategy.

- an understanding of the implications of the global business environment.

FREQUENTLY ASKED QUESTIONS

1. **Will I have to work in a team?**

Yes, students work in teams of class participants.

2. **Can I choose my team members?**

No. You will be assigned to a team that has been selected to balance skills and abilities needed for the client. Not only is this selection more reflective of real-world situations, but as a former graduate from an earlier class stated, “it was the differences in our group that allowed us to perform more cohesively and creatively.”

3. **How are meetings with the instructor scheduled?**

We will meet as a class on Tuesday, March 23, 2021 during our scheduled class time. After that all meetings will be set as students/teams need to meet with the instructor. Your instructor’s calendar and Zoom link are available in Moodle.

4. **If I work full or part-time, can I still enroll in the class?**

You need to be able to make sufficient time for team or client meetings, etc., as well as the final presentation. Please let your instructor know of such time concerns.

FOR ANY REMAINING UNCERTAINTIES FEEL FREE TO REACH AT ANY TIME

APPENDIX A: AMA Marketing Research Code of Ethics

ETHICAL NORMS AND VALUES FOR MARKETERS

Preamble

The American Marketing Association commits itself to promoting the highest standard of professional ethical norms and values for its members. Norms are established standards of conduct that are expected and maintained by society and/or professional organizations. Values represent the collective conception of what people find desirable, important and morally proper. Values serve as the criteria for evaluating the actions of others. Marketing practitioners must recognize that they not only serve their enterprises but also act as stewards of society in creating, facilitating and executing the efficient and effective transactions that are part of the greater economy. In this role, marketers should embrace the highest ethical norms of practicing professionals and the ethical values implied by their responsibility toward stakeholders (e.g., customers, employees, investors, channel members, regulators and the host community).

General Norms

1. Marketers must do no harm. This means doing work for which they are appropriately trained or experienced so that they can actively add value to their organizations and customers. It also means adhering to all applicable laws and regulations and embodying high ethical standards in the choices they make.
2. Marketers must foster trust in the marketing system. This means that products are appropriate for their intended and promoted uses. It requires that marketing communications about goods and services are not intentionally deceptive or misleading. It suggests building relationships that provide for the equitable adjustment and/or redress of customer grievances. It implies striving for good faith and fair dealing so as to contribute toward the efficacy of the exchange process.
3. Marketers must embrace, communicate and practice the fundamental ethical values that will improve consumer confidence in the integrity of the marketing exchange system. These basic values are intentionally aspirational and include honesty, responsibility, fairness, respect, openness and citizenship.

Ethical Values

Honesty— to be truthful and forthright in our dealings with customers and stakeholders.

- We will tell the truth in all situations and at all times.
- We will offer products of value that do what we claim in our communications.
- We will stand behind our products if they fail to deliver their claimed benefits.
- We will honor our explicit and implicit commitments and promises.

Responsibility—to accept the consequences of our marketing decisions and strategies.

- We will make strenuous efforts to serve the needs of our customers.

- We will avoid using coercion with all stakeholders.
- We will acknowledge the social obligations to stakeholders that come with increased marketing and economic power.
- We will recognize our special commitments to economically vulnerable segments of the market such as children, the elderly and others who may be substantially disadvantaged.

Fairness—to try to balance justly the needs of the buyer with the interests of the seller.

- We will represent our products in a clear way in selling, advertising and other forms of communication; this includes the avoidance of false, misleading and deceptive promotion.
- We will reject manipulations and sales tactics that harm customer trust.
- We will not engage in price fixing, predatory pricing, price gouging or “bait-and-switch” tactics.
- We will not knowingly participate in material conflicts of interest.

Respect—to acknowledge the basic human dignity of all stakeholders.

- We will value individual differences even as we avoid stereotyping customers or depicting demographic groups (e.g., gender, race, sexual orientation) in a negative or dehumanizing way in our promotions.
- We will listen to the needs of our customers and make all reasonable efforts to monitor and improve their satisfaction on an ongoing basis.
- We will make a special effort to understand suppliers, intermediaries and distributors from other cultures.
- We will appropriately acknowledge the contributions of others, such as consultants, employees and coworkers, to our marketing endeavors.

Openness—to create transparency in our marketing operations.

- We will strive to communicate clearly with all our constituencies.
- We will accept constructive criticism from our customers and other stakeholders.
- We will explain significant product or service risks, component substitutions or other foreseeable eventualities that could affect customers or their perception of the purchase decision.
- We will fully disclose list prices and terms of financing as well as available price deals and adjustments.

Citizenship—to fulfill the economic, legal, philanthropic and societal responsibilities that serve stakeholders in a strategic manner.

- We will strive to protect the natural environment in the execution of marketing campaigns.
- We will give back to the community through volunteerism and charitable donations.
- We will work to contribute to the overall betterment of marketing and its reputation.
- We will encourage supply chain members to ensure that trade is fair for all participants, including producers in developing countries.

APPENDIX B

(Complete and submit this form below immediately)

STATEMENT OF WORK

Spring 2021

**STANDARDS OF ETHICAL CONDUCT
FOR MBA 603**

The instructor, students and faculty case supervisors are asked to adhere to the highest standards of professional and ethical conduct as discussed in Appendix E and SHALL NOT:

- * Hold vested interests in firms that maintain business relationships with a client;
- * Accept personal gifts or gratuities from clients;
- * Accept employment or remuneration from a client firm while still engaged in counseling (must allow 90-day grace period just prior to and just after counseling engagement to waive this requirement; the 90-day grace period requirement will not apply to students);
- * Share any client data with others outside of the student team, case supervisor, and faculty advisors unless prior agreement with client exists. That is, all information relating to this project is treated confidentially.

Further, students, instructors and supervisors will always respect the rights to the intellectual property of the client and not use the intellectual property associated with the client's products or services for their own purposes.

Violation of any of these standards by a student may result in a failing course grade and University of Montana Student Conduct Code charges. Violation of these standards by a UM employee may result in disciplinary action.

Your name: _____

Signature: _____

Date: ___/___/20__