Business Administration

Course Number:	**BUAD 438**
Course Title:	**APPLIED BUSINESS PROJECT**
Credits:	3
Calendar Description:	This course will deliver an applied learning experience for students to work with an organization in a consulting capacity on a business project relevant to the sustainability of that organization. Students will define mutually agreed outcomes and formulate recommendations to the client.
Semester and Year:	**Winter 2022**
Prerequisite(s):	Fourth-year standing, permission of the department.
Corequisite(s):	No
Prerequisite to:	No
Final Exam:	No
Hours per week:	3
Graduation Requirement:	BBA Elective – all options.
Substitutable Courses:	No
Transfer Credit:	No
Special Notes:	
Originally Developed:	Spring 2021
EDCO Approval:	
Chair's Approval:	

PROFESSOR

Name	Phone number	Office	Email
Dr. Blair Baldwin		E220	bbaldwin@okanagan.bc.ca

Learning Outcomes

Upon completion of this course students will be able to:
1. Analyze opportunities and challenges facing an organization using acquired business knowledge.
2. Design a client relationship process including performance indicators, reporting, documentation, professional communications and time management tools.
3. Evaluate data and information to identify causes of business problems and to identify new opportunities for an organization to improve its competitive advantage.
4. Create detailed solutions for an organization's opportunities and challenges.
5. Conduct a review of the project, process and team and individual performances.

Course Description

Through an applied learning experience, this course will engage students to work with an organization on a business project relevant to the sustainability of that organization. Students will consolidate and apply their current knowledge and gain new knowledge by working directly with an organization. Mutually defined outcomes for the project will allow them to assess opportunities and challenges and make recommendations. Working in teams, students will be able to enhance their core competencies in their concentration of choice and create stronger ties with the community.

Course Approach & Learning Strategy

The course is built on the foundations of experiential learning and directed learning. Team and individual learning are emphasized and balanced.

The approach of the course allows students to address current opportunities and challenges for an organization where applied learning is the core learning strategy. The course will deliver this through active participation by students in a project with the organization. Student teams will use a management consulting and design thinking approach to identify needs of the organization. Using problem-solving skills, they will develop solutions for these needs.

The format will encourage students to build their creative, analytical, decision-making, and communications capabilities. It will be focussed on the organization's needs through regular organization meetings, team meetings, project work and active engagement with the professor and the organization. Both virtual and personal meetings will be held. Online resources will be available as well.

Teams of students will be expected to be highly motivated and engage in evaluation (self, team and project) and will identify and analyze all information and apply their knowledge and skills needed to undertake the project. Students will take responsibility for meeting their learning objectives and will be required to manage their own relationships and timelines with the organization.

Course Objectives

The course has the following objectives:
1. Develop consulting expertise.
2. Create an application-based experience.
3. Develop competency in team and stakeholder collaboration.
4. Develop and apply critical thinking and communications skills.
The course will cover the following content: See weekly schedule herein.

Applied Business Project Outline

The project-based course requires contact with the professor and organization periodically throughout the term. Organizations and teams will be matched prior to or at the immediate start of the course. Teams will meet initially with the organization and the professor to determine and agree upon the challenges and opportunities to be studied. There will be weekly project review meetings with the professor during the project to formally evaluate progress and team performance. The use of progress reports submitted to the professor will guide the relationship between the students and their professor as well as between the students and the organization. Students can expect to spend 75-100 hours on the project related work including readings, research, team, organization and professor meetings and preparation of all reports and presentations. The majority of this time will be required for teamwork and interaction with the organization.

Special Note: Ethics Review
It is anticipated that very few projects will require ethics review. Students are reminded that, if any of the project work engages in primary research, it will require Ethics Board approval. In such case, students, in conjunction with the appropriate professor, will submit their projects for review by the Okanagan College Research Ethics Board. Normally, ethics approval through the College is only needed if the research is not part of the normal business of the host organization, and the host agency does not have its own ethics process. All students will consult with their professor with regard to the need for ethics review. In the event that the research requires approval by the Okanagan College Research Ethics Board, the student team will be responsible for determining the date by which submission must occur in order to ensure the project can start on time.

Professional Conduct

Each student represents the Okanagan School of Business, Okanagan College. It is important that the relationship with the chosen organization is developed and maintained on a professional basis throughout the course. Since the project's success depends on student interactions with the organization and amongst team members, it is critical that each student's attitude, style, personality and communications are honest, integral, sincere and respectful.

The student's role as a professional is to listen and engage with the organization to create dialogue and communicate professionally with the organization. It is important to respect all of the legal rules governing the student relationship with the organization to ensure that no confidential information is shared or that there is any infringement on intellectual property owned by the organization. If you are asked to sign a non-disclosure agreement, please bring this to your professor's attention to ensure its terms are fair.

Each student will be given full capability to manage the project towards achieving the Learning Outcomes and Course Objectives outlined herein. Regular contact with the professor and the

organization will be required throughout the course for both assessment and evaluation purposes. It will also be essential as well to build trust and a relationship with all stakeholders.

While each student is responsible for managing the project and meeting the organization's expectations, it is required that students contact the professor if any difficulties in managing the client relationship are encountered. The organization has asked the students to address a critical opportunity and conduct analysis and make recommendations that will be important to the organization's ongoing success and sustainability. Due to work activity to be conducted on behalf of the organization, the students will adhere to the policies and regulations with respect to ethics and human subject research. In all cases, consult with the professor before conducting data gathering to ensure an acceptable approach is being used and that the data gathering will yield appropriate information.

Each student must adhere to the Okanagan College policies and rules with respect to cheating and any infringement of intellectual property (including plagiarism) as outlined herein.

Assessment

Each student will be assessed during the course on an individual and a team basis. Assessment will provide feedback to students on their progress towards achieving milestones and the quality of their work. Assessment is an important part of a student's learning and will allow the professor to provide feedback and constructive comments for students to improve.

Evaluation:

Each student will be evaluated both individually and as part of their team. The online Course Handbook will outline additional details on the following course components:
1. Assessment & Evaluation
2. Learning Contract
3. Team Charter
4. Project Charter including client deliverables.
5. Progress Reports.
6. Interim Project Report.
7. Final Project Report.
8. Final Project Team Presentation.
9. Team Evaluation by Organization.
10. Individual Reflection Paper.
11. Final Project Individual Oral Evaluation.
12. Peer Evaluations.
This course will be evaluated on a basis as follows: Superb (90%-100%; Commendable (80 – 89%); Good (65%-79%); Inadequate (50 – 64%); Unprofessional (0%-49%). Please note that superb and commendable evaluations are merited not only on completing required tasks but demonstrating a quality of work beyond the course requirements.

The weighting for the evaluation components in this course is based on the following:

Team Performance Measures	55% of grade
Team Charter including Performance Measures and Peer Evaluation	5%
Project Charter including outcomes	10%
Interim Project Report	10%
Final Project Report	15%
Final Project Team Presentation	5%
Team Evaluation by Organization	10%
Individual Performance Measures	**45% of grade**
Learning Contract	5%
Individual Reflection Paper	10%
Final Project Individual Oral Presentation	15%
Progress Reports and Consultation Meetings with professor (5)	15%

Recommended Texts

Cook, R., Harris, M., & Barber, D. (2022). *Management Consulting Projects: A Step-by-Step Experiential Guide.* Routledge.
Markham, C. (2019). *The Art of Consultancy*. Legend Business.
Troper, J. & Tropez, P. (2009). Empowering Novice Consultants: new ideas and structured approaches for consulting projects. Consulting Psychology Journal: Practice & Research, 61(4) 335-352.

Course Schedule

Monday, January 10 - Classes Start
Monday, February 21 - Statutory Holiday (no classes)
Tuesday, February 22 – Friday, February 25 mid-semester study break
March 4 – last day to drop course without academic penalty
Thursday, April 14 – Last Day of Regular Classes
Friday, April 15 – Monday, April 18 – Statutory Holidays

Month/ Week		Weekly In-Class Content	Weekly Deliverables In-Class & Outside Class*
Jan	10	**Course Introduction**: Course Syllabus Review; Class Orientation; Project & Organization Overviews; Introduction to Applied Learning	**In Class**: Teams Formation **Outside of Class**: Learning Contract due; Selected reading/video
Jan	17	**Consulting** Project Management Theory: Consultant & Organization Management: Relationship, Engagement and Expectations	**In Class**: Team Consultations on projects and organizations **Outside of Class**: Team Charter due; Selected reading/video
Jan	24	**Project Introduction** Project Methodology Project Performance Reviews Management of Professional Relationships	**In Class**: Review of Team Charters Progress Report Discussion **Outside of Class**: Project Charter due; Organization initial contact; Selected reading/video;
Jan	31	**Project Research & Decision Statement** Needs Assessment Research Methodology & Techniques Decision Statement Creation	**In Class**: Review of Project Charters. **Outside of Class**: Progress report #1 due; Initial organization meeting; Selected reading/video;
Feb	7	**Project Analysis** External Environmental Analysis (Market, Consumers, Competition) Organization Analysis (Positioning; Value Proposition; TOWS analysis) Implications Analysis	**In Class:** Review of needs assessments **Outside of Class**: Project analysis work; Weekly organization meeting; Selected reading/video;
Feb	14	**Generating Solutions** Causal Logic Analysis Techniques for Innovative Solutions	**In Class:** Review of project analysis **Outside of Class**: Progress report #2 due; Weekly organization meeting; Selected reading/video;
Feb	21	**Winter Break**	
Feb	28	**Decision Analysis Review & Recommendation** Decision Criteria Theory & Solution Selection; Best practices in presenting options and recommendation	**In Class:** Review of proposed alternatives **Outside of Class:** Progress report #3 due; Weekly organization meeting; **Outside of Class:** Start to prepare interim report
Mar	7	**Interim Project Report** Professional Report Writing	**In Class:** Project Updates **Outside of Class:** Deliver draft interim report at end of week
Mar	14	**Client Update – Interim Report** The Pitch Canvas & Pitch Methodology	**In Class:** Practice organization pitches **Outside of Class:** Interim Report due to organization and validation by organization;

Mar	21	**Development of Action Plan** Solution strategies and content Key Performance Measures & Milestones	**In Class:** Review of Teams' feedback from organizations **Outside of Class:** Progress report #4 due; Weekly organization meeting; Selected reading/video;
Mar	28	**Project Writing and Presentation Planning** Closing the Project: Gap Analysis	**In Class:** Discussion of strategies and content **Outside of Class:** Progress report #5 due; Weekly organization meeting;
Apr	4	**Project Report and Presentations** Final Project Draft Presentation work Oral Project Presentations Trial Run	**In Class:** Team discussions on projects **Outside of Class** Draft Final Project Report delivered to professor; Draft Final Oral Presentation delivered to professor
Apr	11	**Project Presentations**	**In Class:** Project presentations **Outside of Class:** Final Project Report delivered to organization Individual reflection papers due Peer assessments due Organization's team assessment due

* Inside of Class Deliverables are tasks required for the scheduled class time. Outside of Class Deliverables are tasks required during the week of that class.

SKILLS ACROSS THE BUSINESS CURRICULUM

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

STUDENT CONDUCT AND ACADEMIC HONESTY

What is the Disruption of Instructional Activities?
At Okanagan College (OC), disruption of instructional activities includes student "conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC", as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

What is Cheating?
"Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination."

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?
Plagiarism is defined as "the presentation of another person's work or ideas without proper or complete acknowledgement." It is the serious academic offence of reproducing someone else's work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

"Intentional plagiarism is the deliberate presentation of another's work or ideas as one's own." Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

"Unintentional plagiarism is the inadvertent presentation of another's work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit."

What are the Students' Responsibilities to Avoid Plagiarism?
Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors' name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

"Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication "*Plagiarism Avoided; Taking Responsibility for your Work".* This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 7th edition (2019). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?
The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.