

Capstone: Business Development Project

20E99904 (6 cr)

SYLLABUS for Spring 2024

(February 27, 2024)

Instructors' contact information	Course information
<p>Teacher-in-charge: Perttu Kähäri E-mail: perttu.kahari@aalto.fi Office: Y-210, School of Business, Ekonominaukio 1, Espoo</p> <p>Faculty facilitators: Mark van der Giessen (Organization & Management); Myrto Chliova (Entrepreneurship); Iiris Saittakari (International Business); Paula Koskinen Sandberg (Organizational Communication)</p> <p>Course assistant: Otso Lammi otso.lammi@aalto.fi</p>	<p>Status of the course: Mandatory course in the Master's programs of Management & International Business , People Management & Organizational Development, and Strategic Management in a Changing World Academic year and period: 2023-24, I – II (Fall); IV-V (Spring) Location: On campus. Language of instruction: English Course workspace: MyCourses https://mycourses.aalto.fi/course/view.php?id=41178</p>

1. OVERVIEW

The course consists of an applied, real-life business **problem/case** that students **identify, analyze and solve** in multi-disciplinary teams. It also focuses on developing students' self-awareness of the key learnings and skills obtained during their studies in the Master's Program.

In the course, there are four compulsory seminars, two at the beginning, one in the middle and one at the end of the course, and an extensive team project with a number of compulsory sessions and meetings in-between. Case company representatives pitch their cases at the **Opening seminar**. After this, students will select three cases that best seem to fit their particular expertise and justify their

selections. Finally, the teacher-in charge and faculty facilitators form the teams of 4-5 students based on individual preferences and study backgrounds. The cases have been invited before the course starts.

At the **team kick-off meeting**, the team members will meet for the first time, get to know each other and choose the roles for the team members (e.g. chair, contact person for the company, contact for faculty etc.). After this, the team will have **the first meeting with the client company**, in which the **project scope will be discussed**, and tasks defined. The faculty facilitator also participates in this meeting. After that, the teams work independently on the assigned case.

Project planning seminar is held by an experienced consultant, in which the team learns the consulting approach to problem solving and project planning. **The second meeting with the client company** takes place after that. In this meeting the purpose is to go over the project plan and discuss the expectations and progress. **The third meeting with the client company** is halfway through the project in order to discuss progress and to get feedback. The team's faculty facilitator will also be present to give feedback in the second or third meeting. Please discuss with your facilitator when they would like to take part.

"I like I wish" facilitated team feedback session is at the halfway of the project. The team members get to practice giving and receiving feedback with each other in this facilitated session by using "I like I wish" method.

Each team will get **guidance for their draft version** of the final presentation in a **presentation coaching session** one week before the closing seminar. The course ends with a **Closing seminar**, in which each student team presents the case, its core challenges and main solutions. The teams have to provide a well-designed and effectively communicated solution for the identified core problem for the case company.

In order to complete the course, students also submit a written team report and an individual, reflective student portfolio by the given deadline (see Schedule below).

2. PREREQUISITES

Only degree students studying in the following Master's programs are eligible for the course: Management & International Business, People Management & Organizational Development, and Strategic Management in a Changing World. **Note that most Master's Program studies have to be completed before you can enroll on Capstone.**

3. LEARNING OUTCOMES

After completing the course, students will be able to

- identify, analyze and solve real-life business problems from a multi-disciplinary viewpoint
- apply and broaden the knowledge and skills gained during their studies to real-life business tasks and challenges
- manage complex projects and work in diverse teams
- handle uncertainty associated with real life projects
- present a case report both orally and in writing
- critically reflect on their learning process and outcomes.

4. ASSIGNMENTS, ASSESSMENT AND GRADING

The course consists of class sessions, meetings and three main assignments, the first of which is divided into five parts as follows:

1. Written team case report 50%
 - a. Progress report 1
 - b. Progress report 2
 - c. Progress report 3
 - d. Progress report 4
 - e. Final report
2. Oral team case presentation 30%
3. Individual student portfolio 20%
4. Student feedback survey extra 2%

See a separate *Capstone instructions and assignments Spring 2024* document for specific instructions on the assignments. All assignments must be completed to pass the course. Late submissions will result in a grade deduction.

Attendance in all class sessions and meetings is compulsory. Teaching takes place on-campus only.

All the assignments are assessed on a 0-5 scale based on the following rubrics that will be available in the course workspace in MyCourses:

- The written team case report is assessed based on the Business writing and Capstone rubrics
- The oral team case report is assessed based on the Business presentations rubric
- Peer assessment is assessed by other team members based on the Teamwork rubric
- The individual student portfolio is assessed based on the Business writing and Capstone rubrics

Peer evaluation:

Capstone project is a team effort, and all team members are expected to contribute evenly. In order to make the workload transparent among the team members, the team is expected to fill in the **contribution table** together **throughout the project**. You can find the template on MyCourses. Instructions: Fill in the tasks that you identify in your project plan and the names of all team members. Mark who has the *major responsibility* for the specific task. Also mark who made *some contribution* and *minor contribution* to the task. Additionally, evaluate the total contribution per each student. Submit the contribution table as a separate slide with the final presentation (one contribution table per team). If someone's individual contribution is significantly greater or lower than that of others in the team, the individual student's final grade can be affected with one grade up or down.

5. READINGS

With their team, students are expected to identify and use readings from several different sources such as textbooks, articles, newspapers, magazines, and the Internet.

6. SCHEDULE for Spring 2024

Session	Date	Topic	Assignment + Due Date
1	March 6 15.00-18.00 V001	Opening seminar: Course introduction Presentations by case organizations	
	March 7	Selection of case	Decide on the three cases that best match your expertise and submit your preferences and a short justification at MyCourses by midnight
	March 11	Perttu will notify teams and companies about case selection	
	March 13 15.15-17 or 16.15-18 Rooms TBA	Kick-off meeting with your team and faculty facilitator.	Prepare your lifeline (see template in MyCourses/Materials) and present it to your team members during the meeting.
	March 14 - 20 (exact time to be agreed with case company and facilitator)	First meeting with client company and facilitator (note: you are expected to contact the case company and the facilitator to set up the meeting)	Together with the client company, your team needs to discuss, identify and define the scope of the project work
2	March 20 15.15-17.00 Väre, F102	Project management seminar by TBA	
	March 20	Progress report 1 due	A1a: Progress report 1 due; see <i>Capstone instructions and assignments 2024</i> document for specific instructions); upload to MyCourses by midnight
	March 27	Progress report 2 due	A1b: Progress report 2 due; see <i>Capstone instructions and assignments 2024</i> document for specific instructions; upload to MyCourses by midnight
	April 3-10 (exact time to be agreed with	Second meeting with client company (note: you are expected to	Discuss plan and progress (based on Progress Report 1 and 2). Confirm shared understanding of the direction and

Session	Date	Topic	Assignment + Due Date
	case company)	contact the case company well in advance to set up the meeting)	expectations.
	April 10 16:00-18:00 Väre, T004	I like I wish facilitated team feedback session by Iiris Saittakari	Take a look at your team agreement prior to the session
	April 17	Progress report 3 due	A1c: Progress report 3 due; see <i>Capstone instructions and assignments 2024</i> document for specific instructions; upload to MyCourses by midnight
	April 17-24 (exact time to be agreed with case company)	Third meeting with client company (note: you are expected to contact the case company well in advance to set up the meeting)	Discuss analysis and findings.
	April 29	Progress report 4 due	A1d: Progress report 4 due; see <i>Capstone instructions and assignments 2024</i> document for specific instructions; upload to MyCourses by midnight
3	May 8 15.00-16.00 or 16:00-17.00 (exact time and place to be agreed with facilitator)	Presentation coaching session ; each team has a separate one hour slot;	Presentation coaching session with faculty facilitator; Be prepared to present a completed presentation: Send your slides to your facilitator by midnight May 7
	May 13	Final report due	A1e Team final report due; upload to MyCourses by midnight and send to company representative.
4	May 15 15.00 – 18.00 U006/T004	Closing seminar: Team case presentations	A2: Team case presentation in class; upload the presentation and the contribution table on MyCourses by midnight
	May 23	Individual portfolio due	A3: Individual student portfolio due; upload to MyCourses by midnight

7. COURSE WORKLOAD

Project work in teams (incl. team meetings with facilitator and client company)	122 h
Classroom hours	10 h
Individual work	27 h
Presentation coaching session	1 h
Total	160 h (6 cr)

8. ETHICAL RULES

Aalto University Code of Academic Integrity and Handling Thereof:

<https://www.aalto.fi/en/applications-instructions-and-guidelines/aalto-university-code-of-academic-integrity-and-handling-violations-thereof>

9. OTHER

- Attendance in all sessions is mandatory
- Registration to course via SISU
- Course workspace: MyCourses
- Evaluation rubrics available in course workspace