

**Commerce 4GR3
Student Experience and Development IV
Fall 2023 Course Outline**

**DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

This course aims to provide students with the opportunity to work collaboratively with peers to analyze real business problems and create innovative and holistic solutions by partnering with leading and progressive sectoral organizations. This unique partnership opportunity offered by this course serves to create opportunities for innovation, recruitment / job placement, training and development as well as community engagement.

The objectives of this course are the following:

1. Provide real world opportunities for the students in business consulting.
2. Guide students through the process of applying learned management theories dynamically and creatively to identify, research and analyze business issues and to make recommendations with an understanding of impact at a strategic level.
3. Strengthen business management abilities and leadership skills through teamwork and hands-on project management.
4. Develop capabilities in self and peer-evaluation as well as encourage reflexivity and peer-mentorship practice.
5. Recognize and articulate the impact of the capstone project on their professional skills development throughout their job search toolkit (resume, interviews and LinkedIn profile) and how the experience can be leveraged for future career success.
6. Understand the impact students have as leaders during a real-world client project.

INSTRUCTOR AND CONTACT INFORMATION

Core / Day / Time	Course Instructors	Teaching Assistants
CO1 Tuesday 19:00	Mr. Tim Fung fungt@mcmaster.ca	Rishab Khana khannr13@mcmaster.ca Farhan Younas Mughal farhanmughal1@hotmail.com
CO2 Tuesday 14:30	Dr. Paul Snowdon snowdonp@mcmaster.ca	Adeena Asmat asmata@mcmaster.ca Karol Juliana Coy Peña coypeak@mcmaster.ca
CO3 Monday 10:30	Dr. Karleen Dudeck dudeckkj@mcmaster.ca	Bea Andrea Fabrero fabrerob@mcmaster.ca Jechayni Khobalakrishnan jechayni.k@gmail.com
CO4 Friday 12:30	Dr. Candice Chow Chowc28@mcmaster.ca Course Coordinator	Nathaniel Abogada abogadan@mcmaster.ca Utkarsh Purohit purohitu@mcmaster.ca

Each section will be further divided into 2 sub-sections. There will be one Teaching Assistant per sub-section.

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: No	Numeracy: Yes	Written skills: No
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: No	Final Exam: No	Guest speaker(s): Yes

COURSE DESCRIPTION

This course consolidates the various learning experiences in the Bachelor of Commerce and GR0 Programs by providing students with the opportunity to work collaboratively with peers to analyze real business problems and create innovative and holistic solutions. In this course, students engage in a business consulting project that will require the application of knowledge acquired in the past years as well as communication, collaboration, problem solving and self-management skills in a professional manner. As with previous GR0 courses, this course also supports students in building their leadership abilities and to be job-ready as they come near the start of a career path.

Career Professional Development (CPD). As this course marks the final semester of your undergraduate program, it also marks the new beginning of your professional journey as a graduate. To conclude your CPD, the CPD team will work with you to uncover and translate the learned and practised professional skillsets into your personal professional portfolio.

Leadership Development. Following up on your leadership development journey that started in 3GR0, you will be completing another survey based on your collaboration with peers during the experiential project. You will receive individualized feedback about your leadership style as well as tips and suggestions to further develop your leadership skills.

LEARNING OUTCOMES

Upon successful completion of this course, students will:

1. Attain real world experiences in business consulting through the completion of a course project that addresses an organization's need.
2. Demonstrate a structured yet creative approach to researching and analyzing a business issue by applying learned frameworks, from problem definition to making recommendations with an understanding of impact at a strategic level.
3. Practice business management skillsets while working in teams; specifically, collaboration, facilitation, client engagement, client influence, communication, working through ambiguous issues, time management and resilience skills required to manage the completion of tasks.
4. Evaluate self- and team-performance, as well as leadership development through reflexivity and peer-mentorship practice.

Leadership Development

- Discover how individual leadership competencies emerge and impact peers while working in teams to solve a business problem.

Career Development

- Translate the reflection on the experiential learning activities into essential practical business professional skillsets that set students apart.

COURSE MATERIALS AND READINGS

Recommended Reading:

The McKinsey Way

https://mcmaster.primo.exlibrisgroup.com/permalink/01OCUL_MU/deno1h/alma991033009801707371
(free of charge through McMaster Library)

The Student Guide to Case Method.

<https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c0000FvVuTEAV> (Optional - \$11.25)

Required Reading:

Client Briefing Material (see A2L)

Required Technology:

Digital Applications/Accounts

1. **Avenue to Learn:** All course information, required materials, general announcements, and other resources you will need will be included in the course Avenue shell. To access your course, go to [Avenue to Learn](http://avenue.mcmaster.ca/) (<http://avenue.mcmaster.ca/>)
2. **TopHat:** Participation during Class Events, Tutorials and any organized group activities will be assessed via engagement activities using Top Hat. You will receive instructions via Avenue to create your account and join the course. Please note that using TopHat is free for DeGroote students, you do not need to pay to create an account.

Top Hat registration how-to guide: <https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>. Your Course code will be listed on Avenue.

Technology Support Note: If you run into a problem with any course related technology, please contact technical support of the respective platform. Your TA is not your technical support person but do keep them updated on any issues that cannot be quickly resolved, so we can determine if it is an individual issue, or it is a system wide problem affecting multiple students. The list of technical support links/contact information is posted on Avenue.

COURSE OVERVIEW AND ASSESSMENT

Course Website – Avenue to Learn:

On this site you will find:

- Lecture slides in PowerPoint
- Links to useful course-related websites
- Additional information about course evaluation components
- Course documents such as this syllabus, any amendments to the schedule
- Articles of interest

Avenue to Learn is an important communication platform for this course. You should develop the habit of checking the course folder on a daily basis. It is your responsibility to ensure that your e-mail address and account settings in Avenue are correct for you to receive messages.

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
Lecture Core Content	In-person	<ul style="list-style-type: none"> • Live in-person lectures. 	Top Hat for participation
Readings	Asynch	<ul style="list-style-type: none"> • Client briefing material is required reading to provide students with the needed industry background. • Recommended readings complement lecture notes to enhance students' consulting skill sets. 	Readings linked in Avenue, or in recommended textbook.
Tutorials	In-Person	<ul style="list-style-type: none"> • Open Q&A forum with in-class working time to provide guidance on how to complete upcoming assignments. 	
Group Work	Both	<ul style="list-style-type: none"> • Individual group work to complete experiential project requirements. 	Asynch: any virtual tools

Evaluative Component

Missed Assignments will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments **will be penalized 25%** for each day they are late. Your final grade will be calculated as follows:



GRADE COMPONENT	WEIGHT	DESCRIPTION
Engagement	30%	Attendance, Active In-Class Verbal Engagement and Top Hat Assignment completion (24%) Additional class-related assignments: Leadership Vision Board + Business Workbook Part I (2%) Experiential Project Client Question Preparation (2%) Leadership Business Workbook Part II (2%)
360 Team Performance and Peer Assessment	10%	5% 360 Team Performance feedback 5% Peer assessment
Experiential Project Deliverable		
Group Contract	3%	Project team charter to guide how the team works (template provided)
Client Proposal	7%	Outline of project scope and client expectation (template provided)
Interim Report	15%	10-page word document on analyses conducted and insights
Final Presentation	15%	Client PowerPoint presentation (5% of the 15% reflects an individual portion)
Final Pitch	10%	Client Pitch Deck
Leadership, Project & Career Reflection	10%	Business Workbook Part III

COURSE DELIVERABLES

Experiential Project Deliverable

The following deliverables are part of your overall client experiential project deliverable. The project accounts for **50%** of your final grade. There are four parts to this overall experiential project.

Deliverable #1 – Group Contract

This deliverable accounts for **3%** of your grade. You will complete a group contract (a word template provided) outlining principles that govern how the working team collaborates. This is your project charter.

Deliverable #2 – Client Proposal

This deliverable accounts for **7%** of your grade. You will develop a client proposal document that outlines the problem statement, analytical approach, client engagement process, project plan and expected deliverables to your client. A word template will be provided.

Deliverable #3 – Interim Report

This deliverable accounts for **15%** of your grade. You will write a 15-page interim report focuses on research and analysis of the stated business problems and other emergent issues as an interim update to the client. A word template will be provided as a guide.

Deliverable #4 – Final Presentation

This deliverable accounts for **15%** of your grade. You will produce a final PowerPoint presentation to be shared with the client. A suggested approach will be provided as a guide. 5% of the 15% will be attributable to individual performance.

Deliverable #5 – Final Pitch

This deliverable accounts for **10%** of your grade. You will deliver a short pitch live to the client.

Participation

30% of in-class activities

- **Attend all sessions in-person.** Log into Top Hat for attendance for all in-person lectures and complete the required Top Hat assignments.
- **Please display your name in clearly visible name plate in live lectures** to accurately assess your verbal contribution in class.

There are 3 short assignments specific to three in-person sessions. You have to complete those for 6% of the engagement marks.

1. **Week 1 Exercise:** Creating your leadership vision board and complete your Business Workbook Part I (2%)
2. **Week 5 Exercise:** Writing an email to the client requesting additional data or clarification on the project (1%); Consolidating the questions from your group in a list format (template provided) (1%). You must submit your email question list to qualify the 2%.
3. **Week 7 Exercise:** Complete Business Workbook Part II – Your Leadership Reflection: Mid-term Check In (2%)

Leadership, Project and Career Reflection

This deliverable accounts for **10%** of your grade. You will reflect and on your project experience and learning from 4GR3 and how that could benefit and / help you with your career development and job search process. This is Part III of your Business Workbook.

In addition, please submit the following:

- An updated resume (using the template provided) including your capstone experience (following the requirements shared in the workshop).
- A screenshot of your capstone project as it appears in your LinkedIn profile (following the requirements shared in the workshop).

360 Team Performance and Peer Assessment

This deliverable accounts for **10%** of your grade. There are two parts to this assignment.

1. Complete the 360 Team Performance assessment for **5%**
2. Complete your peer assessment for **5%**

This assignment is graded based on authenticity, reflexivity and honesty and not on the performance itself.

WRITTEN DELIVERABLES

Unless otherwise directed, **all hand-in assignments** are expected to be in the best business standard.

- Double- spaced
- 1" margins all around
- 12-point font in Times New Roman
- For citation follows the APA style

SUBMISSIONS

All documents are to be submitted via Avenue to Learn, unless otherwise stated, and must be submitted before the stipulated deadline. Otherwise penalty will be applied.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "[Requests for Relief for Missed Academic Term Work](#)" and the link below;

<http://ug.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. email, Avenue to Learn (A2L), web pages, TopHat, MS Teams, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4GR3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**Commerce 4GR3
Student Experience and Development IV
Fall 2023 Course Schedule**

Date	Theme	Activity/ Content	Deliverables and Due Date
Week 1 C01/C02 – Sep 5 C04 – Sep 8 C03 – Sep 11	Course Introduction	<ul style="list-style-type: none"> • Course Overview • Guest Speaker: Client engagement approach overview • Guest Speaker Leadership Assessment Overview • Delivering a consulting / experiential project overview • Building a high-performance team 	<ul style="list-style-type: none"> • NDAs due within 24hours (where required)- submit on Avenue • 4GR3 Business Workbook – Part 1; Leadership vision board (due 2 weeks)
Week 2 – drop/add this week C01/C02 – Sep 12 C04 – Sep 15 C03 – Sep 18	Client Project Kick-Off	<ul style="list-style-type: none"> • Client Introduction and Project Overview • Review Group Contract and Client Proposal Deliverables 	<p>Activities:</p> <ul style="list-style-type: none"> • Finalize teams after drop/add. <p>Deliverables:</p> <ul style="list-style-type: none"> • Complete Top Hat questions (prior to next class)
Week 3 C01/C02 – Sep 19 C04 – Sep 22 C03 – Sep 25	Tutorial 1: Strategic Analysis Review & Proposal Writing	<ul style="list-style-type: none"> • Guest Speaker: Library Overview • How to complete a client proposal • Strategic Analysis Review • How to frame a problem statement 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Complete Top Hat questions prior to next class. • Group Contract due prior to next class.
Week 4 C01/C02 – Sep 26 C04 – Sept 29 C03 – Oct 2	Tutorial 2: Conducting Research and Interim Report Writing	<ul style="list-style-type: none"> • Decision matrix • How to deal with ambiguity and incomplete information • How to engage clients in Q&A • Review expectations for Interim Report • Q&A 	<p>Activities:</p> <ul style="list-style-type: none"> • Prepare client questions. <p>Deliverables:</p> <ul style="list-style-type: none"> • Complete Top Hat Questions prior to next class. • Client Proposal due day before class next week (7%) • CO3 Only - Questions for clients due the Friday before reading week.

			<ul style="list-style-type: none"> • Prepare an individual email requesting for additional data and or seeking answers / clarity on certain questions (1%) * • Prepare a consolidated list of groups of questions (1%) <p>*If no individual submission, there is no group mark for that individual</p>
<p>Week 5</p> <p>C01/C02 – Oct 3 C04 – Oct 6 C03 – Oct 16*</p> <p>*C03 Tutorial 3 takes place after reading week</p>	<p>Tutorial 3: Managing Change and Client Meeting Preparation</p>	<ul style="list-style-type: none"> • Change management framework • Check in for Interim Report and review requirements • Check in to ensure project progress • Prepare client questions 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Complete Top Hat Questions prior to next class. • Questions for clients due the Friday before reading week. <ul style="list-style-type: none"> • Prepare an individual email requesting for additional data and or seeking answers / clarity on certain questions (1%)* • Prepare a consolidated list of groups of questions (1%) <p>*If no individual submission, there is no group mark for that individual</p>
Week 6	Reading Week		
<p>Week 7</p> <p>C01/C02 – Oct 17 C04 – Oct 20 C03 – Oct 23</p>	<p>Tutorial 4: Preparing for Final Presentation</p>	<ul style="list-style-type: none"> • Final Presentation vs. Final Pitch • How to manage client questions live • Check in for Interim Report • 360-team performance and Leadership Reflection check point • How to conduct a team performance discussion 	<p>Activities:</p> <ul style="list-style-type: none"> • Groups work on their 360-team performance. <p>Deliverables:</p> <ul style="list-style-type: none"> • Interim report due prior to next class (10%) • Complete Top Hat Questions prior to next class. • Complete Business Workbook Part II (2%) (due prior to next class)
<p>Week 8</p> <p>C01/C02 – Oct 24 C04 – Oct 27 C03 – Oct 30</p>	<p>Tutorial 5: Developing a Feasible and Implementable Plan</p>	<ul style="list-style-type: none"> • Guest Speaker: Career Development and Client Engagement • How to prepare an implementation plan • Prepare for Client Check-In 	<p>Activities:</p> <ul style="list-style-type: none"> • Prepare for Client Check In – Identify additional questions for clarification. <p>Deliverables:</p> <ul style="list-style-type: none"> • Complete Top Hat Questions prior to next class. • 360-Performance Assessment due prior to next class (5%)

<p>Week 9</p> <p>C01/C02 – Oct 31 C04 – Nov 3 C03 – Nov 6</p>	<p>Client Check-In</p>	<ul style="list-style-type: none"> Client Check-In Session: Feedback and Q&A 	<p>Activities:</p> <ul style="list-style-type: none"> Live questions posed to clients (bonus 1%) <p>Deliverables:</p> <ul style="list-style-type: none"> Complete Top Hat Questions prior to next class. Work on Leadership Survey prior to next class (see Avenue link)
<p>Week 10</p> <p>C01/C02 – Nov 7 C04 – Nov 10 C03 – Nov 13</p>	<p>Tutorial 6: 4GR3 Business Workbook Final Reflection</p>	<ul style="list-style-type: none"> Guest Speaker: Introducing leadership survey. Overview to Final Reflection Assignment Q&A re: Final Presentation 	<p>Deliverables:</p> <ul style="list-style-type: none"> Complete Top Hat Questions prior to class. Final Presentation Slides due the day prior to class (15%)
<p>Week 11</p> <p>C01/C02 – Nov 14 C04 – Nov 17 C03 – Nov 20</p>	<p>Final Presentation</p>	<p>Students will be allotted a time slot to present their final client presentation during class time. They will be assigned into one of the three groups led by TAs or their instructor:</p> <ul style="list-style-type: none"> Group A – TA (1) Group B – TA (2) Group C – Instructor <p>15 min + 5 min Q&A</p>	<p>Activities:</p> <ul style="list-style-type: none"> Complete a peer assessment of another team on TopHat. <p>Deliverables</p>
<p>Week 12</p> <p>C01/C02 – Nov 21 C01 – Nov 24 C03 – Nov 27</p>	<p>Tutorial 7 – Pitch Practice</p>	<p>Students will be divided into two groups to practise their pitch.</p> <ul style="list-style-type: none"> 5 min pitch 	<p>Deliverables:</p> <ul style="list-style-type: none"> Complete Top Hat Questions prior to next class. Peer assessment due prior to next class (5%) (final pitch day) Pitch Slides due the day before the Final Pitch Day (10%)
<p>Week 13</p> <p>C01/C02 – Nov 28 C04 – Dec 1 C03 – Dec 4</p>	<p>Final Client Pitch Day</p>	<p>Students present their 5-min pitch live to their clients.</p>	<p>Deliverables</p> <ul style="list-style-type: none"> Business Workbook Part III Due Dec 8th (Last Friday of Class Week) (10%)