

2017

**MBA 581 Applied Business Project
2017-18 Handbook**



**VANCOUVER ISLAND
UNIVERSITY**

Student Name

Vancouver Island University

1/1/2017

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SECTION 1 - PROJECT INITIATION

Introduction

This booklet is meant to provide guidelines to faculty and students regarding the format and function of the main deliverables associated with the MBA 581 Applied Business Project. If the format prescribed herein does not meet the needs of the internship host organization and the mentor at that organization, an alternative format can be considered.

You may have to produce one report to meet the needs of your internship host organization and a separate report to be marked by your applied business project (ABP) supervisor.

Definition of terms

Applied Business Project

The Applied Business Project is a substantial research-based project that will provide the intern with the opportunity to apply their knowledge and skills through the investigation and analysis of a complex business problem or management issue that will form the basis of their internship experience.

Applied Business Project Supervisor

The VIU Faculty of Management faculty member who has agreed to provide guidance and counsel on an ongoing basis for the duration of the applied business project and who will mark the project upon its completion. It is the responsibility of the student to find a supervisor and get their approval to supervise their project. The student then must notify the GBS Office of their supervisor selection.

Hosting Organization

The business/organization for which the student is doing the internship and the related project.

Internship Mentor (Sponsor)

The internship mentor is the person that is supervising the student on behalf of the hosting organization. The internship mentor will be agreed on by all parties at the start of the internship/project.

Statement of Project Work (SOPW)

The document (see format below) laying out the project to be completed, including scope, assumptions, constraints, schedule, standards, criteria, and any special requirements. It will be signed by the student, the internship mentor (sponsor), and the ABP supervisor.

Commencing the Applied Business Project

To commence your Applied Business Project, you must seek permission from the Director, Graduate Studies, by submitting an Internship Pre-Qualification Form to the GBS Office. Requirements for approval are that you have a cumulative GPA of 2.0 or higher, no F grades on your record and completed all 41 credit hours from semesters A, B & C. (See Appendix E Internship Pre-Qualification Form)

The business projects should be formalized with a Statement of Project Work (SOPW). The SOPW will indicate the scope of the applied project to be undertaken during the internship. A SOPW is an agreement between the internship mentor/host organization, the student and the ABP supervisor about what is to be accomplished by the applied project. The student shall complete the SOPW with input from all stakeholders. The SOPW will count towards the total MBA 581 mark and could be included as an appendix to the final deliverable. The SOPW should be started once the student has been matched with an internship mentor/host organization. The SOPW shall be completed within three weeks after commencing the internship. The length of the SOPW should be no more than ten pages and should follow the structure (see Table 1) below.

Table 1 - MBA 581 Applied Business Project - Statement of Project Work Framework

SOPW Section	Content
<i>Title Page</i>	<ul style="list-style-type: none"> • Use the format at appendix A.
<i>Table of Contents</i>	<ul style="list-style-type: none"> • Follow the format as per this handbook.
<i>Part I. Introduction</i>	<ul style="list-style-type: none"> • Describes the goals and objectives of the project. • Lists eight to ten learning objectives of the internship. • Provides the location and name of the organization, key personnel, and any other pertinent information.
<i>Part II. Scope of the Work</i>	<ul style="list-style-type: none"> <input type="checkbox"/> Describes the work to be done in detail, as well as identifying work beyond the scope of this project. <input type="checkbox"/> Specifies when the work is expected to start and end, working hours per week, where the work must be performed, and any other schedule-related information.

<p><i>Part III. Assumptions and Constraints</i></p>	<ul style="list-style-type: none"> • Lists any assumptions about the project, including level of internal support and resources (e.g., computer support). • Identifies any constraints that may have an impact on the project. • This section of the SOPW is dependent on the nature of the project and the requirements of the sponsor. For instance, assumptions could include weekly meetings with the sponsor, access to stakeholders, access to competitive information, reimbursement of travel expenses, etc. Constraints could include response rate to questionnaires, access to senior managers, sensitivity of information, availability of appropriate market data, time available for the internship and ABP, etc. In Part III use your own judgment given nature of the internship.
<p><i>Part IV. Deliverable Schedule</i></p>	<ul style="list-style-type: none"> • Lists the specific milestones and deliverables (described in detail), and when they are due.
<p><i>Part V. Applicable Standards</i></p>	<ul style="list-style-type: none"> • Specifies any company, industry-specific, or Vancouver Island University standards that are relevant to performing the work. Specifies how confidential documents and information will be handled.
<p><i>Part VI. Acceptance Criteria</i></p>	<ul style="list-style-type: none"> • Describes how the internship mentor will determine the project deliverables to be acceptable. • Describes how the Vancouver Island University faculty supervisor will determine the project deliverables to be acceptable. • The internship mentor may require a written report (both a draft and a final), a digital copy of the report, perhaps a presentation, and/or conduct a series of meetings within the organization. Each internship mentor may have unique requirements.
<p><i>Part VII. Special Requirements</i></p>	<ul style="list-style-type: none"> • Specifies any special requirements including travel, language, treatment of sensitive data, and so forth. • Describe how international content would be applicable in the project deliverable(s)
<p><i>Part VIII. Amendments</i></p>	<ul style="list-style-type: none"> • A SOPW is normally a dynamic document and thus may be modified from time to time. This section is for appending agreed-upon changes that may come later.

<i>Part IX. Signature</i>	<ul style="list-style-type: none">• This section contains the approvals of all the principal decision makers including the internship mentor on behalf of the host organization, and other appropriate authorities, the student and the VIU project supervisor.
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Changing Supervisors

If students feel that the relationship with their allocated supervisor is not working, they can request a change in supervisor. However, students shall not change supervisors without prior discussion with their original supervisor and the Director, Graduate Studies. Requests for changes to your ABP can be made with an Application for ABP Change Form (See Appendix F) Academic staff will not agree to supervise a student unless the proper procedures have been followed and the original supervisor and the Director, Graduate Studies have agreed to the change on the form. The GBS Office can provide advice to students wishing to change supervisors. **No changes shall be made after the first two weeks of the semester, unless there are exceptional circumstances.**

SECTION 2 - PROJECT FORMAT AND REQUIREMENTS

Applied Business Project (ABP) Format

The length of the final report will vary; however, it should be in the range of 12,000 to 15,000 words using 1.5" line spacing. The structure of the report may vary from that laid out below. Significant variations should be discussed with and approved by your supervisor. The content of the final reports should include the following elements:

Title page – use the format according to Appendix A. Replace the “Woodside Industries – Global Supply Chain Strategy” heading with the organization’s name and the nature of the applied project.

Executive Summary – shall be one to two pages in length and contain all the salient points from the body of the report including the recommendations. The use of a figure or table in the Executive Summary is useful in summarizing key information from the report.

Acknowledgements

Table of Contents

List of Acronyms

Section 1 – Introduction (1-2 pages)

- An overview of the organization and the focus of the internship.
- Research questions and/or the issues addressed in the report.
- The structure/contents of this paper.

Section 2 – Situational Analysis (8-12 pages)

- Analyze the current status of the issues facing the organization.
- Integrate the analytical (theoretical or conceptual) framework (developed in Section 5) with the collected data. For example, implementing the analytical framework of Situation Analysis (e.g. Internal Analysis, Customer Analysis, and External Analysis) as a guideline for the collection and analysis of data.

Section 3 – Literature Review (4-6 pages)

- Compare and contrast the literature that supports and is critical of the research methodology selected in Section 2.
- Develop an analytical (theoretical or conceptual) framework (e.g., Situation Analysis, SWOT Analysis, Porter's Five Forces, Value Chain Model, et cetera) for the analysis of data in Section 2.
- Alternative research methodologies (e.g., exploratory or conclusive research design) are discussed and an appropriate research/analysis method is selected.
- Literature that supports the analysis in the project report should be cited in the body of the report. This should include peer reviewed sources as well as industry sources where appropriate.

Section 4 – Potential International Context (2-3 pages) (may be woven into other sections)

- Explain and provide examples of international approaches to solving the issues discussed in section 2 or the international context of this industry or compare the situation being studied to similar situations in comparable countries. Alternatively, the section can be placed later and you can explain how the options discussed in Sections 4 and 5 can be applied internationally or explain the international context. Alternatively, this section can discuss multicultural issues that may relate to the project. **Note:** each report must include an international or multicultural element to meet the requirements of the University of Hertfordshire MScIM.

Section 5 – Option Generation and Analysis (4-6 pages)

- Alternative or optional approaches or strategies are developed based on the Situational Analysis of Section 2. For example, a SWOT matrix is developed based on the Situation Analysis, and possible alternative marketing strategies are discussed.

Section 6 – Recommendations (4-6 pages)

- Appropriate options are selected based on thorough analysis of the options laid out in the previous section and recommended to solve the research questions or issues stated in Section 1, and detailed implementation of the option(s) are more specifically and thoroughly discussed. For example, a

promotional plan integrating methods of advertising, sales promotion, personal selling, public relations, decision making, et cetera may be identified, supported by analysis of all the alternatives and implementation of the plan discussed. Areas of further work/research shall also be identified and limitations of the findings should be discussed.

Section 7 – Internship and Project Reflections (2 pages)

- Limitations of the analysis, and future/further research should be discussed.
- Student’s reflections on learning and how the Applied Business Project has contributed to the student’s competencies.

List of References – use APA referencing style for the report.

Appendices (as required)

Confidentiality of Information

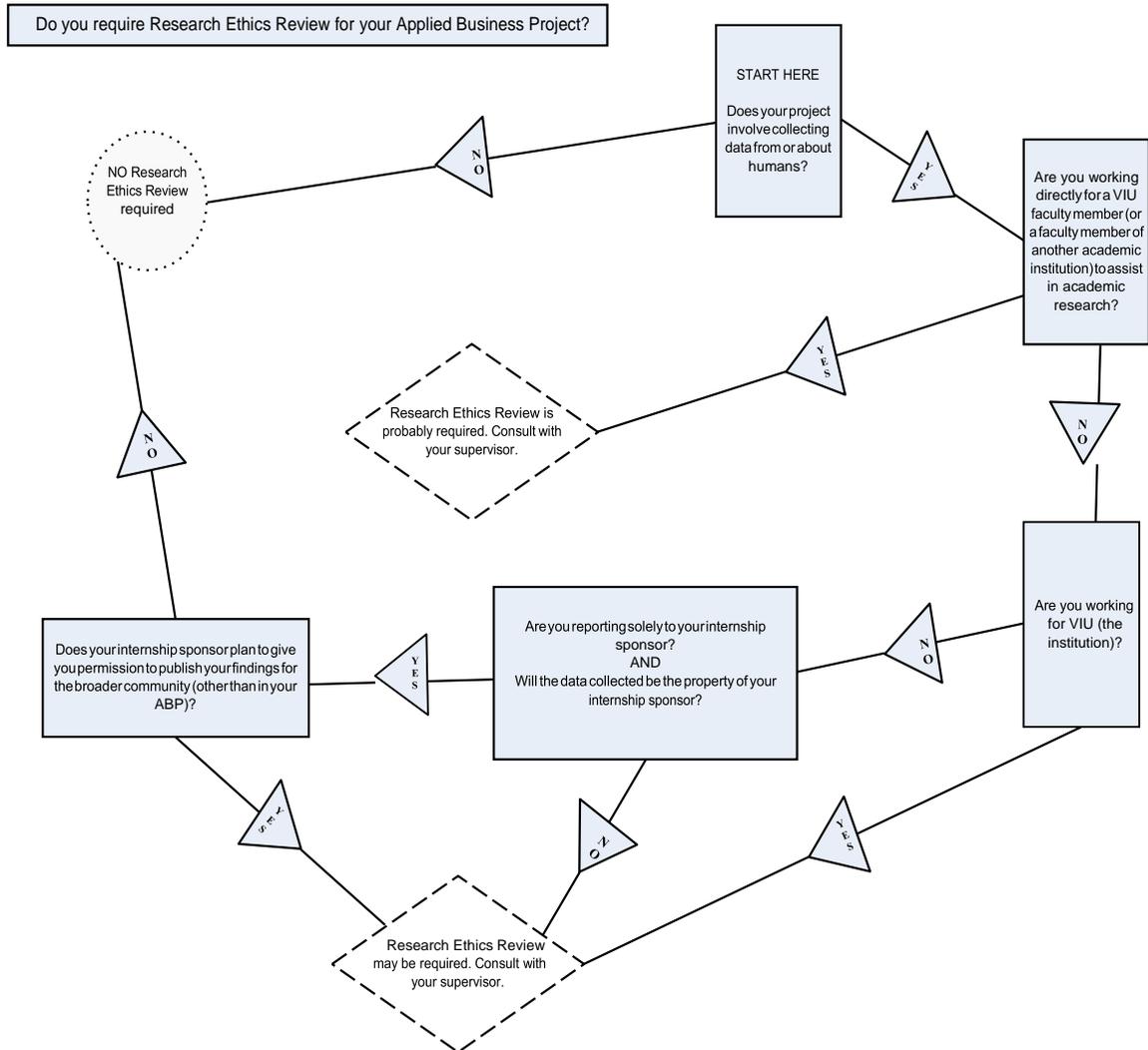
Many of the ABPs will contain confidential, proprietary, and/or sensitive material and shall be treated accordingly. Students should discuss confidentiality issues with their internship sponsor. Students and faculty will keep the report and any related materials in secure storage and not divulge proprietary information to third parties. **Faculty will send the reports for confidential shredding after one semester. Students should discuss disposal requirements with the internship sponsor.**

Ethics Review – Primary Data Collection

Introduction

All graduate student **research** projects *that involve human subjects* must be reviewed for approval by Vancouver Island University’s Committee for Research Involving Human Subjects (CRIHS). As such, it is important to determine whether or not a MBA 581 Applied Business Project falls into the category of research versus professional training and skill development. Clarification regarding ethics review is detailed in Appendix D Ethics Review. However, faculty members that are uncertain about the particulars of a project, please contact the VIU Research Ethics Manager for assistance. A summary of the process flow for ethics review is provided in Figure 2.1.

Figure 2.1 Ethics Review Process Flowchart



Applied Project Layout

Layout Specifications

Margins

left margin 1.5 in. (3.8 cm)

right margin 1.0 in. (2.5 cm)

bottom margin 1.0 in. (2.5 cm)

top margin 1.0 in. (2.5 cm)

Page Numbers

Use Roman Numerals (bottom centered) for pages leading to section (i.e., i, ii, et cetera); do not paginate the title page.

Use sequentially numbered in Arabic numerals (i.e., 1, 2, et cetera) (right aligned) starting at section 1 and through the remaining project report.

Appendices: Should use centered page number A-1, B-1, et cetera.

Typeface

font Calibri (this is Calibri 12 point) 12 point

spacing 1.5 point spacing or 16 point leading

headings/subheadings **emboldened**, *not* underlined like this

Justification

Left Justified ragged right

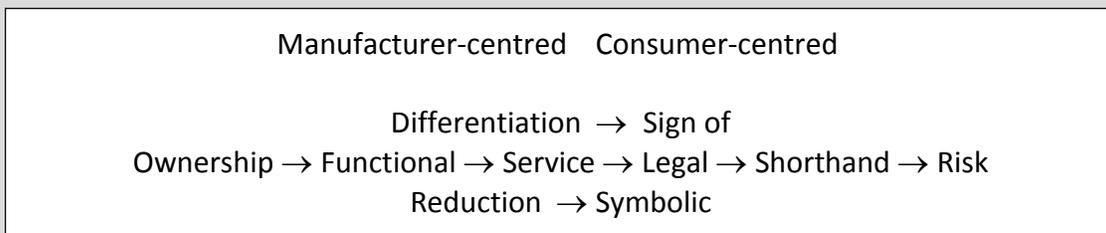
Lists

Numbered or bulleted lists are acceptable. Use a consistent list format throughout the report.

Tables

Each table/figure/graph should be labelled properly, referred to in the body of the report (before the actual table/figure/graph), sourced (if appropriate) and included in a separate listing following the Table of Contents page. Below is a sample figure and table (the 2.1 indicates the second section of the report and the first figure in that section). Ensure that all figures, especially those which have been cut and pasted from digital sources, are legible. If necessary, re-create figure using a suitable drawing application (e.g., MS Paint).

Figure 2.2 Stages in Brand Evolution



Source: Adapted from Categorizing Brands: Evolutionary Processes Underpinned by Two Key Dimensions. de Chernatony, 1993.

Table 5.3 Summary of Purchases by Nationality

	<i>Western (percent)</i>	<i>Asian (percent)</i>	<i>Arab (percent)</i>
Low Involvement / Function	6.5	10.3	17.2
High Involvement / Function	5.0	17.3	13.5
Low Involvement / Emotion	22.0	26.0	21.8
High Involvement / Emotion	33.0	33.3	29.2

Footer

Every page should contain footer in small font (9 point) stating 'MBA 581 Project 2016 Prepared by: (insert your initial and last name here)' and the page number. Use the footer below as a guide.

Paper and Binding

The report should be submitted on matte finish, plain white, good quality paper. Students are responsible for getting their projects bound. Binding should be cerlox with a clear plastic front cover and white cardstock backing.

Applied Project Referencing

You should use APA referencing unless your supervisor has agreed to allow End Note referencing.

Applied Project Deliverables

The students should provide draft copies of their report on a regular basis to their internship supervisor and keep their internship mentor informed of their progress. The complete report shall be handed to the faculty mentor and to the internship mentor no later than the agreed upon date recorded in the SOPW.

For internships/projects taken up by Fall intake students that finish their program with the C1 semester, the earliest start date is *July 22nd and latest start date is *September 8th, or anywhere in between and their deadline is 16-weeks after the start date.

For internships/projects taken up by Fall intake students that finish their program with the C2 semester, the earliest start date is *September 1st and latest start date is *October 9th, or anywhere in between and their deadline is 16-weeks after the start date.

For internships/projects taken up by Spring intake students that finish their program with the C1 semester, the earliest start date is *November 22nd and latest start date is *January 9th, or anywhere in between and their deadline is 16-weeks after the start date.

For internships/projects taken up by Spring intake students that finish their program with the C2 semester, the earliest start date is *January 9th and latest start date is *February 8th, or anywhere in between and their deadline is 16-weeks after the start date.

(See Table 3 – ABP Deadlines & Extension Dates)

If your internship starts more than three weeks late or there is a major medical issue or family death in the last two weeks of the project period, you may apply to the **Director and your project supervisor** for an extension. You will be asked to provide documentation to support your request, as per Section 3.3.1 in the Student Handbook.

(*Where the date falls on a weekend, please defer to the following business day)

	DEADLINE TO SUBMIT THE INTERNSHIP PREQUALIFICATION & ABP REGISTRATION FORMS	THE EARLIEST FIRST DAY OF THE 16-WEEK PERIOD FOR THE START OF INTERNSHIP OR ABP	THE LATEST FIRST DAY OF THE 16-WEEK PERIOD FOR THE START OF INTERNSHIP OR ABP	THE EARLIEST 16-WEEK DEADLINE FOR COMPLETING INTERNSHIP OR ABP	THE LATEST 16-WEEK DEADLINE FOR COMPLETING INTERNSHIP OR ABP	THE EARLIEST 16-WEEK PLUS 4-WEEK GRACE PERIOD DEADLINE FOR COMPLETING ABP	THE LATEST 16-WEEK PLUS 4-WEEK GRACE PERIOD DEADLINE FOR COMPLETING ABP	THE EARLIEST ABP DEADLINE AFTER REGISTERING IN "EXTN500-THESIS" & "EXTENSION" & PAYING ADD'L FEES	THE LATEST ABP DEADLINE AFTER REGISTERING IN "EXTN500-THESIS" & "EXTENSION" & PAYING ADD'L FEES
<u>INTERNSHIP DATES FOR THOSE WHOSE LAST SEMESTER IS "C1" IN SUMMER</u>	15-Jul	15-Jul	1-Sep	4-Nov	22-Dec	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE
<u>ABP DATES FOR THOSE WHOSE LAST SEMESTER IS "C1" IN SUMMER</u>	15-Jul	22-Jul	8-Sep	11-Nov	29-Dec	9-Dec	26-Jan	3-Mar	20-Apr
<u>INTERNSHIP DATES - "C2" IN SUMMER</u>	1-Sep	1-Sep	1-Oct	22-Dec	21-Jan	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE
<u>ABP DATES - "C2" IN SUMMER</u>	1-Sep	8-Sep	8-Oct	29-Dec	28-Jan	26-Jan	25-Feb	18-May	17-Jun
<u>INTERNSHIP DATES - "C1" IN FALL</u>	15-Nov	15-Nov	2-Jan	7-Mar	24-Apr	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE
<u>ABP DATES - "C1" IN FALL</u>	15-Nov	22-Nov	9-Jan	14-Mar	1-May	11-Apr	29-May	4-Jul	21-Aug
<u>INTERNSHIP DATES - "C2" IN FALL</u>	2-Jan	2-Jan	1-Feb	24-Apr	24-May	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE	NOT APPLICABLE
<u>ABP DATES - "C2" IN FALL</u>	2-Jan	9-Jan	8-Feb	1-May	31-May	29-May	28-Jun	21-Aug	20-Sep

SECTION 3 - FACULTY/STUDENT INVOLVEMENT

Faculty Responsibility

The faculty supervisor shall provide guidance and expertise to the student when formalizing the SOPW and the project deliverables. The supervisor will assist the student in selecting an appropriate situational analysis methodology, give guidance regarding current/relevant literature, and provide direction concerning a suggested course of action and clarification of expectations concerning the format of the report. If required, the faculty supervisor may facilitate a meeting with the student and the internship sponsor.

Student Responsibility

Students are expected to work independently, with guidance from their supervisors and while guidance from other academic staff with particular expertise may be provided.

Faculty/Student Exchanges and Log Sheets

Students shall maintain a log sheet of communication exchanges between themselves and the faculty advisor. The log sheet entries shall include the date, issues, and actions discussed. A suggested format is provided in Appendix B. The project process is one of the areas where grades are awarded for the project, so the student should be pro-active in meeting with the supervisor and should meet deadlines agreed upon if they expect to score well in this section.

Project Timelines

Table 2 provides a summary of the applied project timelines and activities, and deliverables. If you start your internship more than 3 weeks late you should request an extension from the Director, Graduate Studies (copying your supervisor).

Table 2 – Suggested Project Timelines *(To be determined with your ABP Supervisor, these dates are provided as guidelines only)*

Fall Intake – Course Completion in Semester C1

Date	Activity/Deliverable
Between Jul 22 – Sep 8	Commence Project
Aug 19 – Oct 6	SOPW Completed
Sep 16 – Nov 3	Situational Analysis
Oct 14 – Dec 1	Option Generation
Nov 11 – Dec 29	Draft Report
Dec 9 – Jan 26	Final Report Due

Fall Intake – Course Completion in Semester C2

Date	Activity/Deliverable
Between Sep 1 – Oct 9	Commence Project
Sep 29 – Nov 6	SOPW Completed
Oct 27 – Dec 4	Situational Analysis
Nov 24 – Jan 1	Option Generation
Dec 8 – Jan 29	Draft Report
Jan 5 – Feb 26	Final Report Due

Spring Intake – Course Completion in Semester C1

Date	Activity/Deliverable
Between Nov 22 – Jan 9	Commence Project
Dec 20 – Feb 6	SOPW Completed
Jan 17 – Mar 6	Situational Analysis
Feb 14 – Apr 3	Option Generation
Mar 14 – May 1	Draft Report
Apr 11 – May 29	Final Report Due

Spring Intake – Course Completion in Semester C2

Date	Activity/Deliverable
Between Jan 9 – Feb 8	Commence Project
Feb 6 – Mar 8	SOPW Completed
Mar 6 – Apr 5	Situational Analysis
Apr 3 – May 1	Option Generation
May 1 - May 22	Draft Report
May 22 – Jun 19	Final Report Due

Project Supervision Meetings

Students shall set up meetings with their project supervisor. **It is the student's responsibility to initiate these meetings.** In some circumstances it may be more practical for some supervision to take place via email or by phone. **The supervisor will allocate ten hours for supervision, which incorporates several hours for reading drafts.** Ideally you should provide your supervisor with partial drafts as you go along so that you can have feedback.

Your MBA 581 progress shall be recorded on a Project Log (see appendix B), and signed by the student and the supervisor. **It is the student's responsibility to bring this log to each meeting and to ensure that the supervisor is asked to sign it.** Alternatively, if meetings are conducted by phone, students shall send an email summary to their supervisor and use an email printout as evidence of supervision. Moreover, all email exchanges shall be recorded on the project log.

During the supervision meetings, students will be expected to review the work accomplished since the last meeting, and to set goals to be achieved by the next meeting. All progress is to be recorded in your Project Log.

On occasion a supervisor may direct you to other supervisors for their particular expertise. This should be noted in the Project Log. The Log or equivalent evidence of supervision must be submitted with the project.

Failure to seek regular supervisory support and record progress in the log will be taken into account when your project is being assessed and can lead to a loss of marks under the section for management of the project. (See Appendix C – Project Assessment Form.)

CONFIDENTIAL

2016

*Woodside Industries – Global
Supply Chain Strategy*



**VANCOUVER ISLAND
UNIVERSITY**

Student Name

Vancouver Island University

1/1/2016

APPENDIX B – PROJECT LOG

Project Log

This is an important document, which is to be handed in with your project. This log will be taken into consideration when awarding the final mark for the project.

Student Name:	
Supervisor’s Name:	
Project Title:	

SECTION A. MONITORING STUDENT PROJECT PROCESS

The plan below is to be agreed between the student & supervisor and will be monitored against progress made at each session.

Activity	Milestone/Deliverable Date							
Final details of proposal to be agreed between student and supervisor								
Suggest milestones are:								
1 Refine initial proposal								
2 Complete literature review								
3 Complete methodology section								
4 Complete data collection								
5 Complete data analysis								
6 Complete conclusions and recommendations								
7 Submit draft for feedback								

SECTION B. ETHICS

Ethics approval date (Primary Research Only):

SECTION C. RECORD OF MEETINGS (Email exchanges)

The expectation is that students will meet their supervisors up to seven times and these meetings should be recorded. Bring the log to each meeting to obtain agreement in

writing on the progress and actions. If the student and supervisor are primarily corresponding by email, these exchanges should be logged in place of the meetings.

Meeting 1

Data of Meeting	
Progress Made	
Agreed Action	
Student Signature	
Supervisor's Signature	

Meeting 2

Data of Meeting	
Progress Made	
Agreed Action	
Student Signature	
Supervisor's Signature	

Meeting 3

Data of Meeting	
Progress Made	
Agreed Action	
Student Signature	
Supervisor's Signature	

Meeting 4

Data of Meeting	
Progress Made	
Agreed Action	
Student Signature	
Supervisor's Signature	

Meeting 5

Data of Meeting	
Progress Made	
Agreed Action	
Student Signature	
Supervisor's Signature	

Meeting 6

Data of Meeting	
Progress Made	
Agreed Action	
Student Signature	
Supervisor's Signature	

Section D. Comments on Management of Project (Optional)

(to be completed at the end of the project process)

Comments

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Signature of Student	Date
Signature of Supervisor	Date
Ethics (primary research only) Conformed	Date

Project Title: _____

Project Client: _____

APPENDIX C - PROJECT ASSESSMENT FORM

STUDENT: _____

SUPERVISOR: _____

Award an A+,A, A-, B+, B, B-, C+, C, C- or F grade for each section and average for an overall grade using the Vancouver Island University 4.33 point scale.

Segment:	Elements:	Guidelines:
Process	Project SOPW	Follows the format prescribed herein? Clear and feasible objectives? Is there a clear definition of problem, issue or situation addressed? Is the selection of sources of information suitable? Is there plan of work to be undertaken? Is it realistic?
	Project Management	Was the project registered on time? Was appropriate use made of the opportunities for supervision? Were agreed deadlines met? Did the student proactively adjust the scope of the project as necessary?
Grade and Comments:		
SOPW and ABP Report Structure	Logical Sequencing	Is there a logical sequencing of material – all appropriate sections included, executive summary, contents, list of acronyms, appendices, etc? Does the argument flow?
	Writing Style	Appropriate style – are statements substantiated, spelling, grammar, and punctuation correct?
	Referencing	Is an appropriate referencing protocol adopted? Is there a list of references?
	Presentation	Within the word length? Suitable font, layout, diagrams, margins, covers? Have figures/tables been correctly labelled, discussed, and sourced?
Grade and Comments:		
Sections 1 and 2 – Introduction and Situational Analysis	Introduction	Does the report provide an overview of the organization sponsoring the internship/ABP and introduces the issues to be discussed in the report?

	Situational Analysis	Has a suitable methodology been employed? Have alternative methodologies been considered? Has it been understood, explained and justified?
	Methods of data collection	Are these appropriate? Have they been conducted properly? Is the data valid and reliable?
Grade and Comments:		
Sections 3 and 4 - Option Analysis and Recommendations	Identification of appropriate strategies and theories	Is the theoretical underpinning of the project appropriate? Have alternative theoretical models or strategies been considered?
	Independence of thought/ideas	Is there evidence of independent thinking and/or the integration of concepts?
	Conclusions and recommendations	Do conclusions follow logically from the body of the report? Have cost implications been considered (where appropriate)? Are recommendations appropriate and justifiable? Have areas of further work been identified?
Grade and Comments:		
Sections 5, 6, and 7		
	Literature employed	Is it up to date? Is it appropriate? Has an adequate range of literature been considered?
	Critical assessment/review	Has the literature been approached critically? Analytical rather than descriptive?
	International context	Has the international aspect of the project been explained and related to the situational factor?
	Limitations and further opportunities	Are the limitations of the work acknowledged? Are areas for further research identified?
	Reflections	Has the student discussed how the Applied Business Project has contributed to the student's competencies? Has student reflected on his/her own learning? Has the process of production of the project been considered and evaluated?
Grade and Comments:		

OVERALL GRADE:

Faculty Supervisor's Comments:

Second Marker Comments:

Sample ABP Grade Calculation (do not print with actual grading sheet)

A+=4.33, A=4 A-=3.67
B+=3.33, B=3, B-=2.67
C+=2.33, C=2, C-=1.67
F= 0

Each segment is worth 20 percent

Process:	B+ (3.33 x .20) = .666
SOPW and ABP Report Structure	C- (1.67 x .20) = 0.334
Sections 1 and 2	A- (3.67 x .20) = .734
Sections 3 and 4	F (0 x .20) = 0.0
Sections 5, 6, and 7	C (2 x .20) = 0.4
Final Grade	2.134 (round to nearest grade), 2 = C

APPENDIX D – ETHICS REVIEW

Research Involving Human Subjects

As per the Tri-Council Policy Statement (TCPS), a project is considered research when it ‘...involves a systematic investigation to establish fact, principles or generalizable knowledge.’ (TCPS: page 1.1). Projects that include the following activities would be classified as research.

- Those that involve formulating a hypothesis, collecting data, testing data against current knowledge, providing a conclusion and then offering the results to a wider community; or
- Those where conclusions of the project are written and recorded in a manner consistent with peer reviewed and professional journal publication.

If the proposed MBA 581 Applied Business Project is deemed research, the graduate student and supervisor must next determine whether the proposed research involves human subjects. Research involving human subjects includes research on living humans, human tissues, fluids, embryos, fetuses or remains, or human data. **NOTE:** Hereafter, the use of the word ‘research’ shall be interpreted as ‘human subject research’ as defined here.

When does a Research Project require an Ethics Application?

All graduate student research projects that involve human subjects, with the intent to generalize findings and/or publicly disseminate results, require an application to the CRIHS. Graduate student research is NOT eligible for review by the Faculty of Management Departmental Review Process. When a project falls into the above described research conditions, an application must be submitted to the CRIHS for ethical approval. Once the application has been approved by the CRIHS, the proposed graduate research can commence.

Examples of Projects Requiring Ethics Review

In the following three cases full VIU CRIHS approval of the primary data collection methodology is required:

Case 1: student projects in support of a faculty member’s research. The faculty member shall be responsible to ensure that the ethics review documentation is correct and submitted in a timely fashion; or

Case 2: student projects in which the focus is primarily applied/theoretical research with the intent of publishing the findings; or

Case 3: VIU sponsored projects wherein the report or sections of the report will be disseminated to a wider audience, where the subjects under study come from a vulnerable population (examples: children,

mentally ill, disadvantaged group), or publication of the report/report extracts is anticipated. When in doubt please contact the CRIHS for guidance or the Director, Graduate Studies.

NOTE: There is a considerable turnaround time required for an ethical review process to be completed. Please factor this consideration into the planning of MBA 581 Applied Business Projects. When timing is an issue, supervisors, internship sponsors and students may wish to consider amending projects to ensure that the proposed project fits into the category of training.

NOTE: Graduate students who pursue research involving human subjects are required to complete the TCPS Tutorial: www.pre.ethics.gc.ca/english/tutorial.

When does a Project not require an Ethics Application?

Many MBA 581 Applied Business Projects will meet the exceptions to the above criteria and thus not require an ethics application to the CRIHS. Certain conditions must be met before projects can be considered professional training and skill development versus research.

- TCPS, 'Article 1.1(d) indicates that studies related directly to assessing the performance of an organization or its employees or students, within the mandate of the organization or according to the terms and conditions of employment or training' should not be subject to the CRIHS review. Performance reviews or studies that contain an element of research, in addition to assessment, may require ethics review; however
- MBA 581 Applied Business Projects that are clearly assessing the performance of a business or non-profit and are for their internal purposes or relate to VIU institutional research that will not be widely disseminated fall into the category of professional training and skill development.

NOTE: In the case of MBA 581 Applied Business Projects, some may include components of research; however, if the data gathered remains within the sponsoring internship body and will *not* be shared with the wider community, then it may be considered professional training and/or skill development. As above, if uncertain whether a MBA 581 Applied Business Project requires an application to the CRIHS, please contact the faculty ABP supervisor/mentor or the Program Director.

VIU MBA / UH MScIM PROGRAM - FACULTY OF MANAGEMENT – VANCOUVER ISLAND UNIVERSITY
APPLIED BUSINESS PROJECT (ABP) REGISTRATION FORM

STUDENT NAME: _____ STUDENT ID NUMBER: _____

MBA PROGRAM START DATE & COHORT (SECTION#): _____

PROPOSED ABP SUPERVISOR: _____ PROPOSED ABP START DATE: _____

PROPOSED ABP TOPIC OR GENERAL AREA OF INTEREST: _____

STUDENT SIGNATURE: _____ TODAY'S DATE: _____

ABP SUPERVISOR USE ONLY

INSTRUCTOR AGREES TO SUPERVISE THE STUDENT: YES NO

SUPERVISOR HAS CONFIRMED THE FOLLOWING ABP START DATE (IMPORTANT - THIS DATE WILL BE START OF THE 16-WEEK PERIOD WITHIN WHICH THE ABP WORK NEEDS TO BE COMPLETED. IF THE START OR END DATE HAVE TO BE CHANGED, STUDENT MUST FILE THE "APPLICATION FOR ABP CHANGES" FORM. PLS, USE THE FORMAT OF DD/MM/YYYY): ____/____/____

INSTRUCTOR COMMENTS, IF ANY: _____

NAME OF THE SUPERVISOR: _____ SIGNATURE: _____ DATE: _____

GRADUATE BUSINESS STUDIES - DIRECTOR USE ONLY:

STUDENT'S ACADEMIC STATUS ALLOWS COMMENCING THE APPLIED BUSINESS PROJECT AS PROPOSED

STUDENT'S ACADEMIC STATUS DOES NOT ALLOW COMMENCING THE APPLIED BUSINESS PROJECT AS PROPOSED

INSTRUCTOR APPROVED AS THE SUPERVISOR INSTRUCTOR NOT APPROVED AS SUPERVISOR

DIRECTOR'S COMMENTS, IF ANY: _____

SIGNATURE, DIRECTOR OF GRADUATE BUSINESS STUDIES: _____ DATE: _____

GRADUATE BUSINESS STUDIES – ADMINISTRATIVE ASSISTANT USE ONLY:

STUDENT HAS BEEN REGISTERED FOR THE ABOVE COURSE (SECTION: _____ START/END DATES: _____/_____)

STUDENT TRACKING SPREADSHEET HAS BEEN UPDATED

INSTRUCTOR ABP SUPERVISION STIPEND HAS BEEN SET UP

INSTRUCTOR HAS BEEN NOTIFIED STUDENT HAS BEEN NOTIFIED

COMMENTS: _____

I CERTIFY THAT ALL OF THE ACTIONS ABOVE HAVE BEEN COMPLETED BY ME: _____ (Print Name)

_____(Sign)

DATE: _____

VIU MBA / UH MScIM PROGRAM - FACULTY OF MANAGEMENT – VANCOUVER ISLAND UNIVERSITY
APPLICATION FOR APPLIED BUSINESS PROJECT (ABP) CHANGES

STUDENT NAME: _____ STUDENT ID NUMBER: _____

MBA PROGRAM START DATE AND COHORT(SECTION#): _____

ORIGINAL ABP START DATE (AS PER THE ABP REGISTRATION FORM): _____

NAME OF THE ORIGINAL ABP SUPERVISOR: _____

ABP TOPIC/TITLE: _____

APPLYING TO CHANGE THE ABP START DATE TO: _____

APPLYING TO CHANGE THE ABP DEADLINE TO: _____

APPLYING TO CHANGE THE SUPERVISOR TO: _____ NEW SUPERVISOR'S SIGNATURE: _____

REASON: _____

STUDENT SIGNATURE: _____

ORIGINAL ABP SUPERVISOR USE ONLY:

INSTRUCTOR AGREES TO THE ABP CHANGES AS PROPOSED ABOVE:

COMMENTS: _____

SIGNATURE: _____ DATE: _____

GRADUATE BUSINESS STUDIES - DIRECTOR USE ONLY:

START DATE TO BE CHANGED TO _____

EXTENSION APPROVED UNTIL: _____ EXTN 500 REGISTRATION REQUIRED: YES / NO

ABP SUPERVISOR CHANGED TO: _____ CHANGE GRANTED

COMMENTS: _____

SIGNATURE, DIRECTOR OF GRADUATE BUSINESS STUDIES: _____ DATE: _____

GRADUATE BUSINESS STUDIES – ADMINISTRATIVE ASSISTANT USE ONLY:

STUDENT'S RECORD UPDATED AS PER ABOVE. STUDENT TRACKING SPREADSHEET UPDATED AS PER ABOVE.

NEW SUPERVISOR STIPEND HAS BEEN SET UP, IF APPLICABLE STUDENT REGISTERED IN EXTN500, IF APPLICABLE

INSTRUCTOR(S) HAVE BEEN NOTIFIED STUDENT HAS BEEN NOTIFIED

COMMENTS: _____

I CERTIFY THAT ALL OF THE ACTIONS ABOVE HAVE BEEN COMPLETED BY ME: _____ (Print Name)

_____(Sign)

DATE: _____