

**ASU MBA High Technology Program
Advanced Integrated Project
2002-03 Academic Year**



Instructor

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AIP Teams and Advisors for 2001-02 Year

Team	Members	Topic (preliminary)
1	Caggiano, Tim Clark, Vince Mueller, Russ Haight, Dana McGhghy, Laura Pollock, Shawn	Blood glucose sensor
2	Bhardwaja, Sunita Chawla, Vivek Desai, Nehal Kline, Jeff Morstad, Matt Schoneman, Scott Talukdar, Neon	myocardial
3	Bi, Mark Butt, Jim Marlowe, Tom Moltich, Milt Smith, Baron Valenzuela, Diana Weaver, Elissha	Gene therapy
4	Hwang, Emerald Larsen, Kevin Mowatt, Lisa Ovelil, Jojy Summers, Tracy	Movement efficiency
5	Babbrah, Bobby Daneshkhak, Shah Kelly, Holly	Peer to peer collaboration
6	Arafa, Hicham Arafa, Mohamed Dougherty, Dave Kalaga, Madhav Killooy, Rich Slivestri, Rob Wadhvani, Dilip	Face recognition

Additional faculty and representatives from the business community participate in the Trimester evaluations, on an availability basis. The lead contact from the ASU Technology Office is Julia Rosen. Julia's office is in AG 212, and her phone is (480) 727 7030. Her e-mail is Julia.rosen@asu.edu.

Course Resources

AIP Resource Guide, on compact disc

AIP project Collections (in Tech library)

FastTrac Business Mentor Pac. One set per team; to be distributed.

Meyer, G.D., & Heppard, K.A. (2000) *Entrepreneurship as strategy: Competing on the entrepreneurial edge*. Thousand Oaks: Sage. (in Tech library)

Shepherd, D.A., & Douglas, E.J. (1999). *Attracting equity investors: Positioning, preparing, and presenting the business plan*. Thousand Oaks: Sage. (in Tech library)

Shepherd, D.A., & Shanley, M. (1998). *New venture strategy: Timing, environmental uncertainty, and performance*. Thousand Oaks: Sage. (in Tech library)

Video library of AIP project presentations, prior years. (in Tech library, or ask Karen)

Learning Outcomes

The project is an integrated, state-of-the-art product development experience. Key learning outcomes include:

- Working in different types of teams, including self-directed and electronically mediated groups
- Exposure to best practices in product development
- Development of critical assessment skills
- Develop a deeper understanding of classroom skills and competencies through application
- Cross-project learning

Course Requirements and Grading

Each Trimester has a unique set of deliverables. Some items are completed by the team, and are given a group grade; these items are highlighted and shown in italics. Other items are completed by individuals. Following is a summary of the grade components and weights for each term:

Item	Trimester I	Trimester II	Trimester III
.ppt Presentation	80%	60%	35%
Written business plan			35%
Consulting Reports	20%	20%	
Progress Summaries		10%	10%
Participation		10%	10%
Personal Takeaway			10%
Credit Hours:	2	1	2

Due dates for all items are shown on the calendar. Description of individual grading components:

.ppt Presentation. Progress reports are due at the end of each Trimester. For Trimester I and II, teams should prepare a slide show with an audio track that summarizes progress to date. Topic area for each term are listed on the respective grading forms. Presentations at the end of the year are done in front of a live audience, and spread over two evenings. Assignments for final presentations will be made during Trimester III. Review criteria for are included at the end of the syllabus.

Jason Salmon will collect presentations at the *beginning* of class on the due date, in either CD or zip disk format (Zip disks will be returned). At the next class session, CDs will be distributed containing the presentation for each team. Given the short turnaround time, late presentations will not be accepted, and will be given a grade of 0 for that term.

In the past, some of the presentations have been quite large. Each team is allocated 1/6 of the space on the CD, less a few megs for some admin. In practice, this means that each team has 115Mb available for their .ppt and .doc file for a particular review. If you exceed this limit, it is your responsibility to coordinate with another team to ensure that all of the review materials fit on a single disk.

Presentations will be graded by both faculty and your peers. Your team's grade will be a composite of the two, with 2/3 of the weight assigned to the faculty score. In past years, the correlation between faculty and peer ratings has been very strong, with peer scores generally having a lower mean.

Written business plan. A detailed review of all issues addressed during the year. See winning projects from prior years to use as a guide. Hard copies of other business plans are also available in the Tech library. Selected plans are available on the CD Resource Guide, and on Blackboard as well.

Consulting Reports. Each person will be assigned two other teams to review for both Trimesters I and II. Please complete the following items for each team:

- Critique of presentation. A quality critique will have a balanced tone – i.e., identifying strengths as well as weaknesses of a presentation. Also, offer specific suggestions or ideas

for improving any flaws. Include a completed grading form as part of your critique. Consulting reports are posted on marked threads in the main Discussion Board area.

- Team report. What did you learn from reviewing the other team? In the past, items have included certain types of analysis, specific resources, tactics for dealing with a particular problem, or simply a better way of organizing or formatting slides. Prepare a brief memo to your own team describing what you learned, and how to incorporate that idea into your next report. Team reports are posted on your group's Discussion Board area.

Thus, there are four items here: Two critiques of other teams, and two reports back to your own team. Each individual component is worth 5%.

Progress Summaries. These are intended to help faculty and peers get a snapshot of progress to date. The summary should be included on the same disk as your .ppt file. A progress summary should include the following in a single .doc file:

- Executive summary, 2-3 pages
- Innovations. What ideas did you implement from the earlier Team Reports? 2-3 pages
- Weaknesses. How did you address the key limitations and weaknesses as identified by faculty and peers in the prior term? Length as needed.

Participation. The degree to which you contribute to your team's effectiveness. Each student evaluates each other member of their team via a web-based survey. URL will be released at the start of the review process.

Personal Takeaway. What did you learn by participating in the project? Describe how you could implement these ideas in your work setting. 4-5 pages. Submit these to the course Drop Box.

Course grades are assigned on the following basis:

90+	A
80 – 89	B
70 – 79	C

Grade disputes on specific assignments are handled in writing. Submit a memo describing the disputed item, and why you feel the grade was incorrect. Be as specific as possible, especially when advocating a position or recommendation. Grade appeals should be submitted to Prof. Boyd within two weeks of grade receipt.

Calendar of Deliverables

<u>Date</u>	<u>Item</u>
11/13	Tri I disks due
11/18	Tri I disks distributed
11/25	Consulting reports due
3/3	Tri II disks due
3/5	Tri II disks distributed
3/12	Consulting reports due
5/12	Live project presentations Written business plans due Personal takeaway due



Trimester I

Review Criteria

Content (90%)

Item	Key Elements	Points Awarded for Item
Product/business concept (30 points)	<ul style="list-style-type: none"> • Clear product definition • Identify whether disruptive or incremental technology • Prototypes, models or templates • Ergonomic and aesthetic principles • Existing products/competitors • Potential competitors/substitutes • Current and potential market demand, including customer profiles • Industry structure (i.e., capital requirements, entry and exit barriers, trends and macro forces affecting market and product) • Intellectual property issues 	
Technology Assessment (30)	<ul style="list-style-type: none"> • Your core technology(ies), including life cycle • What technologies you are displacing, and whether your technology is disruptive or sustaining • How you envision this technology to be adopted and diffused • Key challenges (either technical and/or process-related) you face in new product development 	
Overall venture attractiveness (30)	<ul style="list-style-type: none"> • Time to market • Market share and magnitude of market • Ballpark pro formas and profitability • Risk – return tradeoff • Venture competencies/capabilities relative to competitors • Sustainability of key competencies (e.g., processes, proprietary technologies, partners, etc). 	

Presentation (10%)

Item	Key Elements	Points Awarded for Item
Organization (5)	<ul style="list-style-type: none"> • Logical development of proposal • Clear transition and linkages between sections • Integrated opening and conclusion 	
Slides (5)	<ul style="list-style-type: none"> • Sufficient in number and detail • Composition – layout, lack of clutter, consistency 	



Trimester II

Review Criteria

Content (90%)

Item	Key Elements	Points Awarded for Item
Cost management (15 points)	<ul style="list-style-type: none"> • Cost measurement & flows • Budgeting • Value chain • Make vs. buy decisions 	
Financial plan (15 points)	<ul style="list-style-type: none"> • Level of investment required • Anticipated profit for several demand scenarios • Return on investment 	
Project plan (15)	<ul style="list-style-type: none"> • Identification of critical success factors and key challenges to be achieved • Explicit identification of IP/PD process to be followed • Time table, critical path, and schedule risk for accomplishing above 	
Risk assessment (15 points)	<ul style="list-style-type: none"> • In Financial plan • In Project plan • Other relevant areas 	
Organization plan (15 points)	<ul style="list-style-type: none"> • Mission statement • Leadership team • Personnel plan • Ownership & equity 	
Incremental improvement of week 10 criteria (15 points)	<ul style="list-style-type: none"> • Product/business concept • Overall project plan • Venture attractiveness 	

Presentation (10%)

Item	Key Elements	Points Awarded for Item
Organization (5)	<ul style="list-style-type: none"> • Logical development of proposal • Clear transition and linkages between sections • Integrated opening and conclusion 	
Slides (5)	<ul style="list-style-type: none"> • Sufficient in number and detail • Composition – layout, lack of clutter, consistency 	



Trimester III

Review Criteria

Content (80%)

Item	Key Elements	Points Awarded for Item
Business definition & positioning (30 points)	<ul style="list-style-type: none">• Product concept• Market plan• Business strategy• Distinctive competencies (i.e., what makes you unique?)	
Strategic execution (25 points)	<ul style="list-style-type: none">• Operations plan• Logistics plan• Project plan	
Investor attractiveness (25 points)	<ul style="list-style-type: none">• Financial plan• Risk-return relationship• Risk mitigation (includes scenarios)• Return on investment	

Presentation (20%)

Item	Key Elements	Points Awarded for Item
Presentation skills (10)	<ul style="list-style-type: none">• Oral delivery• Body language	
Organization (5)	<ul style="list-style-type: none">• Logical development of proposal• Clear transition and linkages between sections• Integrated opening and conclusion	
Slides (5)	<ul style="list-style-type: none">• Sufficient in number and detail• Composition – layout, lack of clutter, consistency	