



Global Green MBA 2019/20 (FLORA)

Applied Project

Course number: 20 8240 B01

Instructor: Prof. Andrea Ghermandi, Department of Natural Resources and Environmental Management

Office: Room 519, Jacobs Building

Office Hours: By appointment

E-Mail: aghermand@univ.haifa.ac.il

Phone: 04-824-9918

Overview: Final projects will entail original investigation into any area of sustainable management and corporate responsibility, broadly defined. They must involve a problem-solving approach to the analysis and development of solutions for specific environmental, economic or social sustainability issues encountered by a company or organization (e.g., private business, NGO, public or governmental institution). The application of one (or more) of the models, tools or techniques that the students have learned during the Global Green MBA program should be clearly demonstrated.

Course description: As a broad target, the development of the Applied Project should involve a comparable amount of work as a course in the Global Green MBA, including home assignments and home study, although you should take into account that more complex projects may require significantly more time and effort. Students are encouraged to work in groups of two. Exceptionally and depending on the scope and complexity of the proposed project, individual projects or groups of up to three students per project may be allowed. In such cases, please make sure that you have my explicit approval before starting to work on an individual or three-student group project.

Course requirements

The following is a list of the Applied Project's milestones and deadlines:



1) June 12, 2020 – Submission of short proposal: you are requested to submit a short proposal (circa 2 pages), which should include at a minimum the following information: (a) who is in the group; (b) which company / organization you are going to work with; (c) a reference person (including contact details) at the selected company / organization and confirmation that he/she agrees to mentor the proposed work; (d) a short description of the problem you will be investigating and trying to solve; (e) a short description of your research plan. In exceptional cases, the mentor of the work can be a faculty member of the Faculty of Management, including myself. Make sure to mention in this section the analytical tools you plan to use and your expectations regarding the data that you will need and where you expect to find them. You are warmly encouraged to consult with me on an individual / group basis well before the deadline about your proposed subject or to look for subject suggestions. Once the short proposal is approved (which may require some adjustments and revisions) you can start with the actual work.

2) July 10, 2020 – First progress report: you are requested to submit a short document (circa 5 pages) reporting on your progress with framing the work, analyzing and solving the problem at hand (i.e., what you did, what you are doing, what you are planning to do). A short review of the scientific literature relevant to your project should be included. For the first progress report, please use the template of the final report (see attachment), with the understanding that at this stage some sections of the final report may be still missing or only sketched.

3) September 14, 2020 – In-class presentation: during this session, each group is expected to give a presentation of their project, including progress and accomplishments to date. This will be a discussion-based class, in which you will be allocated 20-25 minutes for the presentation plus additional 5-10 minutes for discussion with the other students and lecturer. The presentation time should be divided more or less equally among all the group members. Please take advantage of projection facilities to support your presentation. You are free to structure your presentation as you see best fit, however, when preparing the presentation, keep in mind that the other students in the class will not be familiar with your project. At this stage, you may not yet have final results to show, but you should be in condition to show at least preliminary results and a clear perspective on how you intend to



finalize the work in the remaining time. In order to avoid delays during the session, the presentations should be submitted at least one day before the date of the presentation, in a Portable Document Format (pdf) or PowerPoint (ppt or pptx) format.

4) October 4, 2020 – Submission of final draft report: the final draft report should be in the order of 15-20 pages in which you (1) introduce the problem, (2) describe the materials (i.e., data) you have used and methods you have applied, (3) present the main final results, (4) discuss the results and – where applicable – suggest future developments that could be pursued in the future to improve your analysis and results. Please use the template attached. For your convenience, I am also providing two papers by Curkovic et al. (2013) and Musson (2012), which you may refer to as general guidelines to structure your final paper work. The final draft report will be subjected to a round of comments by the lecturer, which should be addressed in the final report. The document should be written follow the basic stylistic rules of academic scientific writing (e.g., paying attention to the clarity and conciseness of the text, avoiding unnecessary repetitions, avoiding first-person sentences and excessive use of the passive voice). References should be included in a Bibliography section at the end of the manuscript and be formatted in a coherent style. You may refer to Curkovic et al. (2013) and Musson (2012) for examples of two acceptable reference styles.

5) October 31, 2020 – Submission of final report: the final report should address all the comments and remarks that were raised by the lecturer in the review of the final draft report. Please note that the deadline for submission of the final report is not extendable and late submissions of the final report will not be accepted. I will confirm receipt of any submission. If you do not receive confirmation within a few days, I may not have received your submission.

You are required to submit all above documents (i.e., short proposal, first progress report, presentation, final draft report, and final report) electronically through the Moodle. If needed, full details of how to submit your work through the Moodle can be obtained through the University's Technical Support (תמיכה טכנית). Hard copy and email submissions will not be accepted.



Please take into account that the responsibility for finding a suitable Applied Project subject and have it approved on time lies with you. Having said that, I will try and help those of you who have difficulties in identifying a subject by proposing some potential topics. Note, however, that it is highly unlikely that I will be able to provide enough subjects for all students.

Grading policy:

The final grade will be a combination of the quality and depth of your analysis, clear and logical organization of your submitted material, and quality of your presentation and communication style. The various submissions will be graded according to the table below:

Short proposal:	10%
First progress report:	15%
In-class presentation:	25%
Final report:	50%

Please adhere strictly to the deadlines listed above. You may request an extension for one of the interim deadlines (i.e., submission of short proposal, first progress report, and final draft report) by contacting me at least a week before the deadline. Requesting an extension does not guarantee that one will be granted. If an extension is granted, this will normally be for 7 days. A longer extension may be granted under extreme circumstances.

Late submission for any of the milestones listed above, unless resulting from a previously agreed upon extension, will result in a penalization of your grade for the specific milestone. A penalty of 5% per day late will be applied for late submission. These are calculated in simple rather than compound percentage reductions and apply only up to 7 days later than the deadline. Work submitted more than 7 days late will be graded as zero.

Note that no extension will be granted to the deadline for submission of the final report. Late submissions of the final report will not be considered. Should I not receive a final



report submission from you by the deadline, I will evaluate your draft final report as the final output of your Applied Project.

It has to be very clear that the University of Haifa has zero tolerance to plagiarism and to paid/bought studies. Plagiarism, defined as the unacknowledged use of the work of others as if this were your own original work, will not be tolerated. If detected, the penalty will be severe and may lead to failure to obtain a passing grade in the course and even disqualification by the University's disciplinary committee.

It is at my discretion whether or not to directly contact the reference person(s) that you have indicated for your Applied Project and request for clarifications regarding your role in the Project. I will inform you if I decide to directly contact the reference person(s).

References

Curkovic, S., Scannell, T., Wagner, B. (2013) ISO 31000:2009 enterprise and supply chain risk management: A longitudinal study. *American Journal of Industrial and Business Management* 3: 614-630.

Musson, A. (2012) The build-up of local sustainable development politics: A case study of company leaders in France. *Ecological Economics* 82: 75-87.