

**Cambridge Judge Business School**

MPhil in Technology Policy Final Group Project

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# CLIENT BRIEFING NOTES

13 March – 1 June 2020



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

## **1. The Project**

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The Final Group Project (FGP) is an educational collaboration between a host organisation and Cambridge Judge Business School and is intended to be the capstone of the Cambridge MPhil in Technology Policy. For our students this is an important opportunity to operationalise the new ideas they have encountered on the MPhil. Our clients benefit from an international team of bright, motivated and committed young professionals who are able to bring their considerable skills and experience to bear on a real technology policy issue that can provide tangible benefits to the client organisation.

The students are highly capable graduates with backgrounds in quantitative disciplines such as engineering and science. Many will have advanced degrees in other disciplines and may also have extensive employment experience in technology-based organisations in both the private and public sectors.

Clients meet all project expenses, but unlike other business schools we do not charge a fee for the project. As such we hope that clients will endeavour to provide substantial projects that touch on some of the key challenges faced by technology-intensive organisations today.

## **2. When does the project take place?**

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The students work on the FGP full time in teams of four to six from 13 March – 1 June 2020.

Students are expected to be taking two short but intensive courses during Easter term and finishing coursework during their Easter Vacation, so you can expect about 150 project days from the team.

The final deliverable is a 12,000-word report, which the team is required to submit to the School by 1 June 2020.

Organisations wishing to participate should submit a short proposal no later than 12 noon on Monday 13 January 2020.

We will be able to confirm no later than 31 January 2020 whether we have been successful in finding you a team, although often arrangements are reached much sooner. The team will then work with you over the next month to develop and refine the brief and create a project plan, before the project begins on 13 March 2020.

## **3. What type of projects are possible?**

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The project may cover any aspect of technology policy broadly defined, which includes public policy, corporate strategy and technology development. The organisation may be located in any commercial, industrial, public sector or not-for-profit organisation, either in the UK or overseas. Projects can include complete strategic reviews, benchmarking and best practice analysis, diversification assessments, new market strategies and policy analyses.

We draw on a truly global network of host organisations, project hosts can include government departments, major multinationals, smaller technology firms, commercial and development banks, consultancies, charities, and NGOs.

The project should be 'virtual' but must involve some element of placement and/or direct contact with the host organisation and other relevant stakeholders. The nature of this contact will vary from one project to the next.

## **4. Scoping your project**

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Proposals can come in many different forms and clients' expectations of what the students can deliver also vary enormously. As part of your project submission we ask you to articulate why you would find the input of a team of MPhil students to be valuable.

An important part of the students' learning on the FGP is the development of a structured project brief, we will provide the students with a standard project initiation template to facilitate this. We encourage students to focus on one over-arching question and expect them to work with you to develop your proposal into a manageable brief.

During your discussions with the team in February you should discuss your aims and expectations, so all are agreed on the parameters of the work, where it is to be conducted (i.e. the balance between client sites, fieldwork and Cambridge Judge Business School), the timetable, and interim and final deliverables. This discussion should include consideration of the resources available to the group – contacts, data sets, facilities etc. It should also cover the type of research necessary to fulfil the objectives of the project – primary or secondary mix – and where the primary data or sample frame will come from.

As the final report is intended to be of practical value, you should also give some thought as to who the final audience for the report will be, how it will be used, what they want included, and how and when it should be presented.

Based on your discussions, the student team will draw up a project initiation document and initial high-level project plan, which all parties will sign off. The aim is to create a brief that both answers a real need and makes the best possible use of the individual team members' own specialist skills and experience.

Please note that students are expected to abide by ethical guidelines in the consultancy projects and for this reason are required to identify themselves, and their client organisation, when seeking to obtain information from third parties.

## **5. Getting started**

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Matching student groups and clients is usually an iterative process. Students who wish to initiate their own projects are encouraged to do so. In other cases, proposals will be submitted by organisations to the MPhil in Technology Policy Project office without having made contact with a specific group of students.

Once submitted, suitable proposals will be flagged to the students, who will bid for the project of their choice. The students work in teams of four to six. Every effort is made to ensure that teams are balanced and diverse, with the relevant skills and experience for the job.

We will invariably receive more project proposals than we can use, so cannot guarantee that all submissions will be taken up, however we will do our best to accommodate you. Once a team has been assigned, the members will get in touch with you to introduce themselves and to start work with you on developing the project brief.

For each project, academic supervisors are arranged, who will help and guide the student teams in their work.

A final project initiation document, with full project plan should be signed off by all parties before the project itself begins on 13 March 2020.

## 6. Reports and presentation

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The students will prepare a final written report and give a formal oral presentation to you and their academic supervisor on a mutually agreed date towards the end of the project. Where possible, the presentation should be held at Cambridge Judge Business School. If this is not possible, or if the organisation is based outside the UK and the supervisor cannot attend the presentation in person, the host organisation should make arrangements for a video conference to be held, or for the presentation to be filmed.

## 7. What resources do I need to commit?

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### Expenses

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If your project is chosen, you are expected to meet all student expenses associated with the project, including travel, accommodation and subsistence, if applicable. You and the student team must agree in writing the expenses you are prepared to meet and include these in the project plan. Although these may change, students should not incur expenses without your prior approval.

### Time

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You are required to allocate a named project sponsor, who will be available to the team throughout the project for advice and guidance. A committed project sponsor is, in our experience, essential to the success of the Final Group Project and we are reluctant to work with clients unless an internal 'champion' for the project is identified.

The time they spend on the project will obviously vary depending on its nature and scope. We recommend as a minimum establishing weekly update meetings to ensure that the project is on track and to identify early any outstanding issues or difficulties – this can either be in person, by email or phone, depending on the project location.

### Follow-up and feedback

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Clients will be asked to give formal feedback to Cambridge Judge Business School on the performance of the students and the quality of their work and findings, including their professionalism and efficiency. Pro-formas have been prepared by Cambridge Judge Business School for this and will be sent to you towards the end of the project.

## 8. Confidentiality

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All students have signed the attached confidentiality agreement. Our enclosed letter of terms details the conditions under which our projects are undertaken; we ask you to confirm your acceptance of the terms when you submit your proposal.

## 9. Key dates

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<b>Mon 13 January 2020</b>	Final date to submit client proposals to Cambridge Judge Business School
<b>Friday 31 January 2020</b>	Confirmation of projects

<b>3-28 February 2020</b>	Team, host and academic supervisor develop project brief
<b>Wednesday 11 March 2020</b>	Sign off project initiation document and project plan
<b>13 March – 1 June 2020</b>	Students work on project with client host and prepare and present their findings and recommendations
<b>Late May 2019</b>	Oral presentation
<b>Monday 1 June 2020</b>	Project report handed in to Cambridge Judge Business School

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