

ENGAGING COMPANY PARTNERS

Dr. Preeti George, SPJIMR

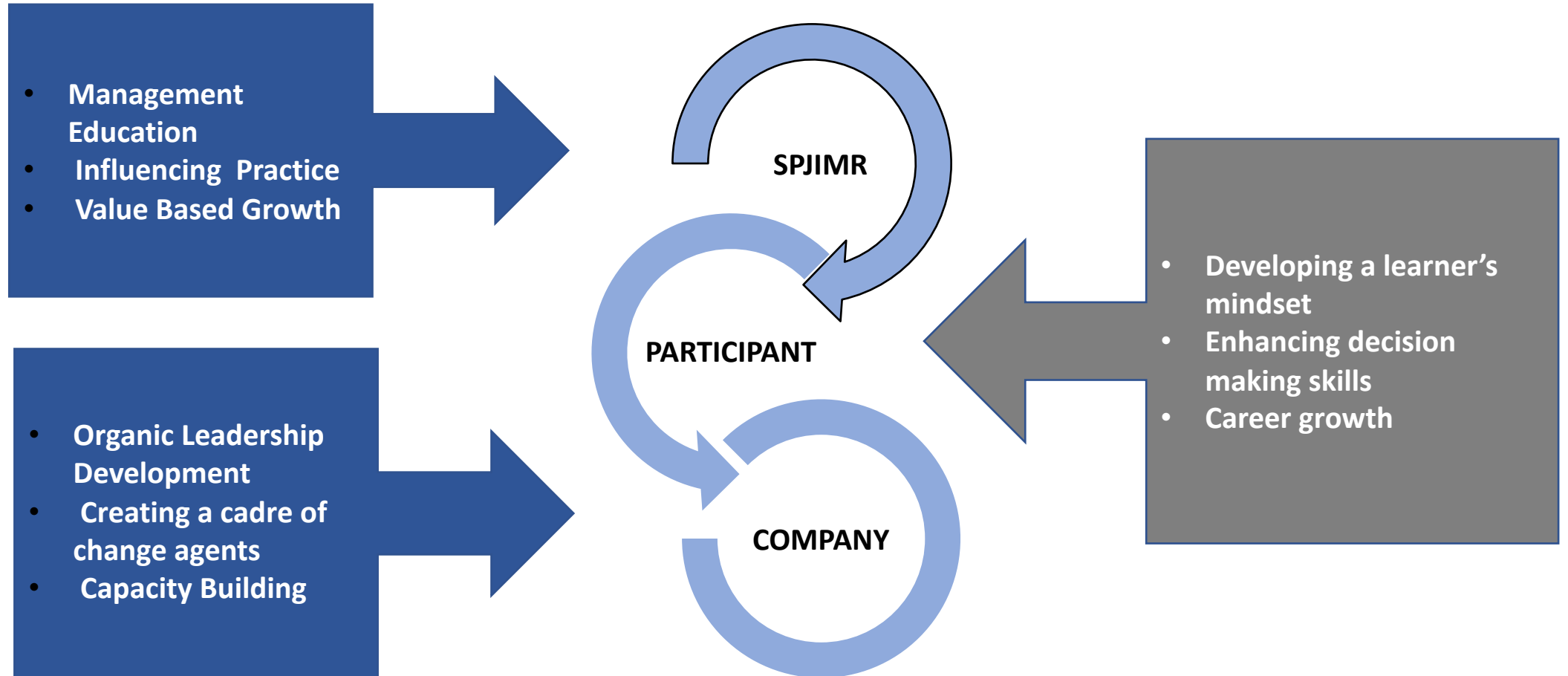
Dr. Bryan Andriano, GWU



Experiential Learning:
Engaging With Corporate
Partners

Capstone Projects at SPJIMR's
Post Graduate Executive
Management Programme
(PGEMP)

PGEMP: A UNIQUE PARTNERSHIP MODEL



EXPERIENTIAL LEARNING

Student is at the center of learning
(John Dewey, 1910)

Experience should be concrete
(Kolb, 1984)

3 basic assumptions of 'Learning by Doing' (Mark Smith , 1980)

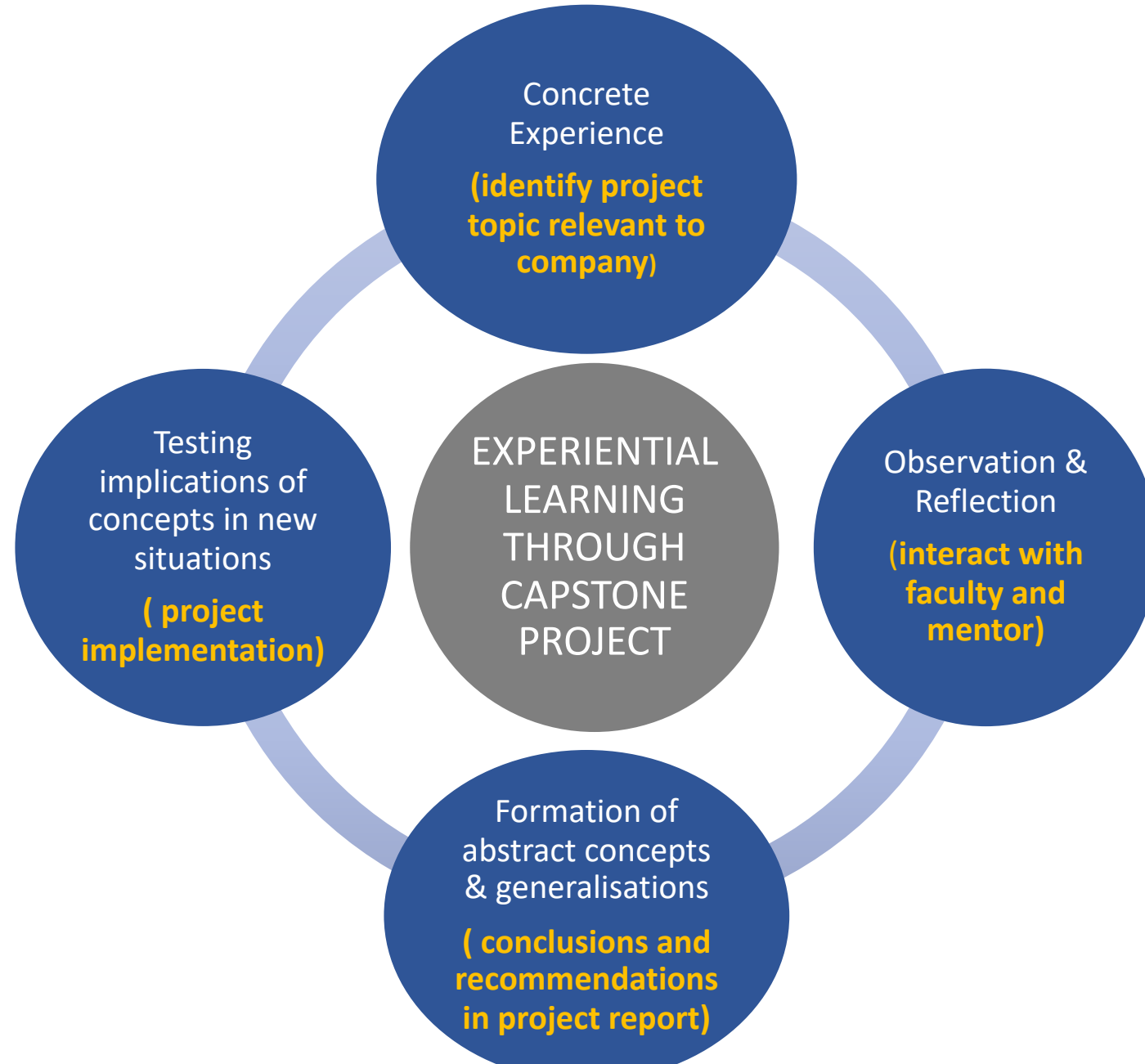
- People learn best when they are personally involved
- Knowledge has to be discovered by the individual
- Learning is highest when people are free to set their own learning objectives

Experience is a dynamic two way process – 'trying' and 'undergoing'

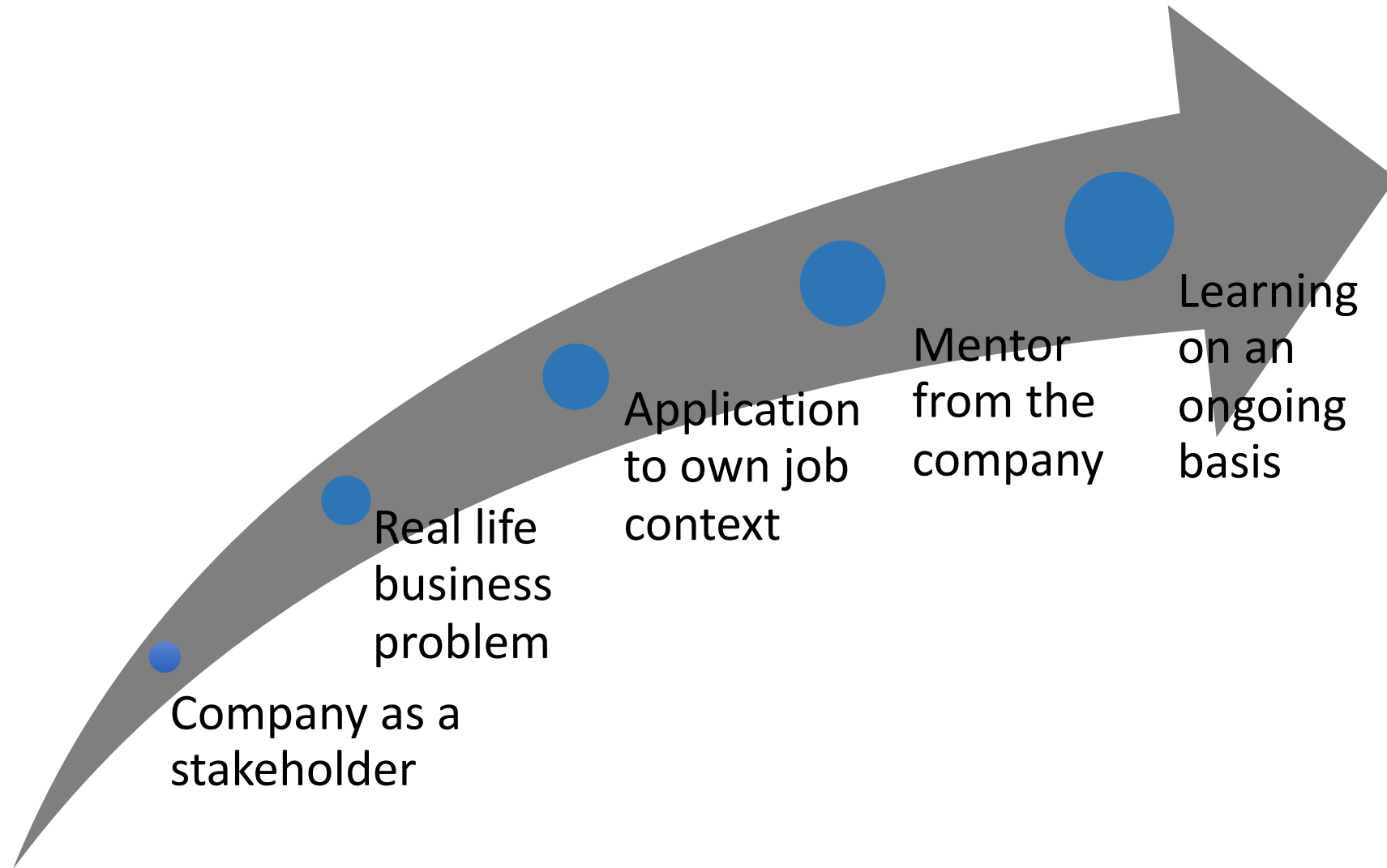
- Trying – an experiment to engage with the environment through action.
- Undergoing - the consequence of the experience on the individual.

Reflection is important to draw meaning from the experience and build on the ability to direct the course of subsequent experience.

PGEMP CAPSTONE PROJECTS BASED ON EXPERIENTIAL LEARNING MODEL (KOLB, 1984)

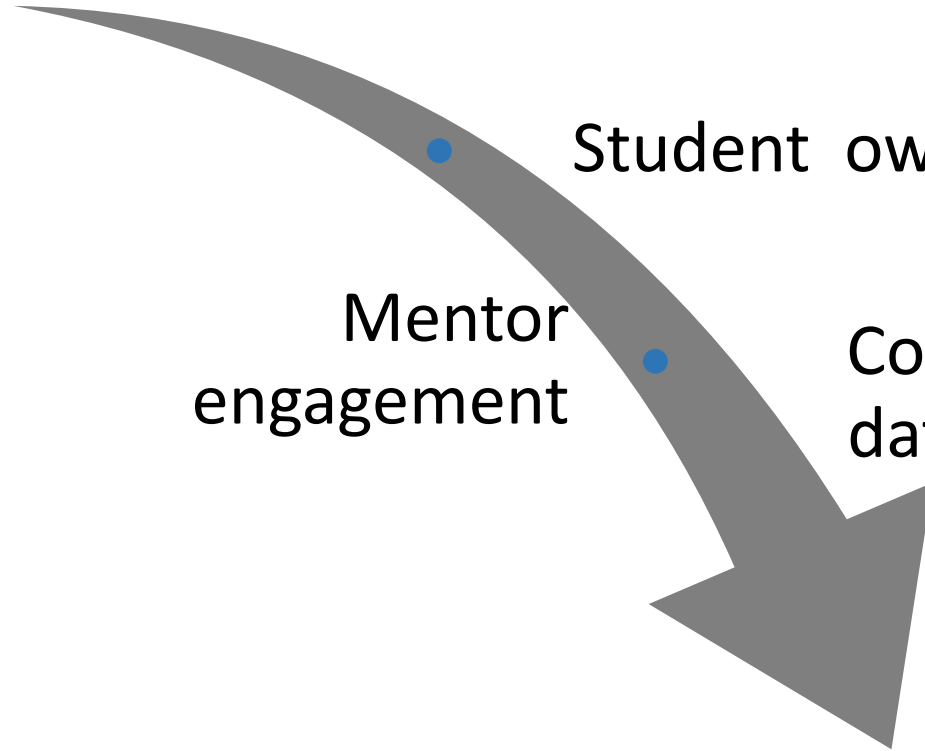


KEY SUCCESS FACTORS



CHALLENGES

Scope of the
project



Student ownership

Mentor
engagement

Confidentiality of
data/information

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Consulting Abroad Program

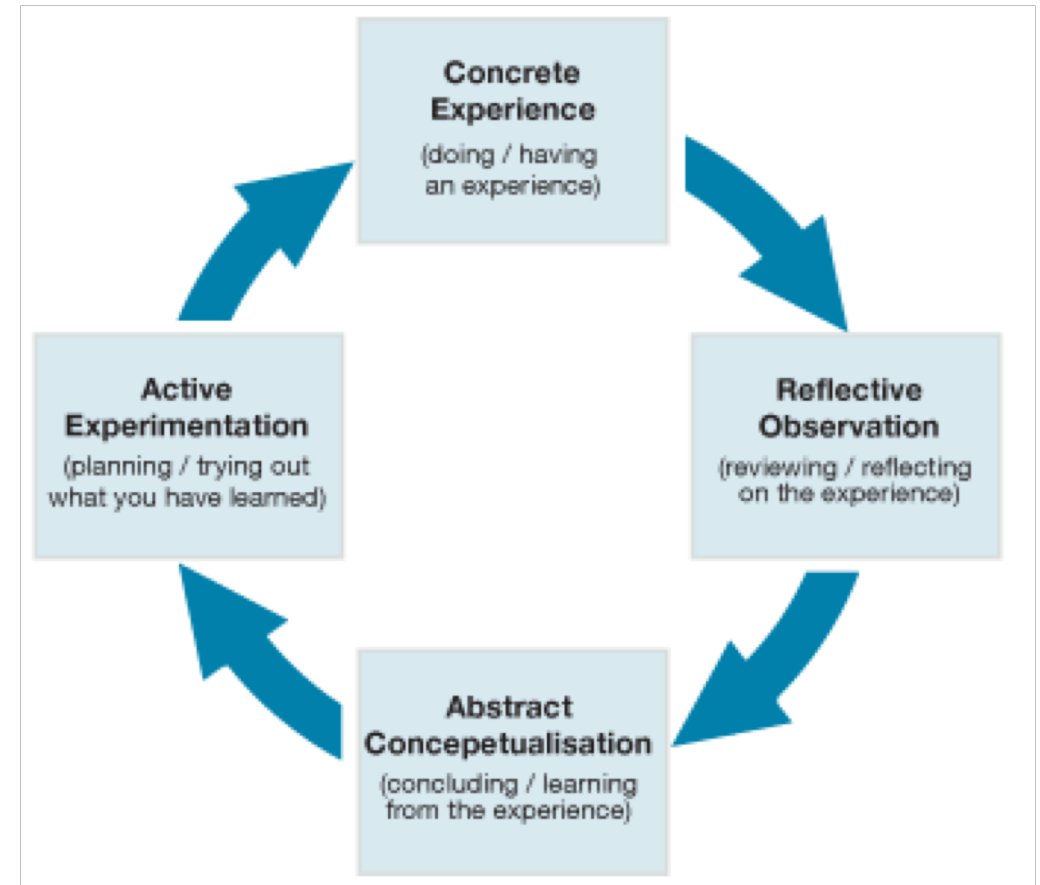
Partnership Model

- ✓ Six Month Active Global Engagement
- ✓ Single Client for Each Project Team
- ✓ Faculty Mentorship via Credit-Based Course
- ✓ Core Challenge Presented in SoW

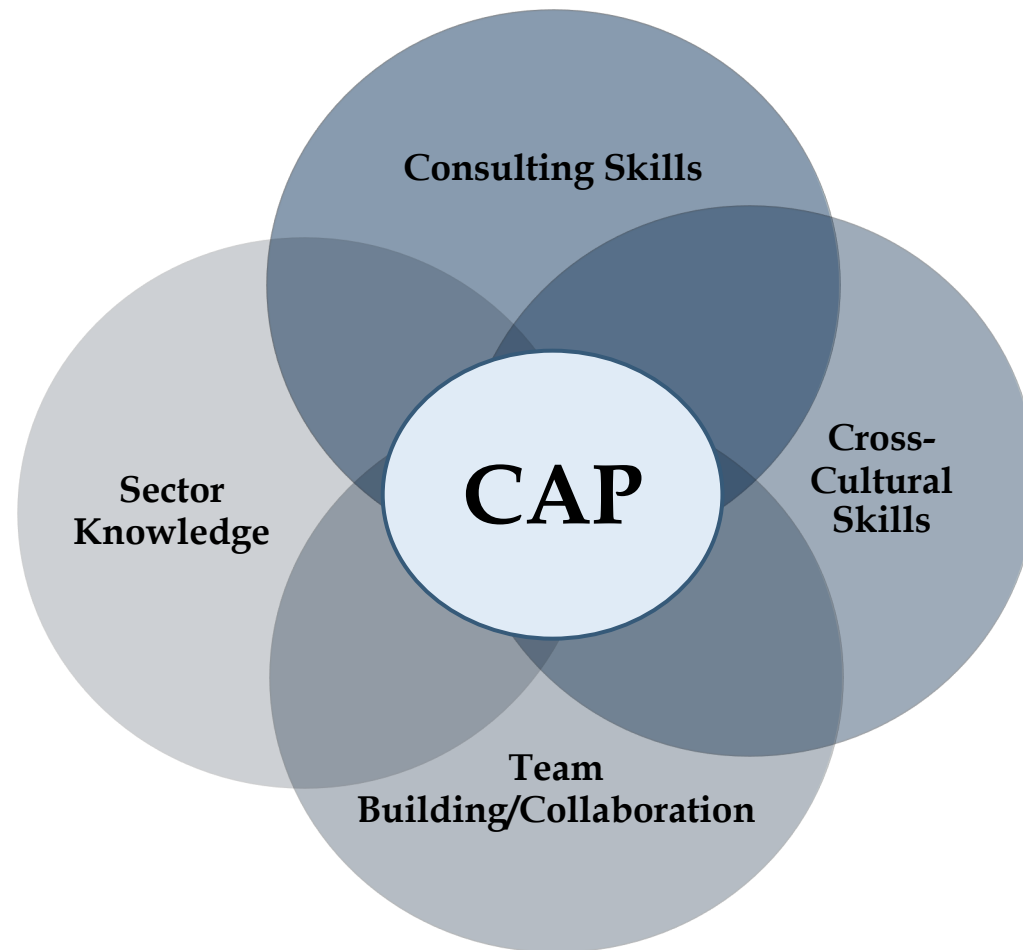


EXPERIENTIAL LEARNING OBJECTIVES

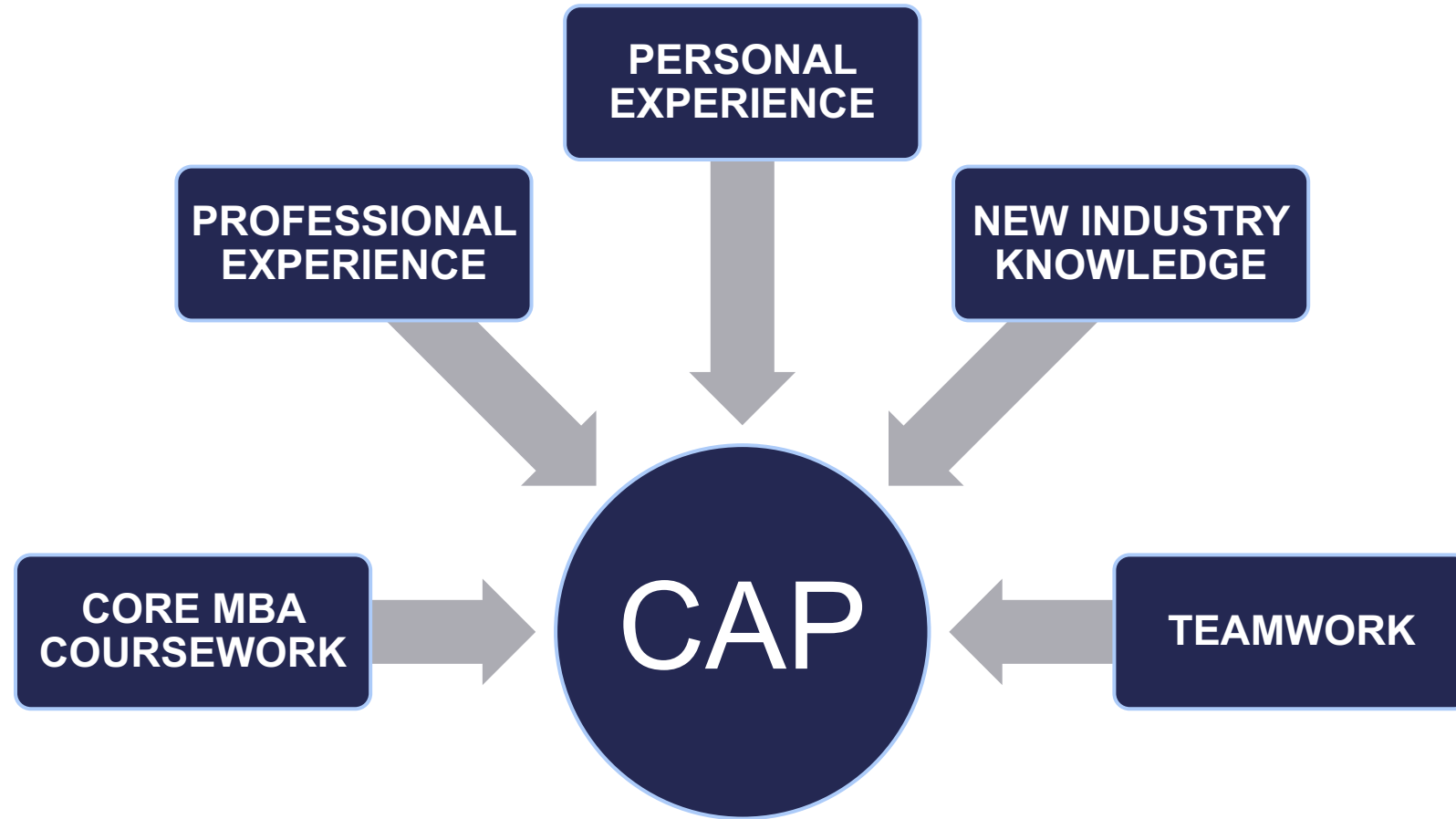
- Understanding business in applied setting
- Process vs product orientation
- Development of technical and interpersonal skills and abilities



The Consulting Abroad Program (CAP) Skills, Knowledge and Abilities



Action Learning @ GWU



Objectives

Deliverables

	Phase I	Phase II	Phase III	Phase IV
	Frame/Organize	Collect	Understand	Synthesize
Objectives	<ul style="list-style-type: none"> Understand client organization and key questions Prepare initial hypotheses Plan for data collection 	<ul style="list-style-type: none"> Primary and secondary research to prove/disprove hypothesis Confirm direction of project Team feedback 	<ul style="list-style-type: none"> Gather additional data Present initial recommendations 	<ul style="list-style-type: none"> Wrap up project items Layout next steps for client Receive final client feedback
Deliverables	January	February-March	April	May
	<ul style="list-style-type: none"> Team Charter Scope of Work 	<ul style="list-style-type: none"> Preliminary Findings Deck Midpoint Feedback 	<ul style="list-style-type: none"> Storyline Document External Panel Review 	<ul style="list-style-type: none"> Final Presentation Deck

Sample Slate: Destinations and Client Partners



Intrepid Group



SIEMENS

endeavor



BRECA GRUPO EMPRESARIAL



Peru

China

South Africa

Australia

Vietnam

Key Success Factors

- ✓ Global Parameters Permit Diverse Engagements
- ✓ New Concepts and Challenges Easily Integrated
- ✓ Sprit of Transparency and Openness



Challenges

- ✓ Diversity of Project Topics and Company Backgrounds
- ✓ Origin of Company Relationships Varied, Ownership Contested
- ✓ Elevated Company Expectations



Opportunities

- ✓ Articulation of Engagement Value is Known and Reinforced
- ✓ Management of Ambiguity Fundamental for All Parties



Breakouts

What have been the greatest challenges you faced managing client relationships? What has helped you overcome these challenges?

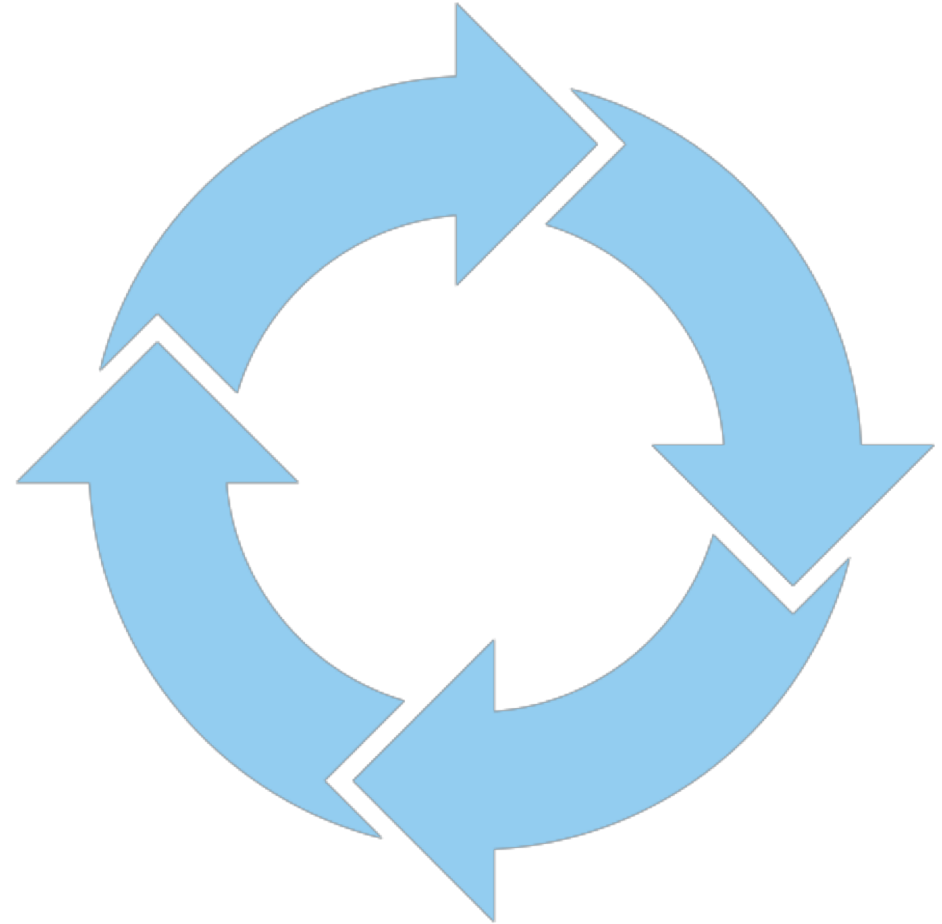
Discuss within your group a situation when you ran into a challenge and overcame it. What did you learn from this that improved your management of these programs?

Alternatively, if you do not yet have direct experience what challenges do you foresee and how might the recommendations here inform a response? What recommendations from those who may have experience be of use to you?

Recommended Practices

Monitor The Relationship Lifecycle

- ✓ Identification
- ✓ Onboarding
- ✓ Program/Activity Management
- ✓ Close Out and Follow Up



Communication: Start Strong

- ✓ Begin with clear understanding of shared objectives
- ✓ Consider an onboarding agreement
- ✓ Build trust and familiarity early
- ✓ Identify trusted organizational champions to carry through the process, provide mentorship, and communicate needs

Aim for Clarity and Consistency

- ✓ Program objectives may vary, but should remain consistent
- ✓ Be mindful of 'scope shift'
- ✓ Assist the company in identifying objectives early
- ✓ Ensure fit between program design and organizational challenge

Summary of Common Challenges

- ✓ Scope Shift
- ✓ Maintaining Company Attention
- ✓ Managing Critical Feedback to Students
- ✓ Dissatisfaction with Student Performance
- ✓ Measuring Impact

Opportunities

- ✓ Leverage technology to build, rather than break down, relationships
- ✓ Envision companies as partners in the process rather than clients receiving a benefit



https://drive.google.com/file/d/1YshH_hH3G3XaQhI8-qlLQDXwZcUreDrC/view