

Grading Scheme

ASSIGNMENTS	WEEKS	GRADE
(1) Team Canvas & kick-off challenge research Objectives: <ul style="list-style-type: none"> Kick-off your work as a team. Align the team vision, manage course expectations, align previous experiences, and roles in your team. Research the challenge problem. Learn hands-on intercultural and international collaboration skills. Learn how to work effectively in remote teams. Increase your employability in a modern, global, digital work environment. 	1	5% (50 points)
(2) Problem Statement Objectives: <ul style="list-style-type: none"> Research the challenge problem. Write a concise statement of your understanding of the problem. The problem statement is a feedback to the challenge giver and shows the understanding of the challenge. The problem statement is the starting point of ideation. 	2	2% (20 points)
(3) Ideation Objectives: <ul style="list-style-type: none"> Develop an innovative contribution to the proposed challenge. Agree in your team what to work on. Learn about innovation processes and entrepreneurial thinking. Increase your employability in a modern, global, digital work environment. 	3	8% (80 points)
(4) Sprint 1 Objectives: <ul style="list-style-type: none"> Work on your idea. Demonstrate scenarios for your idea. Learn how to prototype using digital technologies. Learn processes and agile organizational skills used in digital projects.	5 & 6	10% (100 points)
(5) Business Model Canvas Objectives: <ul style="list-style-type: none"> "Light-weight" proof of business case of your idea. 	4-7	10% (100 points)
(6) Sprint 2 Objectives: <ul style="list-style-type: none"> Refine your idea. Test your idea and collect feedback. Learn how to prototype using digital technologies. Learn processes and agile organizational skills used in digital projects. 	7 & 8	10% (100 points)
(7) Final Presentation Objectives: <ul style="list-style-type: none"> Present your challenge contribution to the challenge givers. Make effective presentations and pitches. Increase your employability in a modern, global, digital work environment. 	9	20% (200 points)
(8) Final Report & Prototype Objective: <ul style="list-style-type: none"> Provide a valuable output for the given challenge. 	9	20% (200 points)
INDIVIDUAL QUIZ: 5 quizzes about the videos' content (15 questions each, 2 points per question)	0-9	15% (150 points)
TOTAL		100% (1000 points)
BONUS: Individual bonus points for outstanding contribution/participation	0-9	5% (50 points)

Final Grade Cutoffs (German grades and American letter grades in parenthesis)									
1,0 (A)	93%	1,7 (B+)	87%	2,7 (C+)	77%	3,7 (D+)	67%	5,0 (F)	<60%
		2,0 (B)	83%	3,0 (C)	73%				
1,3 (A-)	90%	2,3 (B-)	80%	3,3 (C-)	70%	4,0 (D)	60%		

Grading Assessment TEAM 12

Assignment 1: Grade 5%: max. 50 points

Github Repository created, all team members have access	no repository <i>0 points</i>	repository created and max. 2 team members have access <i>6 points</i>	repository created and all but one team member have access <i>8 points</i>	repository created and all team members have access <i>10 points</i>
Team Canvas & Team name	no team canvas in wiki <i>0 points</i>	team canvas in wiki, poorly filled out <i>6 points</i>	team canvas in wiki, team alignment and kick-off well documented <i>8 points</i>	team canvas in wiki, team alignment and kick-off very well documented <i>10 points</i>
Research	no research page in wiki <i>0 points</i>	incomplete research page in wiki <i>6 points</i>	good research, well documented <i>8 points</i>	great and informative research page in wiki, very well suited to present your research to the challenge sponsor <i>10 points</i>
Interviews with stakeholders	no interviews with stakeholders documented <i>0 points</i>	no meaningful interviews documented <i>6 points</i>	well done <i>8 points</i>	great insights from interviews with stakeholders <i>10 points</i>
Open Questions	no open questions section on research page in wiki <i>0 points</i>	few (almost trivial) open questions on research page in wiki <i>6 points</i>	good open questions, well suited to get more information from the challenge sponsor <i>8 points</i>	excellent <i>10 points</i>

Total Points	46
Comments	Great start with well-documented research.

Assignment 2: Grade 2%: max. 20 points

Research the problem	no new research found <i>0 points</i>	research documented <i>6 points</i>	the problem was well researched <i>8 points</i>	Your wiki page shows excellent research in the problem domain. You were able to identify key sources and structure the information that you have obtained very well. <i>10 points</i>
Problem statement	no problem statement <i>0 points</i>	problem statement is available <i>6 points</i>	Your problem statement is understandable and documents your insight. <i>8 points</i>	Excellent problem statement <i>10 points</i>

Total Points	18
Comments	The problem is well researched and the problem statement is adequate. TO improve the problem statement you should make the statement an actual statement. Currently you have a long text that gives the background on the initial impulse (broad problem). A problem statement should be short and focus on the real pain-point(s) that emerged from your research.

Assignment 3: Grade 8%: max. 80 points

Empathy map	no empathy map 0 points	an empathy map is available 6 points	Your empathy map shows a good picture of your stakeholders' gain and pain points. 8 points	Excellent visualization of your challenge opportunities. 10 points
Ideation	ideation not documented 0 points	ideation was documented 6 points	well done 8 points	great, the ideation process is very well documented 10 points
Storyboard	no storyboard 0 points	A storyboard is available in your wiki. 6 points	Your storyboard shows a good scenario benefiting from your idea. 8 points	excellent 10 points
Feedback to storyboard	no feedback to storyboard documented 0 points	You have documented feedback collected using your storyboard. 6 points	You have collected feedback for your storyboard and you have refined your storyboard. 8 points	excellent 10 points
Press Release	no press release 0 points	An imaginary press release is available. 12 points	Your imaginary press release is well written using the guidelines provided in the workshop. 16 points	excellent 20 points
FAQs	no FAQs 0 points	Your wiki shows a short list of FAQs. 12 points	good list of FAQs 16 points	comprehensive list of FAQs, all relevant questions are answered 20 points

Total Points	56
Comments	<p>The empathy map should be the result of your primary data collection to understand the problem. In this sense you must interview individuals working at companies to understand these companies pains/gains regarding the topic climate protection in times of crises. You need to prototype a user-centric solution. Hence, the empathy map is a persona formed from the collection of thoughts / insights you obtained from the target audience. You can talk to companies in general, not only Munich.</p> <p>Storyboard: What is the problem? The wish our thought to be more eco-friendly is not a problem. What is the underlying problem? How does a step-by-step guide to green walls, a generic information that is widely available on the internet help? The storyboard should point to the benefit of your solution, from the storyboard alone is not possible to understand the problem nor the solution. "Green walls" is a generic term and the persona could have simply googled the "how to" and implemented the step-by-step – the fact that the City of Munich offers a step-by-step page does not represent a solution – it could be a simple article. Where is the problem and where is your solution in the storyboard? It is all too generic and unspecific.</p> <p>The press release does not start addressing the problem of companies. The solution is not present. Where is the solution? A page with a how to on building</p>

	<p>green walls is not a solution. What is your value proposition? What is the benefit of your solution?</p> <p>On the FAQ you even point out that more information can be found by googling it. If even a google search is more informative than what you are offering it is impossible to understand where is your solution in it.</p> <p>The FAQ is unspecific and generic – you need to be more concrete regarding your solution, the nefit it offers, the features in order to image how a real FAQ would look like.</p> <p>For instance, if you were a statup exploring the trend of green walls, what could be your product/service?</p> <p>If you are a n innovation garage working on this problem for the city of Munich, what could you develop that the city of munich could implement?</p> <p>How does the homeoffice trend impact on potential attractiveness of this solution?</p> <p>You need to make your idea / solution more concrete and clearly present your value proposition.</p>
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Assignment 4: Grade 10%: max. 100 points

Digital Prototype	none 0 points	barely working 12 points	good release 16 points	excellent, prototype works smoothly 20 points
Key Features	none 0 points	incomplete 6 points	almost complete 8 points	working very well 10 points
Look and Feel	no prototype or very poor user interface 0 points	difficult to understand 6 points	well done 8 points	very well done 10 points
Wording and communication with the user	hard to understand 0 points	not very professional 6 points	easy to follow and to understand, good user experience 8 points	consistent and clear wording, great user experience 10 points
Purpose of digital prototype	unclear 0 points	difficult to see the benefit of the digital prototype 6 points	good use of prototyping. You have communicated the idea of the challenge contribution well. 8 points	you are making excellent use of digital prototyping. You use it very well to bring your ideas across. 10 points
Team work & workflow	hard to tell from issues, project board and wiki 0 points	incomplete 6 points	all team members are involved 8 points	great team work, the entire team is involved, workload seems well balanced, involvement plays to individual strength 10 points
Documentation in GitHub Issues	none identified 0 points	incomplete or unclear 6 points	issues are documented 8 points	very thorough and concise documentation 10 points
Wiki page	none 0 points	incomplete or unclear 12 points	good for showing to the challenge giver 16 points	clear, easy to understand, relevant 20 points

Total Points	80 (out of 100)
Comments	<p>The prototype in sprint 1 is adequately developed. The look and feel is very good. The collection of the solution to the challenge is still too vague. An info page on green walls are available through out the internet and in this sense your solution's value proposition is not yet clear. Is it a one stop shop? Is there a way to calculate the impact of the wall after installation on the company's co2 emission? Are there sensors on the green wall for monitoring co2 level on the environment? The innovation level of the prototype is low at the moment. Its is important you address the above points while getting feedback from office works you have access through your personal networks.</p> <p>You use the GitHubs issues and the Kanban board to manage your team's work, but it seems only 2 team members are really active. It is key for virtual teams that team members are aligned in their to-dos and track the issues. Your team work does not seem balanced. Address your workload and organize yourselves to effectively collaborate in the next 3 weeks.</p> <p>Please pay attention to the grading scheme of the next assignments.</p> <p>P.s. Please note that the quizzes can be answered by December 8th. Each quiz is 30 points (3%). Hence, 15% (150 points) from your final individual grading comes from the quizzes. You have 3 attempts per quiz to reach maximum points.</p>

Assignment 5: Grade 10%: max. 100 points

Business Model Canvas	no business model canvas found in wiki <i>0 points</i>	business model canvas is incomplete <i>6 points</i>	business model canvas gives a good overview of the business case of our team's idea <i>8 points</i>	all sections are complete, clear, concise, and relevant, it demonstrates a good understanding of the business case <i>10 points</i>
Customer Segments	none identified <i>0 points</i>	incomplete or unclear <i>6 points</i>	customer segments are identified <i>8 points</i>	customer segments are identified and relevant <i>10 points</i>
Value Proposition	none identified <i>0 points</i>	incomplete or unclear <i>6 points</i>	identified and relevant <i>8 points</i>	identified, relevant and concise <i>10 points</i>
Channels	none identified <i>0 points</i>	incomplete or unclear <i>6 points</i>	identified and relevant <i>8 points</i>	identified, relevant and concise <i>10 points</i>
Customer Relationships	none identified <i>0 points</i>	incomplete or unclear <i>6 points</i>	identified and relevant <i>8 points</i>	identified, relevant and concise <i>10 points</i>
Revenue Streams	none identified <i>0 points</i>	incomplete or unclear <i>6 points</i>	identified and relevant <i>8 points</i>	identified, relevant and concise <i>10 points</i>
Key Resources	none identified <i>0 points</i>	incomplete or unclear <i>6 points</i>	identified and relevant <i>8 points</i>	identified, relevant and concise <i>10 points</i>
Key Activities	none identified <i>0 points</i>	incomplete or unclear <i>6 points</i>	identified and relevant <i>8 points</i>	identified, relevant and concise

				10 points
Key Partnerships	none identified 0 points	incomplete or unclear 6 points	identified and relevant 8 points	identified, relevant and concise 10 points
Cost Structure	none identified 0 points	incomplete or unclear 6 points	identified and relevant 8 points	identified, relevant and concise 10 points

Total Points	70 (out of 100)
Comments	<p>The business model presents an adequate business case. However, most points are not complete and/or clear.</p> <p>Value proposition should clearly state the value the solution delivers to the customers. This should clearly differentiate you from the other similar offers.</p> <p>Channels and Customer relationship: these are the connection from you to the customer. i.e. how to you deliver your value proposition to the customer. On channel: You do not say if these channels are for awareness, delivery, communication etc. Most of the items mentioned are not channels, but rather functionalities of your solution. On Customer relationship: you again mention functionalities and interaction among user, but except by the contact page it does not say how you are building a relationship between your solution with the customer.</p> <p>Key activities and key resources: What is necessary in terms of resources (Human resources, financial resources, equipment, etc) and what activities are essential on the business processes to maintain the solution running? You mention as main activity to encourage people, but what activities are necessary for it? And as resources you mention other websites – what do you mean here? How can these be resources for you at all? If you think of using their content, think of copyright issues. This relates to the lack of real value proposition for your solution – this has been pointed out to you since assignment 3 and few advancement has been made since.</p> <p>Cost Structure: You should detail what the development and the maintenance cost making a rough estimate in euros in order to provide the minimum information necessary for a decision-maker to decide if this solution should be implemented. The maintenance cost need to be consistent with the activities and resources described.</p> <p>Revenue: This is inconsistent and incomplete. It is ok to say budget from the city of munich department for climate initiatives and/or government funding. But it seems inconsistent to take this approach and at the same time expect to be able to have advertisement on the website and revenue from partnership with stores. If you are a start up then it is clear that these are revenue opportunities. You need to clarify if you are a startup or an internal offer from the city of munich. Add this information as text on the wiki page.</p> <p>Furthermore, you should use the text on the wiki (or the borders of the canvas) on the macro and micro environments context that leads to this business model, as mentioned on our week 5 live session. At least highlighting the main trends and pointing out to competitors/substitute solutions that also support the building of green walls.</p> <p>Please take this feedback into consideration to re-work your business model ahead of the final deliverables, when we again award points for the business model giving you opportunity to iterate.</p> <p>P.S. Please note that the quizzes can be answered by December 8th. Each quiz is 30 points (3%). Hence, 15% (150 points) from your final individual grading comes from the quizzes. You have 3 attempts per quiz to reach maximum points.</p>

Assignment 6: Grade 10%: max. 100 points

Digital Prototype	none 0 points	barely working 12 points	good release 16 points	excellent, works well 20 points
Testing your prototype	not documented 0 points	simple testing 6 points	good effort in testing and gathering feedback 8 points	great testing, great documentation 10 points
More Features	none 0 points	very little 6 points	a few 8 points	significant improvement compared to sprint 1 10 points
Look and Feel	no prototype or very poor user interface 0 points	difficult to understand 6 points	easy to follow and to understand 8 points	attractive, easy to follow and to understand 10 points
Documentation of usability testing	none 0 points	little information available, unclear, difficult to follow 6 points	good test cases 8 points	great test cases, testing reflects well the open questions your team has regarding the value of your challenge contribution 10 points
Purpose of digital prototype	unclear 0 points	difficult to see the benefit of the digital prototype 6 points	Good use of prototyping. You have communicated the idea of the challenge contribution well. 8 points	you are making excellent use of digital prototyping; you use it very well to bring your ideas across. 10 points
Team work & workflow	hard to tell from issues, project board and wiki 0 points	incomplete 6 points	all team members are involved according to their strengths 8 points	great teamwork, the entire team is involved, the workload seems well balanced 10 points
Documentation in Github Issues	non identified 0 points	incomplete or unclear 6 points	issues are documented, clear and understandable 8 points	very thorough and great documentation 10 points
Wiki page	none 0 points	poor 6 points	good for showing to the challenge giver 8 points	insightful, complete, clear, relevant, and adequate to show to the challenge sponsor 10 points

Total Points	84 (out of 100)
Comments	The sprint 2 prototype presents further developments since sprint and the look and feel is very good. The label questionnaire is not clear and most items when clicked are not active (either there is not a follow page for it or the link between page is not set correctly).

	<p>The user test page is well structure, but lacks respondents of this survey, as 2 of your own members do not count as user testers. In another page there was one documented case. It was a detailed documentation, but only one case is simply not enough. Since you consider on your customer segments individuals as well, you could have reached out to a broader audience. And at least a couple of decision makers at small medium size companies to understand the purchase decision making inside companies and have insights how employees could make a case to convince the company to make this investment.</p> <p>The wiki lacks a good structure for this stage of the course. You must improve the structure of your wiki creating categories and placing the current items on sub-categories. Use as main structure that reflect the steps of the process you went through (e.g. as a reference see how our course content is structured on deep dive from the start to the final or you could use the SCE innovation process applied or even the assignments flow).</p> <p>P.S. Please note that the quizzes can be answered by December 8th. Each quiz is 30 points (3%). Hence, 15% (150 points) from your final individual grading comes from the quizzes. You have 3 attempts per quiz to reach maximum points.</p> <p>Grading reviewed Dec 7, 2020:</p> <p>Your web page on Green Walls is nice, however, you could improve on how to communicate your value proposition. Testing your prototype could reveal new ideas on how to improve your problem-solution-fit, i.e. how to engage businesses in actually building a green wall. You have added more features to your prototype in sprint 2. We think that engaging features are still missing. Your sprint 2 wiki page describes your prototype well, however, it does not describe or link to findings from testing (iterative prototyping not visible) and does not show the process for selecting the implemented features.</p>
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TOTAL TEAM POINTS	354 TOTAL POINTS (from 450 awarded)
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