esade

In Company Project Guidelines

MSc Programmes 2019-20

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Master Project – In-Company Project Guidelines

Introduction

The In Company Project in context

The Master Project is a key component of the MSc Programmes in Management. It is the last academic requirement that the participants in the different MSc Programmes in Management at ESADE have to fulfil before they are conferred their degree.

The Master Project can take three possible formats:

- A MSc Thesis, aimed at demonstrating the participant's research abilities.
- A Business Plan aimed to foster an entrepreneurial spirit.
- An In-Company Project, aimed to put theory into practice.

The present guidelines are focused on the third track: the In-Company Project.

The In Company Project

An In Company Project is an academic work aimed at adding value in an organization. This contribution can consist on any study that could positively impact the organization in which projects are conducted. A list of examples, among other, could be solving a real problem; analyzing a business opportunity; developing a new idea, solution, product or service; improving performance; increasing results; identifying business criteria.

By an organization, in this case, it is understood any existing social entity with a collective goal. The variety of types can include among others public or private corporations, governments, non-governmental organizations, international organizations, armed forces, charities, unions, non-profit corporations, partnerships, cooperatives, and universities.

The academic work is expected to show the student's ability to put theory into practice. It must be able to reflect the knowledge, tools and techniques acquired during the MSc Programme in Management.

The In Company Project can have two different formats:

- With Internship: based on a period of immersion in the organization. During this period, the participant will acquire the knowledge, the information, the data or any other, necessary to complete design, plan, execute and assess the project.
- Without Internship: alternative route where the immersion is not needed because the required information can be obtained externally to the organization.

Steps to complete an In Company Project

All MSc students following the In Company project path have some steps to follow in order to complete with success the project. The project will take approximately 400 hours to complete, including the time spent on the project and in writing it up.

Preparing an In Company Project Course

The optional material/course "Preparing an In Company Project Course" will assist the student in:

- Intellectual Skills: Project management is extremely challenging because it requires the application of a wide range of intellectual skills. Throughout the internship, participants

have to analyse and assess complex problems, make decisions and come up with action plans and realistic projects. All of the foregoing requirements mean that students not only have to read and study what others have done in the past but also develop their own thought processes to find creative, innovative ways of making their project a success.

- Technical Skills: Throughout the course/material, participants will have the opportunity to analyse tools and techniques for helping them reach the project's objectives within the agreed time and budget. Certain activities are common to all projects (such as those covering project definition, planning, time & budget management).
- Soft Skills. Project success is achieved only if interpersonal relationships are taken into account and accorded the right importance and priority. Negotiation, communication and presentation skills, are of crucial importance in managing projects. They particularly come into play in identifying customer needs and to assess and manage stakeholders.

Submitting the In Company Project proposal

Key information of the In Company Project must be submitted for approval before the correspondent deadline. It includes the following:

- Student: name and surname (format: Name Surname)
- Project: short title, description.
- Tutor: name, email address, telephone number.
- Organization: name, address
- Organization contact person: name, email address, telephone number.
- Confidentiality: required / not required.

Writing the In Company Project

The In Company project has to be written in a form of an academic report.

Executive Summary

It is COMPULSORY to include an Executive Summary at the beginning of the written. The extension of the summary is optional and will depend on the project. As average, it is usually a 10% of the content, and it is recommended between 2 to 4 pages.

It will consist at least on

- An introduction or project presentation including the objective description.
- A brief explanation of the methodology used including steps and data sources.
- A reference to the academic framework.
- Main conclusions or explanation of the deliverable.

It is important to remark that no project will be admitted for presentation and defence without the mandatory executive summary.

Originality of the work

Passing off one's work as original when it is not, constitutes a serious infraction. The participant should present an original work and any assistance received in preparing the In Company Project should be fully acknowledged. No source of information other than those credited should be used, and all citations should be clearly indicated.

Individual or team work

The In-Company Project can be an individual academic work or made by a team of two students.

When the In-Company Project will be based on an internship, the project should be an individual academic work, even if it has been done in a team context or being part of a bigger project. It should reflect the personal analysis, conclusions, contributions and recommendations. A team work based on an internship will be accepted, as exception, when two students will do the internship in the same organization.

The team work will be admitted in the Ex-Company Projects or projects based on a company owned by relatives. In those situations, a team of two students will be accepted. The project will be assessed as a team project, evaluating the analysis, contributions and recommendations of a team. The grade will be applied identically to both students.

The Company; the Internship

Choosing an organization

Students must find an organization and identify a relevant project. The ideal organization is one able to provide students the opportunity to work in a project which ensures the relevance, uniqueness and quality; in addition to provide with the knowledge and practical experience, in a preferred field or sector.

In the case of an internship, the professional practice must be done in the context needed to acquire the knowledge that will enhance the project.

Organization responsible

The organization will define a responsible of the project that will serve as a link with the organization and the student. The organization representative will provide with the information and data and will guide and support the participant with the professional perspective.

Marking the internship

The organization will mark the work done by the student using established criteria. The responsible will communicate prior to the defence, the assessment of the In Company Project.

Organization criteria:

- Added value to the company. Company has to measure the level of impact and estimated benefit for the organization.
- Personal contribution. Company has to measure the personal contribution of the student as analyst, his/her vision and the difficulty for the company to reach the same conclusions internally.

There is one appropriate template which differentiates a scale of five levels to evaluate the internship (see annexes).

The Tutor; the Work

Choosing a tutor

A tutor approved by ESADE will supervise the In Company Project (ICP). The student must have a tutor for the entire duration of the project. The main objective of the tutor will be to provide with the necessary guidance and feedback so as to ensure that it is produced the best possible quality work. This help and supervision may be tendered in the form of remote and/or face-to-face sessions.

It is impossible to assign tutors in advance due to the non-standard nature of the ICPs.

There is a pool of tutors with extended experience conducting projects in previous years. After the project proposal approval, the track coordination can assign one from the pool. This will be done in a way that best suits the knowledge and experience necessary to meet the project characteristics.

Another way to choose a tutor is directly contacting faculty, and asking about their willingness or availability to be a tutor. It is recommended to contact professors from the Autumn/Spring term or any second-tier professor.

The function of a tutor

The tutor is a major player in the students In-Company Project. He/she is the responsible for:

- Give feedback to the student on the project proposal
- Provide with the necessary guidance and feedback during the working period.
- Ensure the best possible quality of the final work.
- Mark the student's project.

Optionally the tutor will also:

- Assist and support the student during the oral defense.
- Provide to the tribunal with special comments about the work if remarkable.

In general terms, the tutor assesses the degree of uniqueness of the project proposal, approves the work prior to its submission to ESADE, evaluates the content of the final project and if available assists to the project defence in a physical or virtual way.

Tutoring includes a minimum of three meetings. The first will establish the basis for the work, strategy, content to cover and main milestones. The second will review the project evolution, content and development of the work plan. The third will be a review of the final work and will include the latest recommendations before submission to ESADE.

At the end, he must ensure the minimum quality of the work in order to be eligible as a Master Project for the MSc Programmes in Management.

Marking the student

The tutor will mark the final work using established criteria. She/he will communicate prior to the defence, the assessment of the In Company Project.

Tutor criteria:

- Added value to the company. Tutor has to measure the level of impact and estimated benefit for the organization.
- Level of difficulty. Tutor has to measure the difficulty to find and gather data and the degree of ambiguity of the information sources.
- Structure / model. Tutor has to measure the structure and accuracy of the model.
- Personal contribution. Tutor has to measure the personal contribution of the student as analyst, his/her vision and the difficulty for the company to reach the same conclusions internally.
- Student commitment. Tutor has to measure the level of autonomy of the student, his/her effort, regularity and interest.

There is one appropriate template which differentiates a scale of five levels to evaluate the student (see annexes).

The Added value to the company and the Personal contribution are the same criteria as those of the company's table. The Tutor will be entitled to invalidate or modify the mark on those

criteria if they consider being incongruence between it and the quality of the work presented. A difference of 2 points in the scale of 5 is considered the limit.

The tutor can optionally indicate if the final work deserves a notable mention. This is considered useful to give the tribunal a clue in case the project could be honoured by a Suma Cum Laude qualification. In this case, tutor has to explain the reasoning behind.

The Tribunal; the Defence

According to Royal Decree 1393/2007 of October 29th, published in the Boletín Oficial del Estado (BOE) num. 260, 30th October 2007, p.18770, it is mandatory to draft, present and publicly defend a master project for all official master degrees in Spain (Art. 15.3). This defence will be conducted in the presence of a Board of Examiners.

The Executive Director of the MSc in Management will appoint the Board of Examiners that will assess the In Company Project. It will consist on a president and a secretary.

Defence

Prior to the defence

The MSc Programme Department will provide the students final work to the president and the secretary of the tribunal. They are committed to reading and evaluating the project

During the defence

Defences are public unless indicated on the contrary. To be confidential, it has to be clearly stated on the cover page of the work and has to be communicated on the website during the process of submission. In those cases, only the tribunal members, the tutor and the organization representatives can be present.

Each defence last for maximum thirty minutes and it consists of:

- Preparations. The students have to consider the necessary consumption of time needed to start the presentation. Complex presentations will consume more time on preparations. Usually no more than 2 to 3 minutes is necessary.
- Presentation of work. The participant will be given a maximum of 15 minutes to present the main results of his or her project. During this time, the Board of Examiners cannot interrupt the presentation.
- Questions and deliberations. The Board of Examiners will put questions to the participant and will discuss the MSc Project. The student will leave the room after the questions to let the jury deliver. This part will take no more than 10 minutes.

Punctuality is strictly recommended in order to observe the general schedule without delays. As a consequence, the tribunal has the right to stop the presentation after the first 15 minutes. They will advise the student three minutes before the end of the available time to give her/him the capacity to finish it properly.

Dress code will consist on business casual. Any student presenting with inadequate clothing can be rejected by the tribunal which automatically would imply to postpone the defence until the following call date. Jeans, short pants, sportswear or running shoes are not considered as business casual.

Members of the tribunal are not colleagues. Students will address and refer to them with respect and appropriate behaviour.

The Board of Examiners will mark the report (content), the presentation (communication) and the questions and answers (mastery). They will communicate during the following days, the assessment of the In Company Project. There is an appropriate template which establish the criteria to evaluate the work (see annexes). Only one mark is needed, and they are free to discuss and agree it after the defence until submitting the final marks.

Tribunal presentation criteria:

- Communication. It is about how it is presented. Capacity to attract the attention of the audience making the presentation engaging and clear. Capacity to present a story that enraptures the audience. It implies an emotional connection during the presentation.
- Message. It is about what it is explained. Capacity to clear determine the exact objective of the presentation and accomplish expectations. It implies a clear understanding of the problem.
- Q&A. Capacity to answer questions solving doubts in a concise and precise way. It implies a deep understanding of contents.

Only one member of the tribunal has to submit the final grades. A link on the Web of Tutors will permit it.

Final Grades

The grade of the In Company Project will be the combined result of the content and defence of the final complete work according to the following breakdown:

In Company Project: *100%*

- Company marks: 20%
- Tutor marks: 50%
- Tribunal marks: 30%

Any disagreement on final grades should be communicated during the 15 days after the final marks are published. The student will provide the arguments sustaining any discrepancy which have to be based on the evaluation criteria and not on personal opinions or subjective perceptions. If an initial attempt to solve the discrepancy is not satisfactory, the student can follow the general guidelines and open a dispute claiming for an official review.

Deadlines

The ECTS assigned to the In Company Project track will be awarded after the student presents the main results of his/her work to a Board of Examiners. In order to facilitate attendance by MSc students, the oral defences will be organized in days next to graduation day.

Other relevant deadlines students should not miss are detailed in the following list.

- **Selection of Master Project type**

    February 2020

- **ICP Proposal**

    1st July 2020

- **Internship**

    Summer 2020 (duration depending on the project)

Master Project defence normal track: October 2020

- **Written work submission**

    2nd October 2020

- **Graduation Date**

    16th October 2020

- **Master Project defence normal track**

    14th, 15th, 16th and 19th October 2020

Master Project defence fast track: July 2020

- **Written work submission**

    2nd July 2020

- **Master Project defence fast track**

    10th July 2020

Please note that there are two calls per year, in July and October. Any student failing to present on that dates will automatically have a second attempt annotation on the transcript.

All the submission processes will use the ICP website and all documents and presentations must be uploaded in pdf format.

Formal Requirements

Length

The ICP should be around 25 to 30 pages plus annexes. It is understood the student will spend the main effort in the professional internship. The length is not an objective of the report; the content is the objective. Even though the report should cover all the different parts of the project, making a complete and understandable project.

Language

English language is compulsory in all official documents, especially in the final work. Even in case the student, the organization and the tutor speak a common language different than English.

The annexes have to be written in English too. The only exception refers to original documents or photographs that can be added as a reference if they are explained apart. Typical example is a transcription of an interview that can be added if summarized.

Cover page

It is COMPULSORY to include the cover page found as an annexe of this guideline. It has to show the following:

- Students name and master.
- Project title.
- Organization's name.
- Tutor's name.

- Confidentiality if required.
- Course

Formatting requirements

Written work will be produced using a word processor. The formatting requirements applicable are detailed below

a. The ICP must be written on A4 paper size (i.e. 210 x 297 mm).
b. Single or double spacing, 6 points before and 6 points after, fully justified and 30 mm left and right margins by 25mm top and bottom margins should be used.
c. Letter font should be Arial 11-point or Calibri 11-point.
d. Headings must be numbered and clearly differentiated from the main text.
e. Page numbers should be shown on the bottom.
f. Work that is badly written or contains serious spelling mistakes will be rejected. Work must be well presented, proofread, and spell checked if it is to be accepted for grading purposes.
g. Any graphs included in participants' work will be properly labelled (i.e. axes will show values and what they represent) so that they can be easily interpreted.
h. Data sources must be shown at the foot of graphs, tables, etc. Where the participant has collated the data, a note to such effect should be placed at the foot of the graph, table, etc.
i. Participants' work must be accompanied by a bibliography at the end of the document.
j. An index should be provided at the beginning of the document. Include number of pages and word count at the end of the index.

File format

The final work has to be submitted in pdf file format. This pdf will be text and not protected.

Confidentiality

If the In Company Project is confidential, this should be clearly stated in the cover page of the project. In this case, the ICP will not be available for public consultation in the Library and the copy will be kept in a vault. The tutor and the members of the Board of Examiners will also be bounded to secrecy.

Two copies of the confidentiality agreement found at the end of this guideline should be signed between the company and the student. One will be sent to the program manager and the other will be kept by the company.

An ICP can also be embargoed for a period of two to five years. After this time, the project will be released and made available for public consultation in the Library.

Guidelines interpretation

Some doubt could appear when interpreting this guideline due to the enormous variety of possibilities and potential projects. Additionally, being the In-Company Project adjacent to the MSc Thesis and the Business Plan in terms of the theory vs. business dimension, some doubt can appear to referring its classification. To solve them, the participant must send a mail to the track coordinator explaining the case with the following structure:

- Identification: reference to the MSC1920
- Context: antecedents and origin of the doubt.

- Doubt: explanation of the situation or conflict description.
- Solution: suggested or desired solution.

Contacts

MSc track coordinator: Ignasi Algueró Redonnet (ignasi.alguero@esade.edu)

Tutor's coordinator: Xavier Auroux Poblador (xavier.auroux@esade.edu)

Programme Manager: Sara Torra (sara.torras@esade.edu)

Confidentiality Agreement

Confidentiality agreement between the company: ………………………………………..…

and the student: …………………………………………..……………………………………….
of the MSc in ………………………………………………………. at ESADE Business School
in connection with the work of the student with for her **In-company project** to fulfill all academic
requirements:

In order to avoid disclosure of confidential company information, the following has been agreed
upon:

1. The company specific knowledge, which the student acquires in connection with contact
with the company and its representatives, is confidential. This especially applies to products,
research projects, and methods of production, businesses strategies and financial data.

2. The company is entitled to go through the In-company report before it is handed over to
ESADE Business School. However, this is done only to guide the student whether part of the
paper or report contains confidential information. It should be possible for the company to carry
out the reading in less than a week. The company may agree with the student that papers will not
be made public in the ESADE library.

3. The company is entitled to a copy of In-company project report.

4. At the ESADE Business School the In-company project report will be managed and dealt
with by the Registrar's office, the ESADE tutor as well as the Board of Examiners present during
the obligatory defense. The employees of the ESADE Business School have to observe the
confidentiality of the content.

5. (Company name) has the right to make internal use of the results of the in-company
project report.

6. Upon termination of the In-company project the student shall return to the company all
documents and property of the company obtained during the course of the project. The student
further agrees she should not retain copies, notes or abstracts of the above mentioned.

7. It is understood that any breach of confidentiality will result in immediate termination of
the In-company project and that a report of the breach will be made by (Company name) to
ESADE Business School.

8. However, the student is responsible in case of breach confidentiality obligation
established in this document. ESADE assumes only the obligation to inform in this agreement its
faculty members and administrative employees.

Signature, place and date (Tutor at ESADE Business School): _____

Signature, place and date (Student Name): _____

Signature, place and date (Company representative): _____

MASTER's Final Project

Track   In Company Project
Track coordinator   Ignasi Algueró

Title:

Organization:

Programme:

Course 2019 - 2020

Student:

Tutor:

CONFIDENTIAL / NOT CONFIDENTIAL

In Company Project. ESADE Master Programmes. Criteria grading table. MSc 19-20   Student's name:

Company	Fail	Low	Medium	High	Outstanding
Added value to the company Company has to measure the level of impact and estimated benefit for the organization.	**1 mark** ☐ There is no visible or clearly observable added value.	**2 marks** ☐ The application of the work will be local or departmental.	**3 marks** ☐ The work has been done most at a divisional or functional level.	**4 marks** ☐ The application of the work will affect more than one area of the organization in a cross-functional manner.	**5 marks** ☐ The definition of the objective, the work approach, and the results can be defined as global.
Personal contribution Company has to measure the personal contribution of the student as analyst, his/her vision and the difficulty for the company to reach the same conclusions internally.	**1 mark** ☐ There is no visible personal contribution whatsoever.	**2 marks** ☐ The student is putting order in a known problem. The output of the project was expectable and is easy recognisable. Conclusions are obvious and just add order to a known problem.	**3 marks** ☐ The skills, knowledge, perspective and intellectual capacities of the student are an alternative for the company. The company is covering a need that could cover by itself, and the main value is based on the time spent.	**4 marks** ☐ The skills, knowledge, perspective and intellectual capacities of the student add value and complement the company. The company is covering a need that could not cover by itself.	**5 marks** ☐ The skills, knowledge, perspective and intellectual capacities of the student are something totally valuable for the company. The company is potentially increasing or improving its results clearly because of the intervention.
				Total marks (*) (between 2 and 10)	

Reasoning

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(*) Total marks weigh 20% of the final grade.

Date:

In Company Project. ESADE Master Programmes. Criteria grading table. MSc 19-20   Student's name:

Tutor	Fail	Low	Medium	High	Outstanding
Level of difficulty Tutor has to measure the difficulty to find and gather data and the degree of ambiguity of the information sources.	**1 mark** ☐ There are no information sources and the work is based mainly in personal opinions.	**2 marks** ☐ The data have to be gathered. Information exists, and there are clear sources. Only a systematic process to search and collect information is required. Some examples are public data sources, Google search or the same company web.	**3 marks** ☐ The data have to be built. Despite the information exist or there are clear sources this has to be processed. Building the information implies a process of elaboration. Some examples are concurrence webs, or private reports.	**4 mark** ☐ The data have to be deducted. There is a process of researching, evaluating and defining criteria. Information is not already processed. There is not a clear source even if private, confidential or expensive. Some examples are expert interviews or surveys.	**5 marks** ☐ The data have to be created. Information does not exist and has to be generated by experiential investigations. Some examples are group observation, role playing or simulations.
Student commitment Tutor has to measure the level of independency of the student, his/her effort, regularity and interest.	**1 mark** ☐ Student is completely dependent and waits until deadlines to work on the project.	**2 marks** ☐ Student is dependent working on the project pushed by meetings or tutor reviews.	**3 marks** ☐ Student has a moderate independency and works with regularity. He/she shows interest and demands tutor's advice.	**4 mark** ☐ Student is independent and constant. He/she shows interest and demands tutor's advice frequently with not clear criteria.	**5 marks** ☐ Student is completely independent and works with regularity on the project. He/she shows interest and demands tutor's advice with criteria when necessary.
				Total marks (*) (between 2 and 10)	

Reasoning

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_____

(*) Total marks weigh 20% of the final grade.

Date:

In Company Project. ESADE Master Programmes. Criteria grading table. MSc 19-20   Student's name:

Tutor	Fail	Low	Medium	High	Outstanding
Added value to the company Tutor has to measure the level of impact and estimated benefit for the organization.	**1 mark** ☐ There is no visible or clearly observable added value.	**2 marks** ☐ The application of the work will be local or departmental.	**3 marks** ☐ The work has been done most at a divisional or functional level.	**4 marks** ☐ The application of the work will affect more than one area of the organization in a cross-functional manner.	**5 marks** ☐ The definition of the objective, the work approach, and the results can be defined as global.
Level of difficulty Tutor has to measure the difficulty to find and gather data and the degree of ambiguity of the information sources.	**1 mark** ☐ There are no information sources and the work is based mainly in personal opinions.	**2 marks** ☐ The data have to be gathered. Information exists, and there are clear sources. Only a systematic process to search and collect information is required. Some examples are public data sources, Google search or the same company web.	**3 marks** ☐ The data have to be built. Despite the information exist or there are clear sources this has to be processed. Building the information implies a process of elaboration. Some examples are concurrence webs, or private reports.	**4 mark** ☐ The data have to be deducted. There is a process of researching, evaluating and defining criteria. Information is not already processed. There is not a clear source even if private, confidential or expensive. Some examples are expert interviews or surveys.	**5 marks** ☐ The data have to be created. Information does not exist and has to be generated by experiential investigations. Some examples are group observation, role playing or simulations.
Structure / model Tribunal has to measure the accuracy of the consultancy model.	**1 mark** ☐ The work is inconsistent and shows contradictions between statements presented in different parts.	**2 marks** ☐ The work is consistent and there is correspondence between title (promise) and work (deliverable).	**3 marks** ☐ There is a clear connection between the different parts of the work. All of them complement each other building a reasonable conceptual model.	**4 marks** ☐ There is a professional approach with an evaluation of resources and difficulties. The work is potentially applicable by the organization.	**5 marks** ☐ There is an application plan with a forecast on results or organizational impact.
				Total marks (*) (between 3 and 15)	

Reasoning

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(*) Total marks weigh 30% of the final grade.

Date:

In Company Project. ESADE Master Programmes. Criteria grading table. MSc 19-20   Student's name:

Tribunal presentation	Fail	Low	Medium	High	Outstanding
Communication It is about how it is presented. Capacity to attract the attention of the audience making the presentation engaging and clear. Capacity to present a story that enraptures the audience. It implies an emotional connection during the presentation.	**1 mark** ☐ Presentation is incomprehensible, unordered and confusing.	**2 marks** ☐ Presentation is comprehensible but tedious. Presenter mostly reads slides with text.	**3 marks** ☐ Presentation is well structured with a clear sequence of elements. Nevertheless, the approach is too rational, monotonous, too much technical and plenty of data.	**4 marks** ☐ Presentation is attractive and follows a story with an introduction, theme explanation and closure. Slides use multimedia. Presenter uses body language, voice inflexions, enthusiasm and conviction.	**5 marks** ☐ Use of narrative techniques, examples, stories that make the presentation something familiar, close or even personal and emotional.
Message It is about what it is explained. Capacity to clear determine the exact objective of the presentation and accomplish expectations. It implies a clear understanding of the problem.	**1 mark** ☐ There is neither a clear objective nor a conclusion.	**2 marks** ☐ The purpose of the presentation is clear, but the development is ambiguous and the closure indefinite.	**3 marks** ☐ The introduction clearly states the topic of the presentation. The body is well defined and develops the project. Nevertheless, closure is inaccurate, fast or poorly explained.	**4 mark** ☐ The objective, body and conclusion are clear but the presentation rush and there is a feeling of insufficient development.	**5 marks** ☐ The objective shows benefit for the organization. The body builds the content extensively. Conclusion clarifies and summarize accurately. The message demonstrates consistency and well-structured project.
Q&A Capacity to answer questions solving doubts in a concise and precise way. It implies a deep understanding of contents.	**1 mark** ☐ Questions are not answered.	**2 marks** ☐ Questions are answered in a general manner. Answers are vague or inaccurate.	**3 marks** ☐ Questions are answered referring back to the presentation contents without adding new information.	**4 marks** ☐ Questions are answered adding new material, perspective or information in a way that complement the presentation.	**5 marks** ☐ The answers of questions open new lines of explanation. Instead of just adding new pieces of information, they could be developed becoming completely new parts of the presentation
				Total marks (*) (between 3 and 15)	

Reasoning

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(*) Total marks weigh 30% of the final grade.
Date: