DEPARTMENT OF MANAGEMENT AND QUANTITATIVE METHODS
COLLEGE OF BUSINESS
ILLINOIS STATE UNIVERSITY
Fall 2006

College of Business Mission

To be a highly respected college of business that develops professionals with personal dedication, ethics, and lifelong learning capabilities needed to succeed professionally and to serve society. We work as a diverse community promoting excellence in learning, teaching, scholarship, and service.

Academic Integrity

Students enrolled in College of Business classes are expected to maintain high standards of ethical conduct within the classroom and when completing assignments, projects, and/or exams. Plagiarism and other forms of academic dishonesty such as cheating will not be tolerated. Students are expected to provide appropriate citations for non-original writing even if the original work is paraphrased. Penalties for plagiarism and other forms of academic dishonesty may be severe. Students found to have plagiarized will fail the course.

COURSE INFORMATION

Instructor:	Dr. Mark Hoelscher
Course Number & Title:	MQM 326 Sections 01 – Small Business Field Studies
Prerequisites:	MQM 220; MKT 230; MQM 225 Students must have met the prerequisites in order to remain in the class.
Credit Hours:	3 Credit Hours
Time and Location	3:35-4:50 PM, TTR, COB 131 (Section 01)

INSTRUCTOR INFORMATION

Phone:	Office – (309) 438-5985 Home – (309) 452-5610 **(No calls after 9 PM)**
Web Page:	http://www.cob.ilstu.edu/mlhoels
Email Address:	mlhoels@ilstu.edu
Office Location:	COB 244
Office Hours:	9:30 AM – 11:00 AM Tuesday, Thursday (and by appointment)
Text:	Fombrun, Charles J. & Mark D. Nevins The Advice Business: Essential Tools and Models for Management Consulting **ISBN:** 0-13-030373-9

COURSE DESCRIPTION:

Field programs designed to familiarize the student with the problems of small business owners and/or operators. The student acquires firsthand knowledge and experience by dealing with on-going businesses

COURSE COMPETENCIES:

The purpose of this course is to expose you to "hands on" experiences in dealing with the problems and complexities of managing a business organization through conducting a field study. As part of a student consulting team, you will provide information, advice, and fact-based analyses and recommendations to a client to assist the client with improving operations and performance of the client's organization. The field study experience will provide you and your student consulting team an opportunity to exercise your existing knowledge and skills and to develop new skills and acquire new knowledge.

The field study provides you an opportunity to engage in problem-centered learning and in learning experientially (through hands-on experience). As a result, you will strengthen your ability to identify problems, seek information, consider multiple perspectives, propose a set of actions, and recognize the business organization as a system of interrelated parts.

COURSE REQUIREMENTS

EXAMINATIONS:

Two exams, one midterm and one final exam covering textbook, lectures, and other discussion materials, will be administered during the semester (see tentative course calendar for details).

CODE OF CONDUCT:

Your team will be expected to draft up a code of conduct before any actual project work is to begin. It must be signed by all members of the team and describe expected group behavior and norms.

TIME LOG:

Each student consulting team will submit a Time Log each month in accordance with SBDC requirements and the course schedule. If you have questions or need help with the Time Log, please contact Director Elizabeth Binning at the SBDC.

The Time Log must contain information on dates and times for activities related to the project. The Time Log must specify project time and client contact time. Further, the Time Log must specify who participated, topics and questions discussed during the meeting, actions taken/decisions made, and your follow up activities. Finally, at the end of the Time Log, it must include a total for project time and for client contact time. Note this Time Log is the basis for the Time Log required for the Final Report.

PROPOSAL LETTER:
Upon being assigned a client the student consulting team develops a proposal letter. The proposal letter has four key parts;

1. Understanding of the issues,
2. Purpose and objectives for the project,
3. Methodology for the project
4. Benefits to the client

In addition to these four key parts, the Proposal Letter needs an opening and a closing paragraph. This proposal letter will be submitted to me for a grade and, upon my approval, submitted to the client for the client's approval. Make sure to get the proposal letter to the client by the deadline noted in this syllabus.

PROGRESS LETTER:
The progress letter serves to update the client as to:

1. What has been accomplished
2. What is in process, and
3. What still needs to be done before the student consulting project is completed

In addition to these key parts, the Progress Letter needs an opening and a closing paragraph. The work accomplished consists of an outline of the completed steps and their outcomes. The work-in-progress part of the letter delineates the steps currently being taken by the student consulting team. Lastly, the section on work to be completed describes the remaining work to be done to complete the project. Again you must first submit the Progress letter to me for evaluation and a grade. Make sure to get the progress letter to the client by the deadline noted in this syllabus.

FINAL REPORT:
Basic standards for the final report are that it be perfect and professional. This means that the student group should take special care and extra effort to see that the there are not spelling or punctuation errors, that the report reads well, and that all sources are properly cited. There is not universal length for the Final Report; however, there are basic elements that must be included. These are noted below.

1. A cover, which may contain the same information as on the cover page.
2. A letter of transmittal, in which the student consulting team formally presents the client with the report and its recommendation(s), as well as thanks the client for allowing the student consulting team the opportunity to work with the client. This letter of transmittal is a formal and professional letter that is addressed to the client.
3. A cover page, with the name of the client and of the names of the student consulting team, the course number, semester, and year at a minimum.
4. An Executive summary. This is not an introduction to the report, nor is it a brief synopsis of the project. The executive summary is many times the sole basis for the client to make a decision regarding your recommendation. It is a decision making tool for business executives. Therefore, your executive summary must provide a convincing argument for your recommendation.
   Executive Summary Guidelines:
      It is an abstract of the key ideas of the report
      It should contain a brief statement of the project purpose

1. What did the team do and why?
2. How did the team intend to do it?
3. What did the team intend to provide the client?

A table of contents that includes page numbers for all the segments of the report and for all the appendices. Note that the table of contents appears after the Executive summary.
A statement of project purpose,
A brief history and background of the client organization,
A detailed description of the research methodology employed by the team,
A summarized situational analysis of the situation facing the client organization,
The team's results and findings
A discussion of the findings and analysis
Decision criteria for selecting one alternative over another based on the situation facing the client
Alternatives the client can take given the situational analysis and the findings presented in the report
One recommendation chosen from the offered alternatives
References
Appendix
- Time log
  - Date of meeting or activity
  - Who was present
  - What was discussed or carried out
  - Time spent
  - Total hours toward final report

To make a complete submission, you must provide
- One copy to me
- One copy for the client
- One copy for the SBDC
- One copy for the IES

These copies are due to all parties one week before the final presentation to the client.

If I cannot be reached you may submit your Final Report to Joyce Parmenter in the Institute for Entrepreneurial Studies (Room 214)

PEER APPRAISAL:
You are required to write an evaluation on each of the members of your student consulting team. Each evaluation must be in a one paragraph format. The Peer Appraisal is your evaluation of whether and how each team member contributed conscientiously, on a timely basis, and with a positive outlook toward the development of the consulting project, Final Report, and presentation. This is your opportunity to have some influence in how I differentiate grades between team members. This evaluation is to be done and handed in individually in a sealed envelope prior to turning in the final report. **It must not be with the final report!** On the outside of the envelope indicate your name, the class (MQM 326), your group number, and the semester that we are in (Fall 06).

CLIENT PRESENTATION (Group Assignment)
The Client Presentation consists of two parts: a presentation and a discussion of the report.
The presentation should not take more than 30 minutes, preferably shorter.
You must provide me with a copy of The PowerPoint slides used for the presentation by 8:00 AM on the morning of the presentation.
See specific instructions concerning presentations at end of this syllabus. You are responsible for abiding by all of the instructions!
You are responsible for all aspects of the Client Presentation-time, date, location, technology, etc.

EXAMS:
There will be two exams in this course.

The first will contain questions from all aspects of this particular course but will focus particularly on the assigned text. The exam will consist of 50 multiple choice questions. **Please pay particular attention to the scheduling of this exam as there will be virtually no make-ups!**

The second exam will also consist of 50 multiple choice questions. This exam will cover material that pertains to entrepreneurship and that has been covered in MQM 225, MQM 226, and MQM 326. This exam will be administered during the regular final exam period for this course.

GRADING POLICIES:

Grades will be calculated as noted.

Points

Midterm	400
Final Exam	300
Proposal Letter	100
Progress Letter	100
Presentation to Client	300
Time Log	200
Class Participation	100
Final Report	500
Total	2000

Grade

0	1200	F
1200	1400	D
1400	1600	C
1600	1800	B
1800	2000	A

ADDITIONAL INFORMATION:

All turned in work must be typed, double spaced, 12 pt font, standard spacing. This includes your name, class, and date. **All homework must look professional.**

Assignments are due at the beginning of class on the day listed on the syllabus. If you come to class late on the date that homework is due, your homework is considered late also. Homework must be in your own words and carefully thought out.

Assignments turned in late will earn a zero for grade. However, all assignments must be completed or the final course grade will be F.

Role will be taken. Regular attendance is a part of your grade. You must sign role sheet when circulated! **NO EXCUSES.** This means that there will be no excuses given for missed class except for university approved and verified absences.

ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Any student in need of a special accommodation should contact the staff in the Office of Disability Concerns at 438-5853 (voice) or 438-8620 (TDD).

Course Schedule

Date	Class	Ch. Covered	Reading Assignment
8/22	1	Course Introduction	
8/24	2	The Advice Business: The industry of consulting The Anatomy of a Consulting Firm	Chapter 1 in The Advice Business Chapter 2 in The Advice Business
8/29	3	Thought Leadership: Making Sense of What Consultants Do Innovation: The Growth Engine of Consulting	Chapter 3 in The Advice Business Chapter 4 in The Advice Business
8/31	4	The Future of Management Consulting The Consultants Tool Kit	Chapter 5 in The Advice Business Chapter 6 in The Advice Business **Time Log for month of August Due at beginning of class**.
9/5	5	Thinking Like a Consultant From Insight to Impact: Communicating to Influence	Chapter 7 in The Advice Business Chapter 8 in The Advice Business
9/7	6	Developing Proposals Managing Projects	Chapter 9 in The Advice Business Chapter 10 in The Advice Business **Opportunity to have me review proposal letter draft.**
9/12	7	Gathering Data and Diagnosing Situations Interventions: Getting the Client to Change	Chapter 11 in The Advice Business Chapter 12in The Advice Business **Second opportunity to have me review proposal letter draft.**
9/14	8	Field Trip to Milner Library To Visit with Kay Weir Group 1 3:35 Group 2 3:55 Group 3 4:15 Group 4 4:35 Group 5 4:55	We will meet by the “pillar” in the lobby area just inside Milner. Each group is instructed to arrive 10 minutes before their stated time.
9/19	9	Facilitating Change: Implementing a Results Orientation Delivering Effective Presentations	Chapter 13 in The Advice Business Chapter 14 in The Advice Business
9/21	10	Bringing Discipline to Strategy Strategic Sourcing	Chapter 15 in The Advice Business Chapter 16 in The Advice Business
9/26	11	Large Scale Change in the Strategic Enterprise Aligning Business and Technology Strategy	Chapter 17 in The Advice Business Chapter 18 in The Advice Business **Last opportunity to gain approval of proposal letter Proposal letter MUST be approved at the conclusion of this class!**
9/28	12	Consultant/Client Partnerships	Chapter 19 in The Advice Business

		Handling Financial Risk: An Application to the Oil and Gas Industry	Chapter 20 in The Advice Business **Proposal Letter Due along with documentation of having mailed it to client.**
10/3	13	Reputation Consulting Quickly, Into the Breach: Building a Venture Consulting Firm	Chapter 21 in The Advice Business Chapter 22 in The Advice Business
10/5	14	The Consultants Role Strong Ethics: The Cornerstone of Professionalism in Consulting	Chapter 23 in The Advice Business Chapter 24 in The Advice Business **Time Log for month of September Due at beginning of class.**
10/10	15	So You Want to be a Consultant Consultancy Marketing: Developing the Right Mindset	Chapter 25 in The Advice Business Chapter 26 in The Advice Business
10/12	16	Interviewing With Consulting Firms	Chapter 27 in The Advice Business
10/17	17	**Midterm Exam**	
10/19	18	Project Q & A with Autumn Thomson (Written Progress Report Expected) Groups 1, 2, & 3 Make individual group appointments with Autumn.	**Progress Letter due at beginning of class in professional format.** **Remember to mail it to your client as well.**
10/24	19	Project Q & A with Autumn Thomson (Written Progress Report Expected) Groups 4 & 5 Make individual group appointments with Autumn.	
10/26	20		
10/31	21	Project Q & A with Dr. Hoelscher Open to all groups	**Time Log for month of October Due at beginning of class.**
11/2	22	Project Q & A with Dr. Hoelscher Open to all groups	
11/7	23	Client presentation days or group consultations with Dr. Hoelscher	
11/9	24	Client presentation days or group consultations with Dr. Hoelscher	
11/14	25	Client presentation days or group consultations with Dr. Hoelscher	
11/16	26	Group Work Day (on your own)	
		Thanksgiving Holidays	
11/28	27	Group Work Day (on your own)	

11/30	28	Client presentation days or group consultations with Dr. Hoelscher	**Time Log for month of November Due at beginning of class.**
		All Client Presentations MUST be completed before Friday, December 1 2006.	**The Final Report is due no later than one week before the date of your client presentation at 10:00 AM.**
12/5	29		
12/7	30		

Presentations

Be prepared
Be organized
Be practiced
Be well dressed
Be professional
Dress conservatively
Everyone participates
Pay attention to where you place yourselves
Be ready to cover for one another
No Note cards! No Notes! Be Practiced and Accomplished!

Slides make sure they are not too busy!

- 6 bullets per slide
- 6 words per bullet
- Large Font
- Colors that are acceptable
- Animation kept to a minimum
- Graphics are ok but adjust above norms to keep clutter down

Make sure content is of high quality!