

**HOFSTRA UNIVERSITY**  
**FRANK G. ZARB SCHOOL OF BUSINESS**

*“to provide students with a perspective on the integration of the functional areas of business,  
while maximizing the use of analytical skills and knowledge for decision making in a contemporary  
global business environment”*

**DEPARTMENT OF MANAGEMENT, ENTREPRENEURSHIP  
AND GENERAL BUSINESS**

**ENTR 170 - Entrepreneurship Consulting Project  
FALL 2005**

**TEAM-INSTRUCTOR MEETINGS**

**Thursdays at 11:15 am**

**INSTRUCTOR’S NAME**

**Dr. Matthew Sonfield**

**OFFICE LOCATION**

**229 Weller Hall**

**OFFICE HOURS**

**Tues: 9:00-9:30am, 11 - 12:30 pm**

**Thurs: 9:00-9:30am, 11 - 11:30 am**

**TELEPHONE**

**(516) 463-5728**

**E-MAIL ADDRESS**

**[Matthew.Sonfield@Hofstra.edu](mailto:Matthew.Sonfield@Hofstra.edu)**

**HOME PAGE**

**[http://people.hofstra.edu/hu/faculty/matthew\\_sonfield](http://people.hofstra.edu/hu/faculty/matthew_sonfield)**

**GENERAL INFORMATION**

**Department Office**

**228A Weller Hall**

**Department Telephone**

**463-5726**

**Department Chairperson**

**Dr. Charles Smith**

Please read this course outline carefully. Each student is responsible for adhering to all course requirements specified in this outline.

**DESCRIPTION OF COURSE**

Team-based consulting project to an entrepreneur business client. Combination of class sessions, instructor-team conferences, student team meetings, research, and team-client meetings. The primary course objective is a comprehensive consulting report for the client. Prerequisites: A minimum grade point average of 3.0 in major and 3.0 overall, ENTR 120, ENTR 125, senior class standing or permission of department chairperson. Corequisite: FIN 110.

**IMPORTANT**

Each student consulting team will meet with the instructor on a regular scheduled basis. These meetings allow the instructor to supervise the consulting activities of the team and serve to assure a mutual understanding and agreement regarding the content and quality of these activities, thus reducing the possibility of the final consulting report not meeting the standards of the instructor, or the final grade not meeting the expectations of the students.

At the end of the semester each team will present a consulting report to the client. Further information of this report is presented below.

Also due at the end of the semester will be a separate term paper from each student. The student should keep a record of his or her experiences as a consultant, which he or she will analyze in light of what was learned about entrepreneurship, consulting, and business administration in general in both this course and all other business courses taken. Further information about this term paper can be found at the end of this course outline.

Please note that this is not a normal traditional course. It is recommended for highly motivated, strong students only. It is largely an independent study and requires an ability and desire for self-direction. It also requires the ability to be a fully contributing member of a team, with the willingness to meet with your team-mate and client at times agreeable to all parties. Thus, do not take this course unless you have the necessary time, flexibility, and attitude. Good writing skills are also a prerequisite for this course. Although the workload is no greater than in most other courses, it is appropriate to think of this course almost as a job, with more obligation and responsibility than in a regular lecture-type class. If you are the right type of student for this course, it should prove to be a very satisfying and rewarding experience.

## **REQUIRED TEXT**

Small Business Institute Student Consultant's Manual (to be distributed in class).

## **METHODS OF EVALUATING STUDENTS**

The student's grade will be based upon the quality of his or her team's consulting report (the final draft prior to instructor input), his or her own consulting efforts, participation as a team member, involvement and participation in the individual meetings with the instructor, and the term paper. There will be no exams. Because of our obligation to the client to submit the consulting report on schedule, the INC grade is not appropriate for this course.

Consulting report and individual teamwork effort	75 %
Term paper and class participation	25 %

## **CONSULTING REPORT**

There is no standard consulting report. The length and content of each team's report will be determined by the nature of the client and his or her specific problems identified and projects requested. The instructor will interview each client before the semester and provide the student team with a preliminary analysis of the client's problems and needed projects. Use the instructor's interview notes as a starting point from which additional projects can be identified. In its first few meetings with the client, the team will develop a better determination (and agreement with the client) of the problems to be analyzed and projects to be conducted. After these early meetings, the team will send the client a formal letter confirming what will be done for the client during the semester (a sample letter will be distributed). A primary obligation of the team is to be creative in developing areas for analysis and research which go beyond the initial suggestions of the instructor. Virtually all clients' situations will provide opportunities for primary and secondary research activity. The end result should be a set of concrete and detailed recommendations for your client that allow him or her to take specific actions.

A sample format for the Consulting Report is presented in Appendix K of the Student Consultant's Manual. Follow this format's title page, letter of transmittal, Preface, Executive Summary, and additional sections (see page K5). (Do not include the SBA forms or the activity log.) Use a quality printer and double-space.

While some division of labor among team members may be appropriate, the report must read uniformly, and thus all team members must be present at all meetings with the client and with the instructor, and when the actual writing of the report is done. Do not have different sections of the report written separately by different team members. Since this report is being written for an external client, the quality of writing style and grammar should be high. If it is necessary to obtain outside assistance in this respect, do so. This report will be first submitted to the instructor in final draft form, for possible corrections or modifications. This draft must be complete and thoroughly proof-read (so that it could be presented to the client as it is). The instructor will then return the corrected draft to the team for final editing, printing and duplication. In terms of the grade given for the client report, please remember that the report must indicate three credits worth of effort times the number of team members, and that all team members receive the same grade for this report.

It is strongly recommended that the team members schedule their work so that they can begin writing their report well before the due date. The instructor will furthermore provide feedback on the quality of the report if the team shows him early drafts of parts of the report prior to the due date.

## **TERM PAPER**

### “The ENTR 170 Diary”

A primary goal of this course is to allow you to apply your education in business and entrepreneurship to the “real world.” Prior to taking this course, you have taken a variety of other business and entrepreneurship courses; thus you should be able to compare what you observe in this course with what you have learned in these previous courses.

Your term paper assignment involves keeping a “diary” of your experiences and observations with your assigned client, with the goal of comparing what you see with what you have learned and read in these other courses. Start this diary at the beginning of the semester, and make dated entries in this diary after each meeting or telephone conversation with you client, and at other times when your client’s activities are in your mind (such as during team meetings or during research activity). In your diary entries, note the comparisons you see: how do the various entrepreneurial and general business administration activities of your client (management, marketing, finance, accounting, information systems, international activities, etc.) Compare with or relate to what entrepreneurship and other business textbooks describe and prescribe and what other courses and instructors have taught you to be “good” or “correct” business activity? What are the similarities and what are the differences: how are your client’s behavior, performance and activities supported by your previous courses and/or in conflict with them? If your team’s consulting focus is narrow and limited to only one or two of these business administration activities, you should ask your client during your meetings about his or her other business activities so as to obtain a full understanding of his or her total business process.

Your analysis should be more than just descriptive. Go beyond describing the similarities, differences and relationships between your client and your courses-analysis why similarities and differences exist. Why does your client sometimes behave as you have been taught, and at other times does not?

Suggested term paper format:

1. Introduction - general introductory comments about your client and his or her entrepreneurial performance and style.
2. Diary entries - dated specific observations and comments written throughout the semester, specific comparisons of client and courses and textbook material.
3. Analysis - a structured summary of your various entries, organized by entrepreneurial and business administration topics tying all of the above together.
4. Conclusions - what can you conclude about your client’s behavior as an entrepreneur and how it relates and compares to what you have learned in previous courses?

This paper must be typed and be ten to twenty pages in length, double spaced. Number your pages. No binder please: staple in top left corner, and place your name on the cover page only. This paper is due on the last class day of the semester. Grade points will be deducted for papers which are not successfully proof-read or are submitted after the due date.

Important: This assignment constitutes 25% of your final grade, and more importantly allows you

to do the type of critical thinking that is a central objective of this course. Please treat this assignment with the time and effort it requires. Attempts at the end of the semester to “recreate” a diary tend to be quite obvious and never of the quality of a true diary written throughout the semester. The objectives and details of this term paper assignment will be further discussed during class sessions. Feel free to raise questions in class as well.

### **UNIVERSITY POLICY ON INCOMPLETE GRADES**

A student unable to complete a course may, with the permission of the instructor, receive a grade of incomplete (INC). The instructor will permit the student to complete and submit the missing work *no later than the third week* of the following semester. All undergraduate students may accumulate up to nine credits of INC grades without penalty. Past this nine-credit limit, all subsequent INC grades not made up convert to F's at the end of the semester following the one in which they were assigned. (In ENTR 170, this University Policy is only relevant for the individual term paper component of the course.)

### **ASSIGNMENT**

### **DUE DATES (due at Professor's office)**

Writing Sample

Sept. 15, 2005 (class hour)

Consulting Report Table of Contents Nov. 10, 2005 (class hour)

Report to Client

Dec. 1, 2005 (class hour) - (**all team members**)

Individual Term Paper

Dec. 8, 2005 (class hour)

Original and one copy of final typed report to client (original hand-delivered by team to client; one copy for Hofstra)

Dec. 20, 2005 (12:30 pm) - (**all team members**)

Receipt from client

Dec. 22, 2005 (by 9:00 am)