EMERGING ENTERPRISE CONSULTING
COURSE SYLLABUS

BUS 461
Class: 2:00pm-3:15pm T, TH
Entrepreneurial Resource Lab
Spring 2003

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Office Hours: M-TH 3:30pm-5:00pm
or by appointment

Course Prerequisites
Senior standing, core business courses, or instructor permission.

Course Overview
Entrepreneurship is the key to the American dream. Sustainable growth and an enhanced standard of living for all Americans are dependent on a vibrant, growing entrepreneurial sector. There is a need for entrepreneurs with creative business concepts and the courage to turn these concepts into sustainable enterprises that create jobs and create value for customers. There is a key difference, however, between starting a business and growing one. The majority of small businesses fail to achieve meaningful growth, are marginally profitable, and operate as “mom and pop” or “hand to mouth” types of businesses. A smaller number are responsible for the vast majority of new jobs, new products and services, and net new wealth creation in society. It is this reality that lies at the heart of the *Emerging Enterprises Consulting* course.

The themes of this course are innovation and sustainable growth. Our focus is to facilitate the survival and growth of existing small businesses that are owned and managed by local entrepreneurs. The course is organized into two major components pursued in parallel with one another. Students will be exposed to a series of modules that address various aspects of the consulting experience. These modules, and the entire course sequence, are designed around the SEE Model, which is a three-stage model intended to guide teams as they approach, decipher, and ultimately create value for the entrepreneurial enterprise. The second component involves actual consulting interventions. Students will be organized into teams of three or four, and each team will be assigned to one consulting client. The teams will meet regularly with each client, and, employing the SEE Model, move through an evolving series of steps which culminate in a set of value-creating deliverables for the client, and a final consulting report.

To help facilitate the consulting process, the Page Center for Entrepreneurship has teamed with The Valen Group to provide training sessions targeted to developing solid client relationships, becoming an effective consultant, and providing one-on-one consulting interventions with the student teams to improve business performance, drive value, and create competitive advantage. The Valen Group is a local entrepreneurial start-up that focuses on helping companies develop new ways to compete in the ever changing business climate. Training sessions will be held on Saturday, January 10 from 9:30am-12pm (this is session is mandatory for all students), Friday, February 7 from 2pm-5:00pm and Friday, March 21 from 2pm-5pm. If you have a course conflict, you must see the professor on the first day of class!

Textbook and Course Materials

Strategic Planning for New & Emerging Businesses: A Consulting Approach, Fry, Stoner, Weinzimmer
Emerging Enterprise Consulting Workbook provided by instructor.

The textbook is a valuable resource on small business issues that you may deal with during the course. Your entrepreneur is probably not the first to have the problems you have identified. The book is a good starting point to gain information on a variety of topics that many small businesses face. The book is not the only resource available to you and should be used along with the readings and other textbooks available at the library specific to your business’s industry or area of the business you are evaluating. You don’t need to reinvent the wheel – this and many other resources are available to you.

Course Objectives

Upon completion of this course, students will be able to:

- Appreciate the unique characteristics, requirements and contributions of emerging enterprises and the challenges/obstacles the entrepreneurs behind these enterprises face.
- Gain an understanding of the consulting process and develop a logical and systematic process for identifying the problems and opportunities confronting small entrepreneurial firms by utilizing the SEE Model.
- Learn how to effectively critique the operations of the business and develop the ability to improve the efficiency and effectiveness of the enterprise in order to make an impact on the business and its ability to achieve sustainable growth.
- Develop your capacity to think strategically about a small business in a complex and changing environment.
- Integrate knowledge and skills from previous coursework and business experience to add value to the emerging enterprise and deliver a final consulting project.
- Practice leadership and organization skills by establishing priorities, setting realistic expectations, and completing objectives within a team environment
- Create value for a consulting client in terms of tangible deliverables in the form of new methods, processes, systems, products, and services that will have a lasting impact on the long-term growth of the business.
- To think and act entrepreneurially!

Requirements of Class

The nature of the class requires that the student represent the Page Center for Entrepreneurship and Miami University to the local business community. Because of our obligations to the clients we serve, you are asked to carefully consider the requirements of the class and to commit yourself to the completion of all course objectives. Students are not permitted to drop the class after the first week of the course.

1. Attendance is required at all class sessions and client meetings. Each student is expected to fully participate in both engagements.
2. You should expect to devote 1 to 1½ hours a week to meetings with the client in Cincinnati.
3. You are responsible for transportation to the client's business location.
4. You are expected to maintain a high level of professionalism at all times, including appropriate dress and courteous behavior when visiting clients.
5. Each student will be required to review and sign an employment contract and non-disclosure agreement for participation in the course. **Violation of the agreements will result in a failing grade for the course as specified in the signed contract.**

Student Evaluation:

Assignment	Points	% of Grade
Final Consulting Project & Deliverables	125	25%
Class Assignments	100	20%
E-team Participation and Journal Entries	75	15%
Class Participation and Attendance	50	10%
SEE Model	50	10%
Final Team Presentation	50	10%
Midterm Review	50	10%
Total	500	100%

A	90-100
B	80-89
C	70-79
D	60-69
F	Below 60

E-Team Participation
An important part of learning is actually applying the knowledge gained to a real world environment. Today, more than ever, professionals collaborate in teams to accomplish company objectives. Students will be placed in E-teams, each consisting of three to four students. E-teams will be formed in the first week of the semester using the following criteria: 1) skill set including degree field and business experience, 2) interest in the business environment, and 3) compatibility with the entrepreneur and the E-team. E-team members will work together throughout the course. It is imperative that team members learn how to work together to build upon each team member's strengths and weaknesses. The teams will meet throughout the semester in class, during one-on-one consulting engagements, and outside of class to prepare the final project. The teams need to agree upon weekly meeting time that works with all the team members' schedules during the first week of class and develop an E-team charter.

The entire course is based on teamwork and collaboration and as such your grade for the course will be influenced by the efforts of other students. Students seeking to "ride the wave" should seriously consider the ramifications of doing such. Students are required to attend all client meetings and team meetings. The team will determine how many team meetings may be missed during the semester and include that information in the team charter. Students who miss more than two client meetings with no excused absence as outlined in the class attendance policy will forfeit a significant amount of their E-team participation points. Individual contributions to the final report will be carefully considered. It is not required that each team member receive the grade – if the amount of effort by each team member is not equal. Evaluation of you and your E-team members will occur at two points during the semester. The E-team Project Manager will report on the team meetings and client meetings that each team member attends in the weekly team journal entry.

Attendance and Class Participation Policy
Students enrolled in *Emerging Enterprise Consulting* must be highly motivated seniors. Enrollment in this course sequence is an elective choice, and participation in consulting activities is a privilege. Accordingly, attendance is required just as you are required to go to work on time every day. As each class focuses on a key aspect of the consulting experience, more than two unexcused absences will lead to the student forfeiting his/her class participation grade. Excused absences consist of illness (with doctor's note), family funeral, and participation in a university athletic event for a varsity sport. Interviews are NOT considered excused absences. Students who anticipate scheduling conflicts should not enroll in the course. The instructor will take attendance at all class sessions.

You are expected to come to class prepared, and play an active role in the discussions that take place during the class. This means reading all material and preparing all assignments in advance. Actively participating in the course is necessary to receive the full amount of participation points. Contributing to class discussions includes asking and answering questions, insights provided regarding the assigned material, examples that you bring into class of issues you are facing with your client, etc. There will be random "checkpoints" throughout the course to ensure your understanding of the readings and course topics that is part of your class participation points.

SEE Model
The Supporting Emerging Enterprise (SEE) model provides a simple and logical framework to guide students through the consulting process. The model structures the consulting engagement as it evolves through three interconnected layers of analysis:

I. **Layer One: The Entrepreneurial Core** – Evaluation of the foundation of the business looking at the entrepreneur, the business concept, and the business opportunity.
II. **Layer Two: Internal Operations and Resources** – Internal issues including financial records, operational systems, and the internal infrastructure of the business.
III. **Layer Three: External Relationships and Activities** – How the business interacts with the external relationships of the company.

Midterm Review
To ensure your understanding of the course material and readings, a midterm exam will be given. The goal of the exam is to not only prove your understanding of the key concepts introduced in the course, but for students to also apply these concepts into their consulting engagement.

Class Exercises and Assignments

You will be required to turn in a variety of class assignments dealing with your client and the different aspects of the consulting experience. These assignments are meant to ***significantly*** help you in the consulting process both for your identification of problems and in your relationship with your client. There are ten assignments that are worth 10 points each. Seven of the assignments are mandatory, but three You are able to pick two of the four:

Assignments	**Points**
1) Industry, Market and Company Analysis	10
2) Letter of Engagement	10
3) Map of Customer Contact…the Moments of Truth	10
4) Market Research Survey	10
5) Presentation on Final Deliverables	10
6) Map of the Economics of the Business	10
7) Action Plan for Final Deliverables	10
8) Market Research Summary Results	10

Optional Assignments	**Pick 2 of 4**
1. Map of How the Entrepreneur Spends His/Her Time	10
2. Map of the Customer Buying Process	10
3. Map of the Operations of the Business	10
4. Company Press Release	10

Note: The optional assignments were designed for your team to pick the assignment that would add the most value to your client. To confirm if you are not turning in an assignment, you must turn in a sheet of paper that states you are not doing the assignment for the scheduled due date. You must complete 2 of the 4 assignments.

Final Presentation

The E-teams will present their consulting recommendations to the class and their client who will attend the final presentation. Presentations will be no longer than 20 minutes with 10 minutes of Q&A. During the presentation, students should address how their solutions have or will impact the business. Additional guidelines for the final presentations will be provided in class. If you have a course conflict, you need to discuss the conflict with the instructor on the first day of class.

Final Consulting Project and Deliverables

Students are expected to create tangible deliverables for the business, not simply write a consulting report. Deliverables can address issues with marketing, financial, operational, human resources or the strategic direction of the business. Students will both develop and implement valuable solutions for the emerging business. Implemented deliverables will be weighted higher than recommendations in the final grading.

Blackboard Journal Entries

Every week by Thursday evening at 12:00am (midnight), each team must post a weekly journal entry on blackboard noting the progress of the team. At least one member from each team should respond to another teams' journal entry with an insight or question. All members of the team are required to read the weekly journal entries by Monday's class session and be prepared to discuss the comments. The weekly journal entry should cover the progress of the team and address the following questions:

1) Amount of time spent at the clients office and time spent with the entrepreneur.
2) Group members who missed client or team meetings.
3) Nature of the meeting, what was discussed, and what the team accomplished while with the client.
4) What the team accomplished outside of class that week.
5) Address the topic discussed in that week's class sessions.

In addition to the team journal entries, each student is encouraged to communicate your experiences with the consulting program, interactions with the client and working with your E-team with the instructor periodically throughout the semester. Issues with team members can often be resolved by communicating with your teammates and/or seeking the advice of the instructor. Students are expected to communicate problems with team members prior to the end of the semester when the E-team evaluations are filled out.