MGT448.01/548.01/BA 448 M01-- Small Business Consulting
4:00 to 6:30 p.m. Mondays - Hardman 112
Fall 2010

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SEAM is Socio Economic Approach to Management. SEAM is most advanced approach to Small Business consultation in the world. NMSU is one of only two US Universities to be authorized by Memorandum of Understanding with ISEOR France (University 3 of Lyon France) to train you in SEAM.

If you would like to go to France Summer I and get more advanced SEAM training (& credit for 2 NMSU courses), contact professor Boje for details.

Course details are at Small business Tool box is at:
http://business.nmsu.edu/~dboje/sbc/

This Syllabus is at:
http://business.nmsu.edu/~dboje/448/448template.htm

Start with SEAM overview:
http://web.nmsu.edu/~dboje/TDseam.html - required

There are slides online of topics we cover in class:
http://business.nmsu.edu/~dboje/448/SEAM2.htm to give you overview

http://www.iseor.com/pdf/commun/20080310_an_presentation_iseor.pdf - This is link to Savall et al work on Intervention Research

Small Business Consulting Service CLIENT APPLICATION
http://business.nmsu.edu/~dboje/448/SBAAssistanceApplication.htm and in BLACKBOARD Class Materials. (e.g., Artist business; arts service organization; galleries or museums) at http://talkingstick.info

TEXTS:


Required Text (available online for free): Nicomachean Ethics (aka Virtue Ethics). By Aristotle. Written 350 B.C.E. Translated by W. D. Ross. On line version http://classics.mit.edu/Aristotle/nicomachaen.html; or Download: A 456k text-only version is available for download. Virtue ethics is essential to your own consulting practices, and to coaching clients in their ethical practices. For example, the main virtue is happiness, valued more than the accumulation of money, rewards, or pleasures of consumption).

Aristotle (350 B.C.E.: Book 1, Section 9) "For this reason also the question is asked, whether happiness is to be acquired by learning or by habituation or some other sort of training, or comes in virtue of some
divine providence or again by chance. Now if there is any gift of the gods to men, it is reasonable that happiness should be god-given and most surely god-given of all human things inasmuch as it is the best. But this question would perhaps be more appropriate to another inquiry; happiness seems, however, even if it is not god-sent but comes as a result of virtue and some process of learning or training, to be among the most godlike things; for that which is the prize and end of virtue seems to be the best thing in the world, and something godlike and blessed."

Small Business Consulting, NMSU students and faculty works collaboratively with government, chamber of commerce, education, our university, and grassroots organizations that support small business, to achieve the virtue of ethical virtue, happiness. NMSU has a Memorandum of Understanding with Lyon III to provide the Socio Economic Approach to Management (SEAM) method for small business consultation.

One of the Principle-Based Ethics of Bill Daniels is "Giving Back to the Community." Service Learning is a way for us as a College and you as a Business Student to Give Back.

**Service Learning/Civic Engagement Requirement:** Each year small business consulting teams bring ethical virtue of happiness to clients with free-to-the-public service learning projects with different sectors of the small business economy: restaurants, wellness, hotels, and so forth. An example is facilitating 1st Annual Arts Convention, organizing task forces with local public, private, and grassroots organizations to bring together leaders of city, town, university, and commerce to develop the arts economy. Results included actual interventions, such as museum scavenger hunt, Winterfest to vitalize downtown businesses, and other aggressive marketing of Arts and Culture of Las Cruces and Mesilla Valley. This is also civic engagement: doing intervention that brings about more socioeconomic justice and equality by working with government, economic, education, and small business communities. Service Learning/Civic Engagement applies course content to your volunteerism, and includes your reflexive processing of experience in your note booking and in your report and presentation assignments. The aim of your volunteerism is collaboration with community members to effect interventions that add value to your education and to the socioeconomic situation of the community.

During the past three years, 69 student teams have done service learning/civic engagement intervention projects in the southern New Mexico Arts Scene. Their work has developed long term relationships, and repeat customers. When projects do not add value to the community, the customers do not return to work with future teams of students. Se seek to maintain strong connections with the metropolitan and rural communities of New Mexico doing outstanding socioeconomic projects that have value-added, not just an abstract report.

Looking Forward: Lights, camera, action in Las Cruces. We've got it, and now's the time to flaunt it. Aggressive marketing of southern New Mexico as an arts Mecca and a continuously burgeoning regional film industry are shaping up as the top trends to watch in ... [Full Story: Las Cruces Sun-News](http://www.lascruces.com/artsnews/index.cfm?dp=20080827&art=Art) see [Video of 2008 student project work](http://www.youtube.com/watch?v=Q3E2Q3E2Q3E)

Print off these items and fill out with your client:

1. **SMALL BUSINESS APPLICATION** (beginning of term)
2. **Confidentiality Agreement** (after they agree to be client)
3. **Client Rating/Grading Sheet for Student’s Report** (at end of term)
Note: Students who miss class, for any reason (illness or sports or anything) are required to write 2 pages make up assignments (no exceptions).

<table>
<thead>
<tr>
<th>Aug 23rd 2010</th>
<th>1st day of class (always be on time to class)</th>
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<tbody>
<tr>
<td></td>
<td>Beginning: In class showing - <a href="#">Documentary film on 448/548 projects in arts scene with interviews with Boje and Gladstone</a></td>
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<td>Special Report 20 July 2010 by David M. Boje, speaking as citizen -</td>
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<td><strong>Why is our New Mexico Tax Dollars not Invested by State Agencies in Building the Artist Business in New Mexico?</strong></td>
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<td>David M. Boje. Updated August 3rd 2010</td>
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<td>In Part I - Why Southern New Mexico Arts and Culture is not on the Map of New Mexico?</td>
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<td>In Part II - Why did NM Arts - selection committee for Art in Public Places Not Pick anyone as a Finalist for the NMSU O'Donnell Hall art commission and only select five finalist who did not live in New Mexico? -</td>
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<td>See <a href="#">George Mendoza application; Alb. Journal Article Aug 3 2010 story coverage</a></td>
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<td>In Part III - What happened to Efforts for Las Cruces to apply to the State of New Mexico for an Arts and Culture Designation area?</td>
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<td>Bill Daniels <a href="#">address to University of Denver students</a></td>
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<td>Practice in Class: Artists Virginia Maria Romero, Irene-Oliver-Lewis, and Pat Boneau White will do storytelling of history and future of southern New Mexico Arts Scene, while students take verbatim notes (this will take practice).</td>
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<td>Introduction Storytelling Model and the 3 Axes Socio-Economic Intervention Dynamics Model on p. 26 of your book (Savall Zardet, &amp; Bonnet, 20-08). - Chapter 1 &amp; 2 as homework</td>
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<td>Virtue Ethics of Consulting:</td>
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<tr>
<td></td>
<td><a href="#">Book I</a></td>
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<tr>
<td></td>
<td>[65k]</td>
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<td></td>
<td>Chap 9</td>
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<td>The Highest Good: Happiness</td>
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<td>Study Questions: How is Happiness acquired? Why is Ethics &amp; Integrity important in the Consulting Relationship?</td>
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Bill Daniels is someone Boje will talk about each class. He had a high 'Respect for People.' He showed this by listening and this is how you can be a first class consultant: Listening. See http://www.danielsfund.org/BillDaniels/philosophy.asp Use the pull down menu to look at Principle-Based Ethics, such as Honesty, Integrity, Humanness (Respect for People), Reliability, Loyalty, Innovation, and Community Spirit (Giving Back to the Community). Apply one or more of these in your study questions in relation to Aristotle's virtue ethics. Hint: Bill Daniels developed his own virtue habits and put them into practice in his organization, and in this giving back.

Students will divide into ten teams (listed above). Teams would be equal in size. Each team will work with one of the arts and cultural organizations of southern New Mexico.

Savall et al textbooks cost $37 & will be distributed to enrolled students only. If you disenroll, you are responsible for returning to the book or paying its sales price ($45). The TA will take names and addresses of those picking up the books.

Small business brings producers and buyers together. We do interventions into the socio economics of southern New Mexico. Please read A storytelling consulting Example: Why Las Cruces Does Not Exist?

Reading:

1. Chap 1 and 2 of your book
2. Convention Missions and Task Forces report 2008
3. 15 Sept 2008 slide show to City Council ; 16 Nov 2009 Slide show to City Council has results of Oct 2-3 2009 What's Art Convention
4. On line photos of Arts convention Sept 2008
5. For next class - Bring Midterm check list http://business.nmsu.edu/~dboje/448/448midtermchecklist.html - first part of term, you are working with the entire sector of the Arts Scene, not with any individual client. Picking your client happens after WHAT'S ART? Convention Oct 2nd & 3rd.
6. For next class bring composition notebook (regulation size), and bring from book copy of 3 axes and the 4-leaf clover model.

See Study guide on field notes at end of this syllabus;

Required: Bring to class, a composition notebook (9 1/2 by 7 1/2 inches). & p. 26 (3 axis model) and p. 124 (clover) diagram copy. For this class - results client meeting, review VERBATIM notes in your BLACK COMPOSITION NOTEBOOKS & each team please do a census of WHO are the organizations in the Arts Scene in your sector and bring it to next class meeting See http://talkingstick.info databases on the arts. Within that group, choose one client to work with (if working in team each team member interviews one potential client
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<th>Date</th>
<th>Assignment</th>
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| Sep 6   | 1. Review SEAM 4-leaf clover - in class quiz - know how to recite it from memory  
2. For Today's class, please go to BALCKBOARD, and type in your VERBATIM field notes from your notebook &/or tape recorder (if client agrees). If you are in a team, each person is responsible for their own field notes. Also record your observations during the visit. Finally, enter the answer to the Consulting Ethics Questions for the week.  
Questions on quiz from Virtue Ethics:  

**Book II**  
[50k]  
*Virtues of Character*  
Study Questions: What is the Right Sort of Habituation?  

Chapter 2 What is the definition of virtue? How does excess/deficiency relate to Savall et al’s? SEAM dysfunction?  

Chapter 5 "Virtue requires habituation and therefore requires practice, not just theory"  
(Aristotle, Book ii, Chapter 5). What ethical practices do you make as your habit in working with the client?  

**FIELD ASSIGNMENT**  
Get your notebook  
Please get Small Business Application completed -to get your client application and invite client to this class -- Review completed Client Applications (one per each team member is due today). See -- [http://talkinstick.info](http://talkinstick.info) databases to select your client.  

Please visit one of the weekend arts events: Arts Ramble is First Friday downtown mall (Main St); Las Cruces Farmers & Crafts Market & every Sunday/Thurs is Mesilla Arts, Crafts & Seasonal Produce Market (Thurs) 11 a.m.-4 p.m.; (Sun) 12-4 p.m. Or set up your own contact - databases at [http://talkinstick.info](http://talkinstick.info) Please get it done by next Monday class - please report attendance to TA for credit  

Sep 13 | No class - work with your client in the field  

Sep 20 | Chapter 3 & 4 from SEAM book for today & from Virtue Ethics:  
For Today's class, please go to BALCKBOARD, and type in your VERBATIM field notes from your notebook &/or tape recorder (if client agrees). If you are in a team, each person is responsible for their own field notes. Also record your observations during the visit. Finally, enter the answer to the Consulting Ethics Questions for the week.  

**Book III**  
[74k]  
*The Preconditions of Virtue*  
Chapter 1
Study Questions:

What conditions might an action or intervention researcher need to diagnosis?

1. Who is doing it;
2. What he is doing;
3. About what or to what he is doing it;
4. Sometimes also what he is doing it with (e.g. the instrument);
5. for what result, e.g. safety;
6. In what way, e.g. gently or hard"

How does Aristotle's Deliberation concern Boje's Antenarrative?

"Deliberation concerns what is usually [one way rather than another], where the outcome is unclear and the right way to act is undefined. And we enlist partners in deliberation on large issues when we distrust our own ability to discern [the right answer] ... What is possible is what we could achieve through our agency [including what our friends could achieve for us]" (Book iii, Chapter 3)

NMSU Small Business Classes (Mgt 448 & 548) - SEAM PROJECT TRAINING - Start with history, then move to Axis A, B, & C.
In class quiz on SEAM 4-leaf & 3 Axes & Virtue Ethics:

For today's class, please go to BLACKBOARD, and type in your VERBATIM field notes from your notebook &/or tape recorder (if client agrees). If you are in a team, each person is responsible for their own field notes. Also record your observations during the visit. Finally, enter the answer to the Consulting Ethics Questions for the week.

Book IV
[69k] Generosity

Study Questions:

What is the vice of excess?

Chapter 1

What is the difference between generosity and magnificence? E.G. Bill Daniels was not only generous, but exhibited magnanimity; he used his substantial wealth and his time to do some things that made his industry and his community fine and excellent.

Chapter 4

Why does each character state of virtue have its own view of what is fine and excellent?

Chapter 6

List at least 8 character virtues? Describe which ones you see in your client and in yourself?

STUDENT ASSIGNMENT:

Chapter 5 & 6: Hidden Costs and Value Added - projects for today: Slide show on Antenarratives - Boje
Antenarrative Handbook with more examples of antenarratives
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<th>Date</th>
<th>Event</th>
<th>Instructions</th>
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<tr>
<td>Oct 4</td>
<td>NMSU Small Business Classes (Mgt 448 &amp; 548) - SEAM 6 Tool Training;</td>
<td>Mid-term quiz is take home and is posted on Blackboard - Due Mar 15th - email it to TA for grading.</td>
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<td>For Today's class, please go to BALCKBOARD, and type in your VERBATIM field notes from your notebook &amp;/or tape recorder (if client agrees). If you are in a team, each person is responsible for their own field notes. Also record your observations during the visit. Finally, enter the answer to the Consulting Ethics Questions for the week.</td>
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<td>STUDENT ASSIGNMENT:</td>
<td>Chapter 7 - Axis B SEAM tools - Tonight help each team come up with 3 OBJECTIVES, and their own PAP (Priority Action Plan), plus outline an INTERVENTION PROJECT that students and client will co-design, co-implement, and co-evaluate for completion by Finals Day. Justice: For Bill Daniels, justice is 'doing the right thing in the right way.' Study Questions: Define Justice Book V [74k] What is justice in distribution? What is justice in rectification? What is justice in exchange? What is political justice? What is just action?</td>
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<td>Oct 11</td>
<td>No class - meet with your client and do Chapter 7 SEAM Tools continued &amp; Chapter 8 - Axis C;</td>
<td>For Today's class, please go to BALCKBOARD, and type in your VERBATIM field notes from your notebook &amp;/or tape recorder (if client agrees). If you are in a team, each person is responsible for their own field notes. Also record your observations during the visit. Finally, enter the answer to the Consulting Ethics Questions for the week.</td>
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<td>STUDENT ASSIGNMENT:</td>
<td>Teams develop PAP for their sector of arts economy, to make a difference in the emergence of southern New Mexico's creative economy identity. Individuals and Teams do DIAGNOSTIC using 4-leaf clover (compare expect and actual sales, what are all the dysfunctions and use SEAM to solve them.</td>
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<td>Oct 18</td>
<td>Due today: Mid-term quiz on relation of storytelling and Seam Axes, 4-leaf &amp; chapters 5 to 8. (Know 4 leaf model and 3 axes by heart so you can answer questions.</td>
<td>For Today's class, please go to BALCKBOARD, and type in your VERBATIM field notes from your notebook &amp;/or tape recorder (if client agrees). If you are in a team, each person is responsible for their own field notes. Also record your observations during the visit. Finally, enter the answer to the Consulting Ethics Questions for the week.</td>
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<td>STUDENT ASSIGNMENT:</td>
<td>Oct 25</td>
<td>no class - use time to work with clients and prepare your presentations</td>
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<td>STUDENT ASSIGNMENT:</td>
<td>Work on implementation of project Axis A, Chapter 6; Virtue Ethics, Book VI [55k] Virtues of Thought</td>
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<td>Study Questions: What is difference between craft knowledge and intelligence? Discuss the orderliness, the ways of Being First Class (both are Bill Daniels Principles). As Bill Daniels put it, &quot;First class is good enough for me) - as a business image, in not having any typos in correspondence, in being the best in his industry, etc.</td>
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<td>STUDENT ASSIGNMENT:</td>
<td>MID-TERM PRESENTATIONS: Invite client to your Oral 5 -10 minutes each team &amp; turn in team report in class (Points given to teams whose client attends event). MID TERM REPORT - (Axis A - Diagnostic, Project, Implementation &amp; Results, Axis B: Time Management, Strategic Piloting Indicators, PAP, and on Axis C: is about total arts scene in NM: Main directions and Rules of the Game See midterm checklist. Receive feedback on mid-term reports. Bring final checklist [link]</td>
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<td>Nov 8</td>
<td>NEXT STEPS - Work on implementation of Axis B, Chapter 7 - tools and Chapter 8 Axis C; Virtue Ethics Book VII [78k]; Conditions Connected with Virtue and Vice</td>
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<td>Study Question: Why is happiness unimpeded activity? The Varieties of Friendship; Bill Daniels made friends with people of all walks of life, from the homeless to presidents. He had &quot;Respect for People.&quot; In giving a loan to a friend, he did not expect to be paid back. In other loans he expected that the person would do something great, become great, etc. Study Questions: please name 3 types of Friendship Disputes between friends with dissimilar aims</td>
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<td></td>
<td>Book VIII [70k]</td>
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<td>Book IX [66k]</td>
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<td>Study Questions: When should friendship be dissolved?</td>
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<td>Nov 15</td>
<td>Team consultation meetings with instructors</td>
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<td>Make an entry based on readings below and visit to your client - due after BREAK</td>
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<td>Please go to BALCKBOARD, and type in your VERBATIM field notes from your notebook</td>
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&/or tape recorder (if client agrees). If you are in a team, each person is responsible for their own field notes. Also record your observations during the visit. Finally, enter the answer to the Consulting Ethics Questions for the week.

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<th>Date</th>
<th>Event Description</th>
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<tr>
<td>Nov 22 - 26</td>
<td>NO CLASS THANKSGIVING BREAK</td>
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| **Virtue Ethics: Book X** [71k] Pleasure | Study Questions: What is difference between an action and a process? When is a process fine and excellent in the Bill Daniels and in the Aristotle ways? What is Aristotle's Theory of Locomotion? (Chapter 4)

Hint: Aristotle was focused on processes that were parts of larger processes, and said "we cannot find a process complete in form at any time... for if locomotion is a process from one place to another, it includes locomotions differing in form - flying, walking, jumping and so on ...Hence it is not complete at every time ... a process, it would seem, is not complete at every time; and the many [constituent] processes are incomplete, and differ in form, since the place from which and the place to which make the form of a process [and different processes] begin and end in different places" (Book x, chapter 4).

BONUS QUESTION:
How is it different from Kurt Lewin's locomotion (in his Field Theory)? What are the implications of this difference?


"**FIELD THEORY**. Its basic statements are that:

1. Behavior must be derived from a totality of coexisting facts
2. These coexisting facts make up a "dynamic field," which means that the state of any part of the field depends on every other part of it
3. Behavior depends on the present field rather than on the past or the future. "This is in contrast both to the belief of teleology that the future is the cause of behavior, and that of associationism that the past is the cause of behavior."

"The field is the life space, which contains the person and his or her psychological (or behavioral) environment. The psychological environment is the environment as the person perceives and understands it, and as related to his needs and quasi-needs. Many objects that do not presently concern him exist only in the background of the psychological environment (the Gestalt "ground.")"

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<td>Nov 29</td>
<td>Rehearsals and assess final report drafts - working sessions with the consulting teams.</td>
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<td>Dec 6th</td>
<td>Final Report is due at beginning of class (do not be late. You will be asked three questions: 1. What is the value-added results of your</td>
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project? 2. Tell us What you learned from this service experience, and why should we as teachers, students, & clients follow your example? 3. What did your team do to develop which specific virtue ethics with your client?

Final report table of contents (with page numbers) follows structure of the 3 axes, and ends with a section on four wings of tetra normalization.

PROCESS: All client guests will be doing the judging of the final project & presentation. Please have copy of report (not the final version) for panel of judges, instructor, and TA. All teams will wait in hall once the presentations begin. Teams enter one at a time, and have 12 minutes to answer the two questions. After presentation, the team stays in the room (and may not leave until all teams have presented). At end of the session grades will be assigned by the Panel of Judges, which consists of all clients, TA, and Professor.

Each team required to bring their client to this class (in person) to hear their team's 12 minute (max) presentation. Please limit any slides to no more than 3 (key recommendation, key value-added work done, photos of key aspects of projects). Attendance is REQUIRED by each and every student.

Policy: Missing Final Exam or being Late lowers grade of student by at least one letter grade. No Judge appearing lowers grade. Please have clients invited well before the event (at least a week) and have them arrive at beginning of class, for the judges orientation.

STUDENT ASSIGNMENT: Final report due at start of final class; please insure your client can attend the presentation and evaluation event - please include your mid-term check list.

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<th>PERIOD PROGRESS ASSESSMENTS (based on mid-term check list)</th>
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<tr>
<td>1. Instructor evaluation including timeliness of work, preparedness for meeting with instructor, effort as reflected in the rough drafts, participation in class &amp;/or group meetings &amp; maintaining confidentiality throughout the project. Deduct 5% for each absence not made up.</td>
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<td>2. Client's Final Exam day - evaluation of students' report, co-participation, timeliness of intervention &amp; results achieved.</td>
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<td>3. Peer evaluation of each team member (for teams only); note this can significantly lower individual scores.</td>
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<td>4. SEAM notebooks -Notebook must have detailed verbatim notes of the interview sessions (outlines are not accepted); each team member takes their own notes and SPILB. Instructor may require tape recording and transcription if notes are not comprehensive and complete (do not outline).</td>
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<td>1. In class and other assigned quizzes</td>
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CLIENT SHOWS UP AT EVENTS - Evidence of co-participation of students with client in implementing Project, 6 SEAM tools, and Policy/Strategic Decisions 10%

MIDTERM PRESENTATION of work done to date on the 3 AXES p 33 of Manual - see Project 10%
**FINAL PRESENTATION** of the value added things you did (not the report, but the project itself and how you measure its success) **Project**

20%

**FINAL REPORT** **Project** QUALITY & Attendance of Client to the Final presentation & includes final section on 4 wings of tetra normalization - its potentiality for local and global socio economics and the role of incompatible norms.

30%

Each team member will be graded on his or her total effort. Peer evaluations, where appropriate, will be filled out at the end of the semester by all team members & will be reviewed & considered before assigning final individual grades. Team member inequity of contribution (slacker) will lower an individual’s grade. Lack of professionalism affects final grade**

NOTE: An important aspect of all business decisions is their timeliness; therefore, rough drafts & final reports must be turned in at the agreed time to obtain full credit. Report tardiness will result in a grade penalty

** Professionalism: Professionalism will be determined by classroom and team behavior. Professionalism will include such variables as attendance, participation, teamwork, attitude, etc. Attendance is required and will be taken at every class meeting (more than 2 absences will be considered excessive). You are expected to participate in classroom discussion and group work activities. Excessive absences or tardiness, sleeping, reading newspapers, failing to participate, whispering in class, and doing assignments for other classes are just some examples of behaviors that would cause you to lose your professionalism points. Turning in false reports on attendance to class sign-in sheets, or claiming attendance falsely in client interviews or consulting events is defined here as academic misconduct. Cheating or plagiarism are also defined as academic misconduct and will result in loss of all professionalism points and failure grade for the written work of the course.

Consult your Student Handbook

[http://www.nmsu.edu/~vpsa/handbook.html](http://www.nmsu.edu/~vpsa/handbook.html)

[NMSU’s policy on plagiarism. This appears to be a growing problem. It is fairly easy to Google excerpts from papers to check for plagiarism. If you find any cases, refer to the Academic Misconduct pages in the undergraduate (p. 21) or graduate (p.15) catalog. Thank you for your assistance on this matter.](http://lib.nmsu.edu/plagiarism/)

**POLICY:** You must contact David Boje if you miss any scheduled class or your Team’s appointment with instructor for consultation, for any reason. Individuals missing a scheduled class (for whatever reason: sick, sports, sleeping, wedding, etc.) owe a 2-page single spaced makeup assignment based on assigned book in schedule for day you missed. Deduct 10% of final grade for any outstanding make ups.

**CELL PHONE POLICY:** Cell phones. Use of cell phones, including text messaging is strictly outlawed in the classroom. Cell phones will be confiscated and can be retrieved from the Dean's office, the following class day. Use of computers for note-taking is permissible, but surfing or work on other classes during our class time is not allowable.

**TEAM POLICY:** Each team will do a 360 peer review. Those peer reviews will weigh the final grade, and can lower individual team member's grades. The client also does a final assessment of your project, which weights the final grade. The instructor uses judgment in determining how it is weighted. If you have a problem team member, the team may elect to fire them. The fired team member can be picked up by another team, or do their own independent project. Please fire early, to leave individual sufficient time to move along in their growth and development.

**INTRODUCTION:** Consulting to small business using SEAM (Socio Economic Approach to Management) means getting into the field, collecting observations, making verbatim notes from interviews, doing co-designed interventions with clients that add value to the small business. This all has to do with listening to the storytelling; Storytelling is defined as interplay of narrative-past, living story webs of now-relationships, and antenarratives that shape the future. Antenarratives can be linear such as strategic objectives and plans that have a phase by phase implementation, or cyclic with rigid stage by stage steps, or involve non-linear types such as spirals (where small steps lead to steps that are irreversible) or to those pesky assemblages called rhizomes. Rhizomes are networks that go every which way, and have lots of subterranean roots, those bud tubers where you don't need or expect them.

Small business consulting is all about understanding the past and present, in order to change the future of the enterprise. Linear and cyclic antenarratives assume a recurrent, reversible idea of time. Rhizomes and spirals are
irreversible, nonlinear. All four kinds are noticeable in the small business community, and in the arts and culture scene that is Las Cruces and Southern New Mexico.

The main Leadership IN THE BOX/OUT OF THE BOX web site is at http://business.nmsu.edu/~dboje/388 and SEPTET http://business.nmsu.edu/~dboje/septet/
For application see Enron Meta theatre website at http://business.nmsu.edu/~dboje/enron/

COURSE OBJECTIVES
1. General: To provide a practical experience in SEAM analysis & decision-making with respect to the problems & opportunities associated with small business & entrepreneurship.
2. Specific: Develop & demonstrate this ability by these metrics:
   a. Read, understand & analyze an actual experiential field case in small business consulting
   b. Investigate & describe a business situation using socioeconomic tools such as priority action plans, time management, etc
   c. Develop interpersonal skills in oral and written presentation, team participation, and cooperative behavior with consulting clients.
   d. Design meaningful recommendations to problems and feedback to client using Mirror Effect
   e. Design a useful implementation plan for integrating recommendations into an ongoing business & for controlling the integration & impact of those recommendations (The Implementation)
   f. Perform research of current literature with regard to small business
   g. Study the dynamics of the environment, its history, and develop antenarratives of the future as context to work with client organization.
   h. Listen, analyze, question & recommend business objectives, strategies, policies & procedures

MBA GOALS (Mgt 548 students)
1. Demonstrate well-developed oral and written communication skills (measured in report & presentations)
2. Demonstrate well-developed critical thinking skills (measured in use of antenarrative, root cause, and intervention)
3. Demonstrate proficiency in quantitative analysis (measured in indicators logged into notebook field notes & report)
4. Demonstrate well-developed interpersonal skills (measured by behavior with clients and in team)
5. Demonstrate proficiency in dealing with ethical and legal issues in business (measured in Axis C - ethical behaviors analysis & in answerability for conduct in consultation)

PROJECT DETAILS
- The end of the second or third class meeting you will identify individuals or teams consisting of from two to four persons. No team larger than four persons is permitted.
- Students will work as assigned to aid specific local businesses. Each individual or team's job for the semester includes, but is not limited to, diagnosing the firm's current situation (all aspects), preparing an analysis of the industry to which the firm belongs, identifying the firm's problems, providing recommended solutions to each problem & integrating the solutions into a feasible plan for the entrepreneur to follow.
- The individual or team members will introduce themselves to the business owner & work with the owner, visiting the premises as often as required in order to produce the best report possible. AT LEAST 10 (TEN) VISITS ARE REQUIRED. NOTE: Weekly "Progress Assessment" visits with your instructor are required (unless otherwise directed). These are usually 15-20 minutes - depending up sign up order (first come first serve).
- During the course of the semester & during meetings, rough drafts of different sections of the report will be reviewed, analyzed & edited by the instructor &/or the coordinator. This permits the students to receive regular feedback & guidance in order to produce a high quality & useful finished report.
After completing the report on the assigned small business, individuals or team members deliver a final, finished, bound copy (after obtaining the instructor's approval) to the business owner. The students are to go over highlights of the report with the business owner & obtain feedback from the owner. NOTE: there is a peer assessment of teams. This means that slackers will not get the same grade as their team.

End your report with your version of Figure 8.1: Four Main Kinds of Strategy. Tell story of the intervention moving the organization from one type of strategy to a more favorable one.

Course Policy on doing Your Own Work: Anyone who plagiarizes part of their reports or enters bogus data into the Web CT data archive will be given an “F” for the entire course. Please reference others’ work, “put other people's work in quotation marks” and give full citation. An "F" will also be given for anyone who falsifies attendance sheets or for team members who fail to get by on others’ work (including members who collaborate in the deception). Each student is responsible for understanding what plagiarism is. Please consult on line Student Policy on plagiarism.

http://lib.nmsu.edu/instruction/plagiarismforstudents.htm

Course Policy regarding Cell Phones. Turn off cell phones and pagers during class time (each violation lowers your grade by one unit). Do not accept or place calls or text message during class time (no exceptions). 1st offense implies that you are volunteering in Boje’s improve theatre training; repeated offense will lower one grade.

Disabilities/Employee Relations: Call the Director of Institutional Equity at 575.646.3635 575.646.3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 575.646.6840 575.646.6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

GOAL OF THE SMALL BUSINESS INSTITUTE (SBI): The goal of the SBI program is completion of a report intended to assist entrepreneurs. We will hold two no cost SBI's during the term. Their purpose is to help small businesses work on strategy that will enable them to become more economically viable. This helps to build the economic health of New Mexico.

CLIENTS: Clients of the SBI program should be owners or owner/managers of small business as defined by the Small Business Administration. Occasional exceptions are allowed with the approval of the SBA & the instructor.

FINAL REPORT & CLIENT RAPPORT: Three copies of the final report are required. The report should contain a plan for implementing the recommendations made to ease identified problems. It is neither the responsibility nor the intention of the student, the instructor, the university, SCORE or SBA to force the entrepreneur to take this advice. The advice must be "sold," like any other product/service, to the consumer client. This selling process will be ongoing during the semester as the students interact with the entrepreneur. The rapport between consulting students & consumer clients will have a significant effect on whether or not the advice will be taken. IT IS THE STUDENT'S RESPONSIBILITY TO MAKE EVERY EFFORT AT DEVELOPING & MAINTAINING A GOOD RAPPORT WITH THE CONSUMER CLIENT.

SELECTION: Most clients are referred to the SBI program by the SBA, SCORE, NMSU's Small Business Assistance Program, the local banks & other institutions dealing with small business owners. All clients must sign an agreement to participate in the program & to hold the university & the SBA harmless for the report's recommendations. The instructor gives this form to the clients before students are assigned to the case.

CONFIDENTIALITY: The relationship between the client & the consultant requires complete confidentiality. Students will not discuss a case with anyone outside of the class. This confidentiality matter will be fully discussed in class.

RESPONSIBILITIES

• Clients
  o Clients do have responsibilities, among which are to fully & actively cooperate with the students in
providing relevant information about the business & the owner/manager or key employees. Such relevant information includes financial statements, educational & experiential backgrounds, motivations for opening the business, goals & objectives of the business & known or suspected problems. If a cooperation problem with the client arises, it will be the students’ responsibility to inform the instructor immediately. Waiting until the end of the semester will be too late to correct the problem.

- Consulting Teams
  - Each member of any team is expected to carry his or her load & is expected to cooperate fully with the client & the other team members. If a cooperation problem with a team arises, it will be the student's responsibility to inform the instructor immediately. Waiting until the end of the semester will be too late to correct the problem.
  - Individual students & team members have several responsibilities during the course of the semester. Among these are:
    - Interviewing the client & key employees of the business
    - Analyzing the industry of which the client's business is a part
    - Preparing each part of the report & the final report
    - Maintaining the confidentiality of information given to students during the course of interviews & research
    - Obtaining approval, according to procedures set by NMSU, before conducting any research on human beings
    - Making a final presentation to the client
    - Completing peer evaluation forms & submitting them to the instructor
    - Being on time for all meeting with the class, instructor & business owner & participating fully in these meetings

There you have it, the entire course. You use Storytelling Triadic and the 4 Leaf Clover is where you start gathering living Stories (making space for them) and then you use your Linear Antenarrative (shaping the future) Tool Kit to try to tame the other sorts of Antenarratives, and use the Cyclic Process of Improvement Project (a cyclic antenarrative), and a spiral (upward or downward, which is a deviation from a recurring cycle), so as to effect changes in the big assemblages we call Rhizomes of political and strategic decisions locally, and the big problems in the Global socio-economy (Tetra normalization). A Rhizome has above ground runners and below ground root systems that grow every which way. Social rhizomes are networks of interaction that grow every which way.

End of story.

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<th>Policy</th>
<th>SEAM IS NOT ENFORCING CONSULTANT’S WAY OF DOING THINGS. CONSULTANTS AND CLIENT BUILD THE GOALS AND THE PROJECT FOR INTERVENTION COOPERATIVELY WITH OWNERS, MANAGERS, &amp; EMPLOYEES. ALONG THE JOURNEY YOUR GOALS WILL CHANGE. PLEASE PLAN FOR THIS. - THANK YOU</th>
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<td>Policy</td>
<td>CELL PHONES: anyone having a cell phone go off during class time will be asked to bring doughnuts for the entire class, at the very next meeting of the class. Thank you for the doughnuts.</td>
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<tr>
<td>Policy</td>
<td>NOTE: Students, who missed the first class, please submit proof of your visit to ARTS SCENE and summary of one interview with potential client - thank you for continuing! Note: missing any class, you will be required to submit a written addition to the report, authored by you (such as a worksheet filled in from the Savall, Zardet &amp; Bonnet (2008) book - due the week following your return.</td>
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Feel free to call the Student Accessibility Services (SAS) Office at 575-646-6840 or email at sas@nmsu.edu with any questions you may have on student issues related to the Americans with Disabilities Act (ADA and/or Section 504 of the Rehabilitation Act). Students requesting accommodations and/or services relating to a disability may seek assistance from the SAS Office located in Corbett Center, Room 244. All medical information will be treated confidentially. If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SAS within the first two weeks of classes. It is your responsibility to inform either your instructor or a SAS representative in a timely manner if services/accommodations provided are not meeting your needs.

Questions regarding NMSU’s Non-discrimination Policy and discrimination complaints should be referred to Gerard Nevarez, Office of Institutional Equity, 575-646-3635.

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<td>The scheduled class meetings that are highlighted will be the only meetings involving the entire class. A schedule of meeting times with instructors will be set up for individuals &amp;/or groups to report on the progress of their case. Approximately once every week, individuals or team members must meet with the instructor to discuss their progress.</td>
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| ALL MEMBERS OF ANY TEAM MUST ATTEND EACH OF THE MEETINGS. THESE MEETINGS WILL MAKE UP A VERY IMPORTANT PART OF THE COURSE. MISSED MEETINGS WITHOUT MAKE UP WILL RESULT IN A GRADE PENALTY! |

Please review online full version syllabus on Blackboard at:

http://business.nmsu.edu/~dboje/448/448template.htm