Small Business Consulting

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PART I: Contact info and Steps

Semester (when & where): 2:00 p.m. - 5:30 p.m. Mondays Business Complex Building Room 102 Begins Aug 27, 2012
Course Numbers: Mgt 448/Mgt548/BA448
Course Title: Small Business Consulting
Prerequisites: none
Credit Hours: 3
Instructor: David M. Boje, Ph.D.

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Office Hours: Mon., Noon-2PM in Frenzer Food Court or call for appointment
Teaching Assistant: Doctoral Student, Nazanin Tourani
E-Mail Address: nazanin@nmsu.edu
Office: Guthrie GU 300

Sustainability-Focused course: Ours is a sustainability-focused course. This means we encourage all our consulting projects to the university, business, non-profits, and government organizations to help create sustainability improvements. Faculty and Students in this course helped facilitate the NMSU Sustainablility Council, Business Plan.

Step 1: Print out your Major Tools
1. **Print out Small Business Consulting syllabus**
2. Print out sustainability **Talloires Declaration**
3. Print out your **Mid-term report Check List** (what you need to get done by mid-term).
4. Print out your **Final report Check list** (what you need to get done by end of term).
5. Print out **SMALL BUSINESS APPLICATION** (keep copy for your report)
6. **Print Confidentiality Agreement** (you sign it and give to client, put copy in your report)
7. **Print Client Rating/Grading Sheet for Student’s Report** (give to client to grade your report; include in sealed envelop with report)
8. Print and memorize this consulting model called ‘Quadruple Spiral with 4-Leaf Clover’

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**Step 2: Tools you just Read**

1. **Bookmark** - [sustainability at NMSU, Faculty Senate Memorial](http://business.nmsu.edu/~dboje/448/448template.htm) and [NMSU Sustainability Council, Business Plan](http://business.nmsu.edu/~dboje/448/448template.htm).
2. **Bookmark** Study Guides for Quantum Physics of Storytelling; class exam study guides;
3. **Bookmark** Boje, D. M. (2012) [Quantum Spiral Book](http://business.nmsu.edu/~dboje/448/448template.htm) (it will change over course of term)
5. **Bookmark** Aristotle's [Virtue Ethics](http://business.nmsu.edu/~dboje/448/448template.htm) online book - Virtue is middle path between two dysfunctions: the excess and the deficient. It is how one finds their spiral path of life.
6. **Read** Short article on Metatheatre and SEAM, by Boje & Rosile.
7. **Bookmark** - Report Template in Word that has most figures and tables you will need in it.
8. **Read** on line power point introduction to 448/548 course: click here for day.
Step 3: Learn 4 Phases of your project and 23 Steps to Consulting

- Phase I: Diagnosis (Hidden Costs/Hidden Revenue charts); submit mid-term report - see Mid-term Check List
- Phase II do the Mirror Effect meeting (show client excerpts of fieldnotes, hidden costs and revenue calculations, make your expert consultant recommendations)
- Phase III (Project) - carry out your proposed Project
- Phase IV (Final Report) - present and turn in your final report - see Final report Check list

Please study the 23 Steps to doing your mid-term and final report Small Business Consulting found in Study Guides for Exams

Step 4. OK you are ready for the 3 most important tools

1. 4-leaf clover - diagnostic model - know this for quiz 1
2. A - B - C - D - Axes course model and visual outline of your report and this course - know this for quiz 1
3. A composition (100 sheet) "composition book" (9.75 by 7.5 in) [no spirals or loose leaf]. This is hereafter referred to as your 'storytelling notebook.' Write lecture notes, field notes, and especially write storytelling by you and your client, employees, customers, vendors, and so forth in that 'storytelling notebook.' For next class, be sure to transfer any notes from the introduction lectures to your 'storytelling notebook.' Note: you may not paste copies of book pages into the notebook as the point is to learn the material. Tips on Storytelling Notebook writing.
4. Draw in the 4,leaf, the A-B-C-D spiral axes (drawing and writing helps you memorize and learn them). And draw in a Q-Spiral (which is the entire point of the course).

Step 5. Learn your Exam Study Guides

- Exam 1 studyguide
- Exam 2 studyguide
- Exam 3 studyguide
- Exam 4 studyguide
- Exam 5 studyguide
- Exam 6 studyguide
- Exam 7 (make up) - note you need to complete 5 of 7 exams or take more and drop lowest score(s).

PART II: SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Reading Topics</th>
<th>Exam &amp; Report &amp; to do</th>
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<tbody>
<tr>
<td>27 Aug</td>
<td>Boje's YouTube film on blacksmithing small businesses, 3 Axes, 4-leaf and lectures on Wilda, Storytelling Standpoint Method (up and down spiral), Heart-sword (know its parts for</td>
<td>Buy 200 page composition notebook and bring to next class for credit; print and bring completed SMALL BUSINESS APPLICATION to next class; and give</td>
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<td>Date</td>
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<tr>
<td>3 Sep</td>
<td>LABOR DAY HOLIDAY</td>
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<td>10 Sep</td>
<td>Review small business applications;</td>
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<td>- Know: Steps 1-3 in <a href="#">Quantum Spiral Book</a>, Linear planning in <a href="#">Quantum Spiral Book</a></td>
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<td>- Read Preface and Chapter 1 &amp; 2 <em>(they are short)</em> of <a href="#">Quantum Spiral Book on line</a></td>
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<td>- Boje Quantum Storytelling, read prefec for Exam 1</td>
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<td>- Recommended: <a href="#">How to listen YouTube of 6 ways</a> - including how we experience time</td>
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<td>17 Sep</td>
<td>Savall et al (2008) chapters 1-4, virtue ethics, some field notes are used</td>
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<td>Chapter 3 of <a href="#">Quantum Spiral Book on line</a></td>
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<td>Boje Quantum Storytelling, read Ch 1 Introduction to Quantum Storytelling</td>
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<td>24 Sep</td>
<td>Chapter 4 of <a href="#">Quantum Spiral Book on line</a></td>
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<td>Savall Chapter 5, more virtue ethics, and your field notes. Note: <strong>bring printout of your online entries of field notes and storytelling</strong>. Bring filled in example of Figure 5.1 p. 32 &amp; 5.3 p. 35 (these can be put into mid-term report, so it is good training for that.</td>
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<td>Boje Quantum Storytelling, read Ch 2 about up and downward spiral</td>
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<td>1 Oct</td>
<td>Chapter 5 of <a href="#">Quantum Spiral Book on line</a></td>
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<td>Savall Chapter 6 and lectures; <strong>Chapter 6, Axis A - especially Mirror effect examples (bring Blackboard field note entries)</strong>, include MIRROR EFFECT (p. 66), including chart on that page, verbatim quotes from fieldnotes, and your 3 Expert Opinions today. From <a href="#">Virtue Ethics</a>, two examples of virtues your client has or lacks.</td>
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<td>Boje Quantum Storytelling, read Ch 3 on Silverado and 3 Time tools</td>
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<tr>
<td>8 Oct</td>
<td>Chapter 6 <a href="#">Quantum Spiral Book on line</a></td>
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<td>Power-Point is permitted only for photos and charts; not for lists of sentences. Each student is expected to share storytelling directly from their own personal 'storytelling notebook.' Teams: Submit 360 team mate review in sealed envelope. Deduction from grade if video <strong>or</strong> client is not present.</td>
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<td>Mid-Term Report 7 minute presentations &amp; written report due; bring guest to presentation or do 5 minute video interview; <a href="#">Mid-term report Check List</a>; <a href="#">Suggested Bibliography</a>: please draw some spirals, and annotate them with datable moments in the living story of your small business.</td>
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<tr>
<td>15 Oct</td>
<td><strong>Receive results of Mid-Term Project and Presentation.</strong></td>
<td><strong>Exam 5 studyguide:</strong> <strong>Axis B - be able to show examples of 3 tools you used with client.</strong> Bring IESAP (5 year goals, the internal actions, &amp; the external ones), and Figure 7.1.a p. 96 PAP all filled in for your client. Plus Figure 7.4, Time allotment chart filled in for your client (and able to name types of tasks from memory). From <strong>Virtue Ethics</strong>, two examples of justice.</td>
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</table>
| 22 Oct | Savall Chapter 7 and lectures, and more on virtue ethics; Chapter 7 of *Quantum Spiral Book on line*  
Boje Quantum Storytelling, read Ch 6 Storytelling and Life-path choices | **Book V** **Justice**                                                                                     |
| 29 Oct | Savall Chapter 8 Axis C, and more on ethics  
Boje Quantum Storytelling, read Ch 7 SEAM Intervention and Storytelling Standpoint | **Exam 6 studyguide:** **Axis C (chart is on p. 26)- bring notes on state of the industry your small business is in.**  
**Book VI** **Virtues of Thought**                                                                 |
| 5 Nov  | Work day - no class                                                   | **Book VII** **Conditions Connected with Virtue & Vice**                                                       |
| 12 Nov | Work day - no class                                                  | **Book VIII** **The Varieties of Friendship**                                                                |
| 19 Nov | THANKSGIVING HOLIDAY                                                  |                                                                                                               |
| 26 Nov | Class day to get pre-grades on completed sections of final report   | Prepare spiral diagrams in class; make up for any missed exam; **Exam 7** (see above 6 study guides for possible questions)- Make up for any of you missed Exams or to raise your Exam average; need 5 quiz scores (or best of 7). **Book IX** **Disputes between Friends and Dissimilar Aims** |
| 3 Dec  | Yes, we meet on this Class day                                       | Last date to complete make up work for missed days and missed exams; **Book X** **Pleasure (& the theory of process & locomotion)** |
| 10 Dec | **FINAL:** deduction from final grade for no video or client attending. Submit 360 team review & **Client Rating/Grading Sheet for Student's Report** (both in sealed envelope).  
Be sure to turn in your Savall book or bring $40 cash. | 5 minute Final Report - value added presentation; final report is due; **Final report Check list**  
Any clients out of Las Cruces, student can submit YouTube or video of 3 minute interview about project. **Power-Point is permitted for pictures and images only.**  
Please wear dress-for-success business attire  
For final presentation discuss spiral-antenarrative with very well-annotated diagram of client reaching Potentiality-for-Being-a-whole small business with upward spiral twirls, without dysfunctions. thank you |

**PART IV: 3 TEXTBOOKS**

edition, 2008. London: International Labor Organization and Socio Economic Institute of Firms and Organizations. A copy is available for sign out. You can have loan of the book for the semester. The book is to be returned by final exam date, or a hold will be placed on your records, or in some cases an incomplete will result. If the book is lost, you are responsible for $40 replacement fee. Note: your grade will be held up if you do not return the book or pay the fee, your choice.

Boje, David M. (2011). Quantum Storytelling. Free Online text for teaching the relationship of storytelling to small business consulting, with ties to to virtue ethics. You can download and print the PDF.


Nicomachean Ethics (aka Virtue Ethics). By Aristotle. (Written 350 B.C.E.). Translated by W. D. Ross. Book is fare on lone. On line version http://classics.mit.edu/Aristotle/nicomachaen.html or use 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).

Book I  The Highest Good: Happiness
Book II  Virtues of Character
Book III  The Preconditions of Virtue
Book IV  Generosity
Book V  Justice
Book VI  Virtues of Thought
Book VII  Conditions Connected with Virtue & Vice.
Book VIII  The Varieties of Friendship
Book IX  Disputes between Friends and Dissimilar Aims
Book X  Pleasure (& the theory of process & locomotion)

Here is a quick-and-easy set of virtue ethics, so that you may discuss them and observe them in your consulting.

- Bravery is the mean between fear (deficiency: cowardice) and rash (excess: over-confidence).
- Temperance is the mean between insensible (deficiency: under-nourished, thirst, not investing in upkeep) and intemperance (excess: eating, drinking, wastefulness).
- Generosity is the mean between stingy/selfish (deficiency: low giving & taking for self only) and wasteful (excess: too much giving away & taking-greed).
- Magnificence is the mean between not claiming honor (deficiency: door mat does not stand in their honor that is due them) and honor-lover (excess: ostentatious, vulgarity).
- Magnanimity is the mean between pusillanimity (deficiency: does not think themselves worthy of good things) and vain (excess: pretender to what they did not earn or merit).
- Mildness in anger is the mean (right amount, time, place, etc) between irascibility (not angry at right things ought to be angry at) and over-aggression (excess: quarrelsome in aggressive-anger at wrong people at wrong time in wrong way).
- Truthful is mean between self-depreciation (deficient: tears self down), and boastfulness (excess: tells you more than you care to know).
- Wit is mean between buffoonery (deficiency: witless) and boorish (excess: gilds it, over does it) in conversation and storytelling.
- Friendship (comes in many types). The mean between no friends of any sort (deficiency: friendless) and it is the mean (unconditionally friendly to good people; pleasant-friendly in itself) is between ingratiating [making friends just to use them [reciprocating their goodwill], to get something [for utility or expediency]) or to slander (to take away something) --- AND --- too friendly (deficient: flatterer to more powerful people, loving only if they have worth/wealth, taking more than their fair/just return in the friendship) (Book 8, Chaps 2-10).
- Distributive justice is proportionate a mean between not giving equal shares
(deficient: in distribution of rewards) in proportion to to their contribution (excess: some getting more than they deserve or paid for).

- **Justice in rectification** looks at differences (differentia) in finding the mean (restoring the situation to its former balance by repaying loss to victim), in the harm and suffering (deficient: victims not restored, not properly compensated, and perps not punished as they should be or perps profits kept by them) and taking too much (restoring more to victims by taking too much, subtracting too much from the perp).

- **Justice in exchange** is proportionate reciprocity of need-for-need. If small business 'A' constructs houses, and small business 'B' makes shoes, then there needs to be proportionate equality in their bartering or monetary currency exchange (achieve commensurability); neither deficiency (robbing) or excess (greed) for either party.

- **Political justice** is the mean between doing injustice and suffering injustice for create of the common good (nobody is totally happy with the result). Deficiency (poor get poorer) and Excess (fat cats get fatter, and pork barrels more porky).

- **Justice in action** is the mean in a small business decision between an award that is too little (low quality, low productivity, bad service), and an award that is too much (consumer greed, theft, braggart, etc). Justice (and all the virtues) are dependent on being voluntary (not forced by a tyrant, not being a slave) the "actions are in the agent's power" (Book 5, Chap 8).

**PART V. COURSE DESCRIPTION**

We will learn Intervention Research (aka Socio-Economic Approach to Management, SEAM).

http://web.nmsu.edu/~dboje/TDseam.html

Intervention Research using SEAM (Socio Economic Approach to Management, SEAM) 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.

**Service Learning Project:** Each year small business consulting teams bring ethical virtue of happiness to clients with free-to-the-public service learning /civic engagement projects with different sectors of the small business economy: restaurants, wellness, hotels, and so forth. This year's focus is sustainability at NMSU and in each small business. Please include a section on sustainability in your report. Power (utility) bill $750,000 for month at NMSU for August 2010

Green paper ordering - recycled paper option

200 classes at NMSU have sustainability in them

**PART VI. OBJECTIVES**

**VII. COURSE OBJECTIVES**

The primary objective of this course is to conduct 'intervention research' in a small business that makes a value-added difference in lowering costs and enhancing revenue potential. The primary skill focus will be on your field notes kept as an online blog, then analysed in the Mirror Effect section for final term paper. Field notes are ‘direct observations’, ‘interview transcripts’, ‘content analysis of documents’, and ‘diary entries of your reflexivity.’ This will be supported by a series of conversation starters about our primary text: *Releasing the Untapped Potential of Enterprises Through Socio-Economic Management.*

For All Students: Develop & demonstrate this ability by these metrics:

1. Develop an appreciation for Principle-Based and Virtue Ethics in small business consulting.
2. Read, understand & analyze actual experiential field case in small business consulting.
3. Investigate & describe a business situation using socioeconomic tools such as priority action plans, time management, etc.

4. Develop interpersonal skills in oral and written presentation, and cooperative behavior with consulting clients.

5. Design meaningful recommendations to problems and feedback to client using Mirror Effect Diagnosis (See Axis A)

6. Design a useful implementation plan for integrating recommendations into an ongoing business & for controlling the integration & impact of those recommendations (The Implementation)

7. Perform research of current literature with regard to small business

8. Study the dynamics of the environment, its history, and develop antenarratives of the future as context to work with client organization.

9. Listen, analyze, question the storytelling using storytelling standpoint methodology, analysis of costs, and untapped revenue potential, & 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)

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).

6. Demonstrate the sustainability improvements achieved in the small business you consult - use the SEAM tools and 3 axes for this.

PART VII. EVALUATION CRITERIA

Report outline

1) Clarity of Description in Axis A, B & C in reports and quizzes- Is the organizational storytelling (narrative, living stories, & antenarrative) you do to consult with your client clear Project solution to their dysfunctions (Axis A)? Is all (and only) the relevant qualimetric data presented in Mirror Effect? Have several Socioeconomic Tools (Axis B) been applied? Are the implications of the Intervention developed for the industry (Axis C)?

2) Breadth & Depth of Reflections- Are all viewpoints in the organization presented in a plausible manner? (Is there a Mirror Effect that has field quotes in it from various stakeholders: owner, manager, employees, customers, expert student consultant opinion?) Are all important terms understood for their various meanings? What are the biases you see operating in the structures & behaviors of the organization?

3) Concise & Sound Reasoning- Does your central argument address all of the important issues raised in your description & reflections based in your field notes in Notebook, as entered into Blackboard? Do you incorporate all of the various perspectives with sound reasoning (can you listen to clients)?
4) Powerful, Interesting & Useful Implications - Are the conclusions based on the preceding argument? Was the central argument powerful, i.e. did it offer leverage for understanding and action? What value-added (lowering costs, raising revenues) happened from the intervention research?

PART VIII. GRADING, LATE WORK, AND ATTENDANCE POLICIES

A. Grading Policy

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<thead>
<tr>
<th>Letter</th>
<th>Description</th>
<th>% Range</th>
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<tr>
<td>A</td>
<td>Excellent</td>
<td>94 – 100</td>
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<td>A-</td>
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<td>90 – 93</td>
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<td>B-</td>
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<td>80 – 82</td>
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<tr>
<td>F</td>
<td>Failing</td>
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GRADING WEIGHTS

1. 30% of Quiz scores (drop lowest of 6 quiz grades)
2. 50% Mid-term and Final Report & Presentation (Note: low score on mid-term can be replaced by higher score on final report. Note: If you work in team, this grade weighted by peer evaluation. Note: Evaluation of report is done by clients, instructors, and by peer review of presentations).
3. 20% Active Intelligent Participation in Class, with well prepared- comprehensive Storytelling Notebook achieved.

B. Late Work Policy

- Work that is submitted 1 - 7 calendar days AFTER its due date will be graded down 10%
- Work that is submitted 8 - 14 calendar days AFTER its due date will be graded down 20%
- No work will be accepted more than 14 days past its due date unless prior approval of the instructor has been obtained. Otherwise the student will receive a zero for the assignment.
- Final course projects and end-of-term papers must be turned in no later than final exam day of class UNLESS an "Incomplete" grade has been arranged in advance of the final course date
- Incomplete grades must be completed within 2 months following the end of the term

C. Attendance Policy

- Required class attendance days are indicated in course schedule schedule.
- You must contact the Instructor if you miss any scheduled class or your Team’s appointment with instructor or Client for consultation, for any reason. Individuals missing a scheduled class (for whatever reason: sick, job, sports, sleeping, wedding, etc.) owe a 2-page single spaced makeup assignment based on assigned book in schedule for day you missed.
- Make-Up for Missed Exam - There are six scheduled quizzes. If you miss one drop that score. If you take all six, then drop the lowest score. If you have a written excused absence from doctor or from sports Athletics Office for missing an exam, and have already dropped one exam score (or missed it), then you can have a quiz make
up covering material taken from entire course, on last class day.

- **Make-Up Work for Missed Class**: 2 pages (single spaced) based on any appendix worksheet in the Savall et al textbook. Final grade is reduced by half a letter grade in the course for each missed hour. Make-up work is due the week following a missed day. When Can Make-Up Work for All Types of Absences Be Submitted:
  - Work that is submitted 1 – 7 calendar days AFTER its due date will be graded down 10%
  - Work that is submitted 8 - 14 calendar days AFTER its due date will be graded down 20%
  - No work will be accepted more than 14 days past its due date unless prior approval of the instructor has been obtained. Otherwise the student will receive a zero for the assignment

- **Required client attendance is 10 hours total time during the semester.** We recommend 10 one hour field visits. There is no make-up for not doing 10 field visit hours. Final grade is reduced by half a letter grade in the course for each day without a make-up.

PART IX. GENERAL COURSE POLICIES

- All assignments are to be typed in accordance with APA Guidelines and are due as shown in the class schedule at the end of this syllabus. Please single space reports, use 2-sided printing.
- Substandard and late work as well as unprepared students will have a negative impact on the classroom exchange of ideas and will be downgraded accordingly.
- Although adjustments to the course schedule and syllabus are uncommon, it is the student’s responsibility to keep abreast of all changes and to adapt accordingly. Therefore check Syllabus on line weekly: [http://business.nmsu.edu/~dboje/448/448template.htm](http://business.nmsu.edu/~dboje/448/448template.htm)
- Any student’s with special needs or simply special requests should notify the instructor at their earliest convenience so that accommodations may be made on quizzes.
- Please provide feedback to the instructor on a regular basis to improve the learning environment and your experience in the class. Thank you.
- Please report immediately to the Instructor, any and all instances of unprofessional conduct, team member not doing their fair share of the workload, and any instance of cheating, plagiarism, and/or any sort of student on student harassment. dboje@nmsu.edu

A. PLAGARISM POLICY

NMSU’s policy on plagiarism: [http://lib.nmsu.edu/plagiarism/](http://lib.nmsu.edu/plagiarism/). This appears to be a growing problem. It is fairly easy to Google excerpts from papers and assignments 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. All students are expected to conform to the accepted standards of academic honesty. Any clear violations of these standards, such as cheating, violating copyright laws, or plagiarism are handled promptly, firmly, privately, and fairly by the Professor and may result in sanctions up to and including, receiving an “F” for the course, and dismissal from the University. If you observe cheating or plagiarism, please report it to your Professor, who will promptly notify the University (Dean, Chair, or appropriate academic official) of the discovery of the incident.

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 a “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 fain to get by on others' work (including members who collaborate in the deception). Each student is responsible for understanding what is plagiarism. Please consult on line Student Policy on plagiarism. [http://lib.nmsu.edu/instruction/plagiarismforstudents.htm](http://lib.nmsu.edu/instruction/plagiarismforstudents.htm)
The New International Dictionary of the English Language, (Funk & Wagnalls, c2000, p. 965) defines *plagiarize* as “to appropriate and pass off as one’s own (the writings, ideas, etc., of another).”

Plagiarism involves:

- Submitting another person’s work as one’s own;
- Submitting work from any source that is not properly acknowledged by footnote, bibliography, or reference within a paper;
- Submitting work pieced together from phrases and/or sentences from various sources without acknowledgment;
- Submitting work with another person’s phrase(s) rearranged without acknowledgement;
- Submitting work that uses any phrase, sentence, or stylistic mannerism without acknowledgment;
- Omitting quotation marks from any directly quoted material;
- Failure to use three dots (…) to indicate omission of one or more words;
- Any other actions deemed to be plagiarism by the faculty.

**B. PROFESSIONALISM POLICY:** Professionalism will be determined by classroom and team behavior. Professionalism will include such variables as attendance, participation, teamwork, attitude, ethics, 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. Please turn off your cell phone during class.

**C. CELL PHONE & LAPTOP POLICY:** 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). 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. 1st offense implies that you are volunteering in Boje’s improv theatre training or a warning; repeated offense will lower one letter grade.

Use of cell phones, 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)

**D. TEAM POLICY:** We recommend you work alone. Teams is an option, and not required or recommended. Teams not working collaboratively will be asked to split up. If you choose to work in a team, then you are responsible for your own work. You are responsible as a team to maintain a healthy team atmosphere free of harassment, free of unprofessional conduct. All team members are accountable to immediately report harassment, unprofessionalism, or a member shirking responsibility for collaborative work to your Instructor. Each team will do a 360 peer review. Those peer reviews will weight the final grade, and can lower individual member's grades. The client also does a final assessment of your project, which weights the final grade. if you have a problem team member, the team may elect to fire them. The fired team member will do their own independent project. Please fire early, to leave individual sufficient time to move along in their growth and development, in doing an individual project.

**FINAL 360 TEAM PEER RATING** - your final grade is weighting of the 360 team review times your final report score
Your name _______________________ Your Client ___________________ Date _________

Final Grade for you and each team member below; comments are required if scoring less than A; please be honest. Your name will not be used when instructor relays comments to each team member

PICK ONE GRADE: A+ A A- B+ B B- C+ C C- D+ D D- F+ F F-

Comments about your work input, hours of study, contribution to team or any deficiencies in work input, hours of study, lack of attendance to meetings with team, class or client; comments are required if their grade differs from you own, or you get grade they assigned to you.

Do this for each team member and submit it to Instructor in sealed envelope at Mid-Term and Final meeting.

E. Disabilities/Employee Relations Policy: Call the Director of Institutional Equity at 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 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.

Next step: Go to Small Business Consulting - study guides

(Revised 2012)