Mgt448/BA448/Mgt548 SYLLABUS

Small Business Consulting to any organization, public, private, education, non-profit

Professor David M. Boje, Ph.D.
Management Department
College of Business
dboje@nmsu.edu

( 575-532-1693); E-Mail Address:

PART I: Contact info and Steps

Spring semester (when & where): 2:00 p.m. - 5:30 p.m. Tuesdays Gu 201
Course Numbers: Mgt 448/Mgt548/BA448
Course Title: Small Business Consulting
Prerequisites: none
Credit Hours: 3
Instructor: David M. Boje, Ph.D.
Office Phone: 575-532-1693
Office Hours: Mon. Noon- 2PM in Frenger Food Court or call for appointment
Teaching Assistant: Doctoral Student, Rohny Saylors
E-Mail Address: rohnysr@nmsu.edu  (575) 323-0183 Gutherie 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 Sustainability Council, Business Plan.

PART I: SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Reading Topics</th>
<th>Exam &amp; Report &amp; to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 Jan</td>
<td>Boje's YouTube film on blacksmithing small businesses.</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 client Confidentiality Agreement that you sign (keep a copy); Tips on Storytelling Notebook writing;</td>
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<tr>
<td></td>
<td>Course Model and what to know for Exam 1) See Exam 1 studyguide</td>
<td>Buy tape recorder or record with cell phone the D-questions</td>
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<tr>
<td></td>
<td>CHOOSE PROJECT:</td>
<td>Start on the 23 steps found in a chapter in Quantum Spiral Book on line and Put this file on your computer and edit: Report Template WORD Doc</td>
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<tr>
<td></td>
<td>1. joni newcomer of Office of Sustainability wants a consultant</td>
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<tr>
<td></td>
<td>2. David Boje, Chair of Sustainability Council, at NMSU wants a consultant</td>
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<tr>
<td></td>
<td>3. Metallicwind blacksmithing - contact Boje</td>
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<td></td>
<td>4. Artist George Mendoza wants a consultant</td>
<td></td>
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<tr>
<td></td>
<td>5. Kevin Merhege <a href="mailto:kmerhege@bank-riogrande.com">kmerhege@bank-riogrande.com</a> former year 2000 448 student,</td>
<td></td>
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<tr>
<td></td>
<td>now on board of Rio Grande Theatre wants a consultant (call 575-525-8996 office</td>
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<tr>
<td></td>
<td>575-644-9693 cell)</td>
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<tr>
<td></td>
<td>6. The Las Cruces Middle Schools wants consultant to food services - contact</td>
<td></td>
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<tr>
<td></td>
<td>your TA, Rohny Saylors or David Boje</td>
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<tr>
<td></td>
<td>Virtue Ethics Book I; course policies; Day One slides - SEAM, and quantum storytelling.</td>
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</tr>
<tr>
<td>Date</td>
<td>Activity</td>
<td>Notes</td>
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<td>-------------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| 29 Jan | Review small business applications;                                       | Exam today on Exam 1 studyguide you may use storytelling notebook in exam, but no books or videos. You can drop one of the 7 quiz scores. Good idea this 3 Axes course model in your notebook. See exam policy;  
|        | Know: Steps 1-3 in Quantum Spiral Book, Linear planning in Quantum Spiral Book |  
|        | Read Preface and Chapter 1 & 2 *they are short* of Quantum Spiral Book on line |  
|        | Boje Quantum Storytelling, read Preface for Exam 1                        |  
|        | Recommended: How to listen YouTube of 6 ways - including how we experience time |  
|        | **Exam today on Exam 1 studyguide**                                       |  
|        | **Booke I The Highest Good: Happiness**                                   |  
| 5 Feb  | Savall et al (2008) chapters 1-4, virtue ethics, some field notes are used | **Exam today on Exam 2 studyguide**  
|        | Chapter 3 of Quantum Spiral Book on line                                  | **Book II Virtues of Character**  
|        | Boje Quantum Storytelling, read Ch 1 Introduction to Quantum Storytelling  |  
| 12 Feb | Chapter 4 of Quantum Spiral Book on line                                  |.exam today on Exam 3 studyguide  
|        | Savall Chapter 5, more virtue ethics, and your field notes. Note: **bring printout of your online entries of field notes and storytelling**, Bring filled in example of Figure 5.1 p. 32 & 5.3 p. 35 (these can be put into mid-term report, so it is good training for that.  
|        | Boje Quantum Storytelling, read Ch 2 about up and downward spiral         | **Book III The Preconditions of Virtue**  
| 19 Feb | Chapter 5 of Quantum Spiral Book on line                                  | Exam 4 studyguide  
|        | Savall Chapter 6 and lectures; Chapter 6, Axis A - especially Mirror effect examples (bring Blackboard field note entries), include MIRROR EFFECT (p. 66), including chart on that page, verbatim quotes from fieldnotes, and your 3 Expert Opinions today. From Virtue Ethics, two examples of virtues your client has or lacks.  
|        | Boje Quantum Storytelling, read Ch 3 on Silverado and 3 Time tools        | **Book IV Generosity**  
| 26 Feb | Class will begin this day only at 4PM and last till 5PM. We will give you feedback on what you have done for mid-term report to date | please download the mid-term report template and put into your own report.  
|        | Report Template WORD Doc                                                  |  
| 5 Mar  | Chapter 6 Quantum Spiral Book on line                                     | Mid-Term Report 7-12 minute presentations & report due; bring guest to presentation or do 5 minute interview or phone hookup to class; complete first steps of report.  
|        | 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 or client is not present.  
|        | Boje Quantum Storytelling, read Ch 4 about Tamara-land                    | Mid-term report Check List: Suggested Bibliography please draw some spirals, and annotate them with moments in the living story of your small business  
|        | **Mid-term course evaluation**                                            |  
| 12 Mar | Receive results of Mid-Term Project and Presentation.                     | Exam 5 studyguide; Axis B - be able to show ex 3 tools you used with client. Bring IESAP (5 ye the internal actions, & the external ones), and Fill p. 96 PAP all filled in for your client. Plus Figure allotment chart filled in for your client (and able types of tasks from memory). From Virtue Ethics examples of justice.  
|        | SCHOOL TEAM MID TERM PRESENTATION                                          |  
|        | Savall Chapter 7 and lectures, more on virtue ethics; Chapter 7 of Quantum Spiral Book on line  
|        | Boje Quantum Storytelling, read Ch 6 Storytelling                         |  

(Revised 2012)
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Book/Chapter/Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 Mar</td>
<td>no class SPRING BREAK</td>
<td><strong>Book V</strong> Justice</td>
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</table>
| 2 April    | Savall Chapter 8 Axis C, and more on ethics                           | **Exam 6 studyguide**: *Axis C (chart is on p. 26)- 1 notes on state of the industry*  
**Book VI** Virtues of Thought  
Boje Quantum Storytelling, read Ch 7 SEAM Intervention and Storytelling Standpoint  
Quantum Spiral Book on line Ch 8 |
| 9 April    | Work day - no class - get your final report ready                     | **Book VII** Conditions Connected with Virtue & \                             |
| 23 April   | Work day - no class - meet with client - get your final report ready  | **Book VIII** The Varieties of Friendship                                           |
| 30 Apr     | Work day - no class; meet with client - get your final report ready   | Boje Quantum Storytelling, read 8 - Heart-sword and Compass                        |
| 7 May      | Yes, we meet on this last Class day                                   | Prepare spiral diagrams in class; make up for any exam; **Exam 7** (see above 6 study guides for poss questions)- Make up for any of you missed Exam raise your Exam average; need 5 quiz scores (or 1)  
**Book IX** Disputes between Friends and Dissimilii                              
Boje Quantum Storytelling, read ch 9 on Virtue Ethics; ch 12 on walking the spiral-antenarrative paths |
| 14 May     | NOTE CLASS MEETS 3 PM to 5 PM for theFINAL: 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 report is due; **Final report Check list** & be sure to all 23 steps of report (12 you did by midterm, and today)  
Any clients out of Las Cruces, student can submit or video of 3 minute interview about project. **Pro is permitted for pictures and images only**. Plea dress-for-success business attire  
For final presentation discuss spiral-antenarrative well-annotated diagram of client reaching Potent for-Being-a-whole small business with upward sp without dysfunctions. thank you | **Final report Check list** & be sure to all 23 steps of report (12 you did by midterm, and today)  
Any clients out of Las Cruces, student can submit or video of 3 minute interview about project. **Pro is permitted for pictures and images only**. Plea dress-for-success business attire  
For final presentation discuss spiral-antenarrative well-annotated diagram of client reaching Potent for-Being-a-whole small business with upward sp without dysfunctions. thank you |

**PART II: 23 Steps and The Resources You Need to complete 23 consulting steps**

**Step 1 - Diagnostic** (A-spiral: Diagnostic, Project Plan, Implementation, & Evaluation of Results) begins by you asking the 11 D-questions (spiral D) which you are to tape-record or video-record and then meticulously transcribe the verbatim answers in your Midterm and Final Report. You will also use the Axis B tool (PNAC) to negotiate your consulting contract for three 'A-spiral' Projects each with a D-P-I-E cycle (Diagnostic, Project, Implementation, Evaluation).  
**Q-Spiral**

**Step 2 - Time tool** (B-spiral). What is 'time'? If you answered 'clocktime or calendar time' then you don't really know too much about what time is all about. Most people assume time runs past''present''future. You asked the 'Duration' question. Now listen to the answer. Time is NOT some sort of straight line. Or that time runs in repeating cycles.

**Step 3 - Direction** (C-spiral) which is also the 1st D-question (Directionality in D-Spiral). Keep in mind your consulting focus: to help your client move out of many dysfunctions and poor root-stems, and using the savings
and income potential, construct step-by-step an Updraft-Spiral. This means sorting out direction in the C-spiral, asking about choice-points, when at the cross-roads, which way will the client be turning? Ask about the directionality, not from the past to present, but from the future.

The other steps are found in a chapter in [Quantum Spiral Book on line](http://business.nmsu.edu/~dboje/448/448template.htm)

<table>
<thead>
<tr>
<th>Table – 11 D’s of Quantum Storytelling</th>
<th>Q to ask your client and to record on tape or film</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directionality</td>
<td>1. What is the directionality of the business processes; to what future are they headed?</td>
</tr>
<tr>
<td>Datability</td>
<td>2. What is the datability of the business process developments?</td>
</tr>
<tr>
<td>Duration</td>
<td>3. What is the duration of various business processes?</td>
</tr>
<tr>
<td>Disclosability</td>
<td>4. What is the disclosability of the future business processes revealed to you?</td>
</tr>
<tr>
<td>Destining</td>
<td>5. What is the destining of the processes unfolding in ways you can foretell? Follow up, in fore-caring, fore-structuring, fore-having, fore-conceiving.</td>
</tr>
<tr>
<td>Deployment</td>
<td>6. What is the deployment of business processes, in-order-to, for-the-sake-of?</td>
</tr>
<tr>
<td>Dwelling</td>
<td>7. What is the dwelling, in-place in the world of business</td>
</tr>
<tr>
<td>De-severance</td>
<td>8. What is the de-severance (de-distancing) of space-time-mattering?</td>
</tr>
<tr>
<td>Drafts</td>
<td>9. What are the drafts, updraft, and downdraft, into tighter (down) orbits, or into more open outer orbits (up), and the turning points from one draft to another?</td>
</tr>
<tr>
<td>Dispersion</td>
<td>10. What is the dispersion of processes, too diverse, or consolidating them?</td>
</tr>
<tr>
<td>Detaching</td>
<td>11. What is the detaching from being drawn into ‘they-ness,’ they-relations, they-self and finding a path of ownmost authentic potentiality-for-Being-a-whole-Self?</td>
</tr>
</tbody>
</table>

**Resource 1:** Class model. Print and record this consulting model called 'Quadruple Spiral with 4-Leaf Clover' in your Storytelling Notebook
Resource 2: Books

1. **STORYTELLING NOTEBOOK**: 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.

2. **Savall, Henri, Zardet, Veronique, & Bonnet, Marc.** (2008). *Releasing the Untapped Potential of Enterprises Through Socio-Economic Management.* ISBN 978-2-917078-12-9 2nd Revised 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.

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

4. **Boje, David M.** (2012) *Quantum Spiral Book Free book online*

5. **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](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.
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, bragart, 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).

### Resource 3. 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).

### Resource 4: Your Major Client Tools

1. Buy tape recorder or record with cell phone (record answers to 11 D-questions in Boje's YouTube film on blacksmithing small businesses).
2. Put this on your computer and edit: Report Template WORD Doc
3. Print out your Mid-term report Check List (what you need to get done in Report 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)

Resource 5: Learn 4 Phases of your project and Do the 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 Quantum Spiral Book on line

Resource 6. 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. 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).

Resource 7. Some Extra material when needed

1. Read Short article on Metatheatre and SEAM, by Boje & Rosile.
2. Bookmark - Report Template in Word that has most figures and tables you will need in it
3. Read on line power point introduction to 448/548 course: click here for day one slides; click here for additional slides
4. SEAM Intro and overview (Study Guide with all six SEAM figures explained)
5. Business Writing Resources to help you write your report
6. Presentation Resources to help you present professionally
7. Bookmark - sustainability at NMSU, Faculty Senate Memorial; and NMSU Sustainability Council, Business Plan.
8. Read the sustainability Talloires Declaration

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 Template WORD Doc](http://business.nmsu.edu/~dboje/448/448template.html)

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

<table>
<thead>
<tr>
<th>Letter</th>
<th>Description</th>
<th>% Range</th>
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<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>94 – 100</td>
</tr>
<tr>
<td>A-</td>
<td></td>
<td>90 – 93</td>
</tr>
<tr>
<td>B+</td>
<td></td>
<td>86 – 89</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>83 – 85</td>
</tr>
<tr>
<td>B-</td>
<td></td>
<td>80 – 82</td>
</tr>
<tr>
<td>F</td>
<td>Failing</td>
<td>0 – 79</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 excuse 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 form 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 online 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 fail 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

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