

**UNIVERSITY OF PENNSYLVANIA**  
**The Wharton School**  
**Consulting with Growth Companies**  
**MANAGEMENT 251**  
**Fall 2009**

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**COURSE DESCRIPTION:**

Management 251 consists of lectures, case analyses, discussion groups and actual consulting engagements with local growth companies. It is in a sense a capstone course since it asks you to apply knowledge and modes of analysis acquired in other courses to issues confronting actual businesses.

The issues that you will be called upon to address span a range of functional areas including strategic planning, financial analysis, marketing strategy, competitive analysis, organizational structure, and capital raising.

Cases will be assigned to two person student teams. In each instance, you will be expected to meet with the client, maintain regular contact with that client, identify the most pressing issues, devise practical solutions, prepare a formal report, and finally present your findings to the client in person.

You will be expected to approach this course and its responsibilities in a professional, businesslike manner inasmuch as you will be working for actual companies. The quality of your efforts will reflect not only on you, but also on The Wharton School and the Wharton Small Business Development Center. Consequently, your work must be completed on a timely basis, and must be of consistently high quality.

It seems fair to say that your reward from the course (and obviously the client's) will be directly proportionate to the energy you devote to your consulting engagements. The teaching staff is anxious to help you in these engagements and you should not hesitate to seek our assistance. Should you have any questions, concerns or issues regarding your engagement, please contact us immediately so that we may offer guidance

**Grading Policy:**

Term grades will be based upon the following:  
Case Reports ..... 70%  
In-Class Case Analyses, Report Presentation &  
Class Participation..... 30%

## **MANAGEMENT 251 COURSE REQUIREMENTS**

### **I. Case Reports**

- o One case will be assigned to each team. Case reports will be due as indicated on the class schedule.
- o Prior to handing in your case reports, you are encouraged to make full use of discussion groups (see below) and teaching staff in order to produce the highest quality report possible. Feel free to bring in an outline of your report for discussion and a brief critique during office hours prior to the due date. This can only improve your report (and thus your grade).
- o After grading, each team will make any required changes and submit copies to the client and the Small Business Development Center.
- o Your report will be used by the client so it **MUST** be professional in content and appearance. Each report will be reviewed carefully. Anything handed in substandard will be graded and then returned for revisions before giving final credit.
- o Please bear in mind that this course is unique in that you have a responsibility to your client and the SBDC as compared to other courses where you are responsible only to yourself.
- o Because of your responsibility to the client, cases are expected on the due date. Extensions will only be granted under extreme circumstances and in all cases must have the prior approval of staff. Late papers without prior approval will result in a reduction of your grade.
- o Instances when a client is uncooperative or inaccessible should be reported immediately (within one week or less) so that you and the teaching staff may determine the best course of action. In appropriate instances we will replace your case.

### **II. Case Documentation/Administration**

- o You must submit a limited amount of case documentation with your written report. Your responsibilities in this regard will be explained in class. Your administrative responsibilities are essential to fulfilling your case report course requirements.
- o A report handed in without case documentation will not be accepted.

### **III. Proposal Letters**

- o Shortly after being assigned a client you will be asked to prepare a letter defining the nature and scope of the engagement. This letter will be mailed to the client and should be useful in helping to structure a productive relationship. We will provide guidance in how this letter should be prepared.

## **MANAGEMENT 251 COURSE REQUIREMENTS**

### **IV. Client Interaction**

- o You will be expected to meet actively with your clients throughout the consulting engagement. The teaching assistant (acting strictly as an observer) must accompany each student team to their final presentation. Please work closely with the teaching assistant in coordinating schedules.

### **IV. Group Discussions**

- o At the beginning of the course you will be assigned to a group. Read the course schedule carefully so you know when your sessions are due to meet.
- o Attendance is mandatory. At each session you will give a brief (5 minute) presentation on either problems or solutions you have identified regarding your client (as indicated on class schedule).
- o Be prepared for each session. The discussion group should provide an opportunity to get feedback on your analysis of the client's situation. You will be expected to distribute a proposal letter or brief outline to the other group members just prior to your presentation (consult class schedule). Please bring an adequate number of copies for all members of your group.

### **VI. In-Class Cases**

- o At two points during the semester (see Class Schedule) cases will be presented in the class. The class, as a group, will interview the client and based upon this interview prepare a brief written analysis focusing on key issues and proposing recommendations.

**MANAGEMENT 251  
CLASS SCHEDULE FALL 2009**

<b>DATE</b>	<b>TOPIC</b>	<b>ASSIGNMENT</b>
9/15	Course Introduction Red Flags	Resumes by 9/18
9/22	Playing Nice in the Sandbox Doe Case - Data Collection Case Briefings	Case ranking by 9/23, 3pm
9/29	Role Play Doe Case - Analysis	Professional conduct form Doe case due
10/6	Discussion Groups	Engagement letters
10/13	Stars and Stumblers Business Development Presentations	Update memo Power Points Presentation
10/20	Stars and Stumblers Guest Speaker	
10/27	Impediments to Growth Progress Presentations	Power Point Presentation Peer reviews by 10/30
11/3	Progress Presentations	Power Point Presentation Peer reviews by 11/6
11/10	Resources for Growth National Case	
11/17	Resources for Growth National Case	National Case Due Update memo
11/24	Role Play/Report Preparation and Final Presentation	
12/1	Discussion Groups	Recommendations Outline
12/8	Concluding Remarks	Final Reports Due

**ADDITIONAL NOTE:** TIME REPORTS ARE DUE WEEKLY AND SHOULD BE SUBMITTED ON A TIMELY BASIS (EVERY MONDAY NO LATER THAN 5PM BEGINNING SEPTEMBER 28).