UNIVERSITY OF PENNSYLVANIA
The Wharton School
Consulting with Growth Companies
MANAGEMENT 251
Fall 2015

Lecturer: Eric Siegel: 610-291-7465; siegele@wharton.upenn.edu
TA's: Javier Galdames: 215-300-9964; jgalda@wharton.upenn.edu
Kelly Yan: 215-300-6099**;** kellyyan@wharton.upenn.edu

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.

During the semester, we will focus on two overriding themes:

- Dynamics that support growth in entrepreneurial companies
- Learning to succeed in an advisory relationship

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

Cases will be assigned to three person student teams. In each instance, you will 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.

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	60%*
Class/Discussion Group Participation	20%
In Class Cases	10%
Oral Presentations to Clients	10%

*Adjusted for peer reviews

MANAGEMENT 251
COURSE REQUIREMENTS

I. Case Reports

- One case will be assigned to each team. Case reports will be due as indicated on the class schedule.

- 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).

- After grading, each team will make any required changes and submit copies to the client and the Small Business Development Center.

- Your report will be used by the client so it MUST be professional in <u>content</u> and <u>appearance</u>. Each report will be reviewed carefully. Anything handed in substandard will be graded and then returned for revisions before giving final credit.

- 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.

- 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.

- Instances when a client is uncooperative or inaccessible should be reported immediately 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

- 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 must be addressed in order to receive credit for the class.

- A report handed in without case documentation will not be accepted.

III. Proposal Letters

- 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 sent 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

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

IV. Group Discussions

- 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.

- 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).

- Be prepared for each session. The discussion group should provide an opportunity to get feedback on your analysis of the client's situation. <u>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.</u>

VI. In-Class Cases

- 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.

VII. Attendance

- Your final grade will be materially influenced by your participation in class and discussion group. If do not attend, you cannot contribute. <u>In the event of a material conflict preventing your attendance (illness, personal/family matter, etc.) please let us know in advance via email why you are unable to attend</u>.

MANAGEMENT 251
CLASS SCHEDULE FALL 2015

DATE	TOPIC	ASSIGNMENT
9/1	Course Introduction	Resumes by 9/4
9/8	Red Flags Johnstone Case – Data Collection	Professional conduct form due
9/15	Johnstone Case – Analysis Client Briefings	Johnstone analysis due
9/22	First Meeting Role Play Client Briefings	Case preferences due 9/23, 5pm
9/29	Stars and Stumblers (early stage) Ethics and Entrepreneurship Team Dynamics	
10/6	Discussion Groups	Engagement letters due
10/13	Stars and Stumblers (later stage) Guest Speaker	Update meetings
10/20	National Case – Data Collection Growth Presentations	Update meetings
10/27	National Case - Analysis Growth Presentations	National analysis due
11/3	Resources for Growth Growth Presentations	Preliminary Peer Reviews Progress memo
11/10	Guest Speaker	Update meetings
11/17	Final Report Preparation and Presentation Final Presentation Role Play	
11/24	No Class	
12/1	Discussion Groups	Recommendations Memo
12/8	Concluding Remarks	Final reports due Peer evaluations due

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