

New Mexico State University
College of Business Administration
Las Cruces, New Mexico



Small Business Consulting
MGMT 448 M01 548 M01 (CRN 44678, 44699)

Professor:

Dr. Luis Ortiz
Dual Ph.D. Degree in International Business and Management

Office:

College of Business Administration
Management Department
ATTN: Dr. Luis Ortiz
Business Complex, Room 331
1320 East University Ave.
MSC 3DJ, PO Box 30001
New Mexico State University
Las Cruces, NM 88003-8001

Phone: 575.646.2788 (office) or 505.718.9839 (mobile)

Fax: 575.646.1372

Website: Canvas and www.drluisortiz.com

E-mail: lortiz1@nmsu.edu

Office Hours:

Wednesday 3:30 pm to 4:30 pm

Tuesday and Thursday 10:30 am – 11:30 am

Always available fifteen (:15) minutes before and after class...
or by appointment

Class Location:

Wednesday 6:30 am to 8:15 am BC 106

Required Materials for the Course:

Videos will come over the semester and other info will be posted online... (Canvas
and www.drluisortiz.com)

TITLE: The Turnaround Experience (Saving Troubled Companies)

AUTHOR: T. F. Schopflocher

ISBN: 978-14992110750

Any additional material for the class will be provided. Please visit our Canvas page online and www.drluisortiz.com for the latest information including additional books, articles and video class clips.

Course Description:

This course provides an overview of the opportunities and challenges that small business confronts on a daily, quarterly, yearly basis. Just like in critical thinking, good business leaders like you will have to understand the health of the small business and develop follow-up actions that will lead to a successful turnaround. Small Business Consulting is a course that strives to apply theory in the practical business environment thus helping the would-be entrepreneur to make calculated decisions that will aim to minimize risk.

Teaching Methods and Techniques:

Course format: This class is a live face-to-face class with supplemental on-line support to reference throughout the semester. The course incorporates different teaching approaches: lecture, assignments, group work, real world experiences, class discussions and self-motivation/self-learning “owning your own behavior”. You must come to class having read and thought about topics scheduled for the class sessions. Note that your participation will make the class pleasant and intellectually stimulating, so please do attend every session.

Assuring Knowledge Transfer

NMSU has five traits that you should expect of ourselves as graduates that you should possess before you leave the University. These traits are common to every major and in the business class, these skills or traits are integrated throughout the course you are in... then I have added a few I think are also important:

New Mexico State University (writing and presentation survival toolkit):

<http://business.nmsu.edu/students/academic/survival-kit>

- 1. Critical Thinking Skills**
- 2. Communication**
- 3. Personal Social Responsibility**
- 4. Quantitative Understanding**
- 5. Information and Digital Literacy**

To further transfer knowledge, we will:

Demonstrate content knowledge in Business:

Understand and explain the business process (Assessed by tests & presentations)

Understand and explain business theory and techniques (Assessed by essay/tests)

Demonstrate Critical Thinking and Reflective Thinking Skills

Apply business techniques to real world problem and develop solutions projects (Assessed by Project performance and group work)... Great managers reflect on their day and believe in continuous lifelong improvement...

Demonstrate Effective Quantitative Analysis Skills

Understand and apply statistical analysis to business research projects (Assessed by Project performance)

Demonstrate Effective Communications Skills

Participate in writing & presenting the results of the business research project

Demonstrate Effective Use of Technology

Understanding and using statistical software packages and other forms of web software for data analysis that will provide a competitive edge in business

Demonstrate Effective Teamwork

Working in teams is often the norm in the real business world exploiting our strengths and complementing our weakness getting along and working with other

Demonstrate Effective Qualitative Analysis Skills

Participate in interviewing business people and reporting in assignments

Philosophy and of Performance Objectives the Course –

Students who successfully complete this course should be able to:

- Articulate the importance of “Small Business Consulting” to the effectiveness of organizations as demonstrated by class discussions, book problems and real world exercises.
- Discuss ethical and social responsibility issues important to the business environment and our society.
- Interpret, critically analyze, recommend and defend with supporting evidence feasible courses of action for actual real-life work situations in Small Business Consulting that you will face (real-life problem solving).
- Describe the major factors affecting “Small Business Consulting” of individuals and groups within organizations.
- Recognize the interplay of diversity in an organization’s environments (internal, external, and global business environments).
- Effectively demonstrate both written and oral communication skills crucial for success in the real world of business (by exams and assignments).
- Demonstrate an ability to engage in constructive criticism and creative solutions of current “Small Business Consulting” issues.
- Demonstrate computer literacy, critical thinking, class attendance and in class participation skills.

Global Awareness Integration

The focus of this course is on how people act at work and why. Every student will incorporate examples, ideas, thoughts and experiences (self or others) of business in a global basis. The instructor hopes to add to this global awareness from his experiences in dealing with the maquiladora industry along the Mexico and United States of America’s

border, public and private organizations in the USA, non-profit organizations in Australia, work in Spain and the service industry in Canada. Organizations that the instructor has worked with include ITESM, University of Salamanca, Invacare, Seagate, Eaton, Bard, Keytronic, TRW, BBB, Lucky Goldstar, CPM, Siemens, Lucent, Delnosa-Delphi, Rey Mex Bra, Bissell, Nokia and Whirlpool.

Course Requirements Performance Measures / Exams

The examinations will cover materials contained in the designated chapters and topics discussed in class as well as in assignments given. We will discuss the exam's details in class (e.g. reviews). Work turned in late will be penalized by a "Letter Grade per Day".

Evaluation Reward System (grading)	<u>% of Grade</u>
Discussion/Participation/Attendance/In Class grade	30%
Assignments (knowledge sharing – 1 page essay)	10%
Exams (2 on Book and 2 entrepreneurs) 1, 2, 3 and 4	40%
<u>Final Research Paper/Presentation</u>	30%
	Total 100%

Grades use the following scale:

100% – 90%: A	89% – 80% : B	79% – 70%: C
69% – 60%: D	Below 60%: F	

Course Topic Outline and Tentative Schedule

Small Business Consulting Course

Exam 1, 2, 3 and 4 below:

Week	Chapter	% Grade
Week 1	Part One - Sizing up the Situation Chapter 1 – Spotting the Need for a Turnaround	
Week 2	Chapter 2 – Warning Signs and Chapter 3 – Providing Initial Shot of Adrenalin	
Week 3	Chapter 4 – Comparing the Past to the Present Chapter 5 – Financial and Other Indicators of Health	
Week 4	Chapter 6 – Judging the Human Side of the Business and Chapter 7 – Examining the Manufacturing Process	
Exam 1	Essay/Multiple Choice Exam	10% of Grade
Week 5	Part Two Executing the turnaround Chapter 8 – Preparing the Groundwork for a Turnaround	
Week 6	Chapter 9 – Determining the Proper Marketing Strategy and Chapter 10 – Obtaining the Much Needed Cash	
Week 7	Chapter 11 – Financing the Company	
Week 8	Chapter 12 – The Last Resort	
Exam 2	Essay/Multiple Choice Exam	10% of Grade
Week 9	Field Work Experience and Discussion	
Week 10	Field Work Experience and Discussion	
Week 11	Field Work Experience and Discussion	

Week 12	Field Work Experience and Discussion	
Exam 3	Essay Exam	10% of Grade
Week 13	Entrepreneur Guest Speaker or Onsite Consulting Engagement	
Week 14	Entrepreneur Guest Speaker or Onsite Consulting Engagement	
Week 15	Entrepreneur Guest Speaker or Onsite Consulting Engagement	
Week 16	Entrepreneur Guest Speaker or Onsite Consulting Engagement	
Exam 4	Essay Exam	10% of Grade
	Lending towards a multiple choice and short essay answer...	Quan. and Qual.

Incompletes

A grade of "I" (Incomplete) will be assigned only in circumstances in agreement with the current NMSU Undergraduate Catalog (<http://catalog.nmsu.edu/>). Incomplete grades are to be given only if a student has passed the first half of the course and is unable to complete the course due to circumstances beyond the student's control. (If the circumstances develop during the first half of the course, the student has the opportunity to drop the class). Examples of appropriate circumstances are documented illness, documented death or crisis in the student's immediate family and similar circumstances. The catalog states that job-related circumstances are generally not appropriate grounds for assigning an "I" grade and that this grade is not to be used to avoid assigning a D, F, or U grade.

Academic Integrity All work submitted must be your original work. Any work done by groups of more than one (i.e., the work of two or more students is remarkably similar), or too similar to work of previous students will be construed as cheating. Your work must be kept private from others; should your work appear in the work of another student, both parties will be considered to have cheated; both will receive a failing grade for the course. Please refer to the Student Handbook (<http://studenthandbook.nmsu.edu/>) for a full description of the NMSU Student Code of Conduct. Academic misconduct is explained @ studenthandbook.nmsu.edu/student-code-of-conduct/academic-misconduct/.

Plagiarism. Plagiarism is using another person's work without acknowledgment, making it appear to be one's own. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct and are subject to disciplinary action such as failure on the assignment, failure of the course or dismissal from the university. The NMSU Library has more information and help on how to avoid plagiarism at <http://lib.nmsu.edu/plagiarism/>.

Attendance Class Participation (may not apply to online*):

Attendance and participation are absolutely essential in this class; a course such as this is heavily dependent upon experiential learning and group interaction. Key notes on participation/attendance:

- Students are expected to actively participate in discussions/activities
- Students are expected to come to class having completed all required assignments/readings prior to class
- Since this course is offered during and only meet a limited number of times, only a few unexcused absence will be permitted during the course (written justification must be provided for any additional absences)

(NOTE: leaving class during break will count as an absence); each unexcused absence beyond the first will drop your participation (equivalent to overall grade reduction)

- No use of cell phones or laptops is allowed in class. Computers may be used for notes.
- Healthy discussion is essential in this course and in the business world. Students are expected to question the positions of other students, question their own positions, and help other students become better versed in the subject matter. It is important to note that all discussions should remain professional at all times.

*Note on Participation: This class places a heavy emphasis on the application of concepts to real world situations. In the business world, success is often simply a matter of being prompt, prepared, and enthusiastic. Class participants who are especially active in their course participation will receive “extra credit,” and strong participation will be used by the instructor as justification for improving borderline grades at the end of the course.

Conduct/Behavior:

Any discussion via the online course must be professional and respectful. Each student should read **Online Netiquette**. The "Getting Started" Module contains a page dedicated to the topic of appropriate "Netiquette."

For more on the rules of netiquette, check out this [site](#).

For the Student Handbook, check out this [link](#).

Academic Services Support: NMSU provides academic support to students in a variety of ways. Here are some of these resources. • The Student Writing Center – The Center offers free tutoring for undergraduate and graduate writers at any level of experience. Contact information and hours is available at: <https://towc.nmsu.edu/> • Free campus Tutoring – There are tutors from a variety of disciplines who are available to assist students. Campus Tutoring information and hours is available at <https://campustutoring.nmsu.edu/> • Technical Support: The ICT Help Desk will help you with your information technology (IT) and telecommunications needs at NMSU. Help Desk information can be found at <http://ict.nmsu.edu/> Assistance for Members of the Military and Veterans: The Office of Military and Veterans Programs provides services to current and former service members. Contact information and further details can be found at <https://mvp.nmsu.edu/> Student Services Support: The Center for Academic Advising and Student Support assists students as they become self-directed learners by teaching them to develop educational plans directed toward their academic, career, and personal aspirations. Contact information is available at <http://advising.nmsu.edu/>

Other Resources:

NMSU Police Department: (575) 646-3311 www.nmsupolice.com

NMSU Police Victim Services: (575) 646-3424

NMSU Counseling Center: (575) 646-2731

NMSU Dean of Students: (575) 646-1722
For Any On-campus Emergencies: 911

Mandatory Disclosure – Confidential Services In order to make our campus a safer place for all, all faculty at NMSU have a mandatory obligation to report to campus authorities any information learned about events of sexual harassment, domestic violence or sexual assault. If you or someone you know has been harassed or assaulted, confidential services are available from licensed medical doctors and mental health professionals. Confidential counseling is available at no charge to you through the Aggie Health and Wellness Center. <https://wellness.nmsu.edu/crisis-services/> . Other non-profit organizations also provide confidential services to NMSU students, and non-confidential reports can be made to law enforcement or to the Office of Institutional Equity. <https://equity.nmsu.edu/>.

Conducting a Degree Audit in Self Service Banner: Go to NMSU’s main website (www.nmsu.edu) and click on the link on the top left hand of your screen that reads, “my nmsu”. When you click on the “my nmhu” link, select, “Enter Secure Area” and log into the Self Service Banner system by using your username and password assigned to you when admitted to the program (this is the user name and password you use to log into your D2L classes, e-mail, etc.). When you are logged into the system, select “Student”, then select “Student Records”, finally select STAR or “Degree Audit”. When the Degree Audit is launched you will have access to your degree plan, information about the status of your student accounts, and any notes made to you during the progression of your program.

People generally remember:

- 10% of what they read
- 20% of what they hear
- 30% of what they see
- 50% of what they both see and hear
- 70% of what is discussed with others
- 80% of what they personally experience
- 90% of what they teach others

(Fine Print, note: Instructor reserves the right to change or alter the course material as deemed necessary as the class progresses. More Fine Print: Instructor reserves the right to change or alter the course material as deemed necessary as the class progresses in order to make the class better!)

This syllabus is subject to change at the discretion of the instructor and superiors.