

**Graduate Student Guide
to Consultant Learning™**

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Consultant Learning: What Is It?

This class uses a new method of structuring a course in a way that empowers you and place you in control of your own learning process. This method is called “Consultant Learning.” “Consultant Learning” turns the classroom into the “real world,” where you get paid for what you do – classroom work and projects – and you pay for what you want – a grade for the course. **You determine your own grade** based on how many hours of work **you choose** to do for this course.

“Consultant Learning” represents a completely new way of grading and motivating students. Traditional courses operate on a system in which all students are required to do the same *quantity* of work and the *quality* of the work performed is judged and graded, and poor quality work is accepted but downgraded.

In Consultant Learning, the work you perform must be professional *quality* in order to be accepted and the *quantity* of work you choose to perform during the term becomes the basis for your grade. The quality standard is “professionalism”; that is, every project must be of such quality that you can use it in your job search and you would be proud to show it to your parents and a future employer. Another way to define “professional quality” is work that would earn an “A” in a traditionally graded course.

If your work does not come up to that standard, you will be required to rework and resubmit until your work is professional. You will receive no credit for work that is sub-standard or unprofessional.

Consultant Learning: How Does It Work?

In Consultant Learning, you will learn by performing “consulting projects.” You decide what kind and how many projects you need to do to achieve the grade you wish to earn.

For each project, you submit a proposal to your instructor and agree on a fee for that project. Guidelines for establishing fees for projects are discussed in the required booklet entitled ***Suggested Projects*** for this course.

When the proposal is approved you go out and complete the project. When the project is complete you submit (or present) your project to the instructor or the class. If the project is not of “professional quality” it will be returned to you with clear instructions on what needs to be done to make it “professional quality” and you will have the opportunity to rewrite and resubmit it.

When I determine that the project is “professional quality” you will receive the project back with “Paid \$2,000” (or whatever was the agreed-upon fee) written on it and my signature. You will keep all your “paid” projects like vouchers for payment.

You will also be paid fees for your in-class work, including for attendance in class, for being prepared, and for being active in the activities of the class. How you earn in-class fees is discussed below.

You will compile your “paid” projects into a portfolio and create accounting sheets showing all the fees you have earned, both in-class fees and project fees. Near the end of the semester you will submit your portfolio to me for “payment” (assigning a grade).

Unlike some courses, your instructor is not responsible for your performance -- you are. **You must keep track of your own work, build your portfolio, and submit it for your grade. It is your responsibility.**

How Do You Select and Design Your Projects?

The booklet entitled *Suggested Projects* for this course gives you a “menu” of projects, some of which will be required for completion of the course and some of which you may choose to do or not to do. Included in the menu of projects is one entitled “Student Designed Project” which allows you to design your own projects to accomplish from this course what you want and need.

Most projects are optional, a menu of options from which you select. You should select specific topics for your projects based on what you are interested in, that is, what will be interesting and enjoyable for you to study and learn about. In this process, I am your coach and guide. I am here to try to help you to succeed at accomplishing your goal. However, don’t wait until the end of the term to come to see me and tell me that you haven’t been able to think of any projects to do. By then, it will be too late!

Using Your Portfolio in Interviewing

At the end of this course, your portfolio will be returned to you so that you can use it to give you a competitive advantage in the job market when you complete your degree program. It can be a tool to help you get a better job.

Imagine yourself interviewing for a job. Sitting beside you are 50 other recent MBA grads from good schools with comparable grade point averages. How can you differentiate yourself? What can you do to make yourself stand out in the interviewer’s mind, instead of blending into the crowd?

Now imagine yourself as the interviewer. As an interviewer, it is your task to interview those 50 candidates and select the three or four who will get in-depth interviews -- the "short list." All the students have good grades from good schools and arrive with a transcript and a resume.

In walks one student, Ms. Brown from USD, and she lays a portfolio down before you. As you discuss her qualifications, she opens the portfolio and points to a project. "Here is a project that I completed that shows the excellent quality of work I am capable of doing," she says. "USD offered me the opportunity to really refine my analytical skills as well as my writing skills."

"Next, here is a team project that shows how well I can perform in a group. Behind that is a project that is on your industry (or your firm), showing that I understand some of the challenges being faced by your firm in today's turbulent environment. Finally, since I am applying for a finance (or marketing, or accounting, or . . .) job, here is a project on my area of specialization, showing that I have developed some expertise in my area that will allow me to be of some value to you right away. In addition there are projects on ethics, cultural diversity, and global management, showing I am ethically aware, culturally and globally sensitive and promotable."

Don't you think that you would be favorably impressed with Ms. Brown, compared to 50 other MBA graduates who show up with their transcripts and resumes and nothing else? I have interviewed many recent grads, both undergrads and MBAs in my pre-teaching executive positions, and I can tell you that any recent grad who showed up with that kind of preparation would most certainly be on my "short list" of candidates for additional interviewing and further consideration. I have also had countless graduates of my courses who have returned to tell me that they used the portfolio approach successfully in getting good jobs.

Interestingly, the concept of preparing a portfolio for use in interviewing is just making its way into business education. In some fields, such as graphic design, art, music, and other performance oriented fields, no student would even consider showing up for an interview without bring a portfolio of their work to display.

If you have projects you have completed at work that show the quality of work you care capable of, add those to the projects you have completed in your degree to make a truly impressive portfolio of accomplishments. Even those who have no intention of changing jobs should recognize that how much your current employer values you and pays you is a function of how marketable you are and how prepared you are to find another position.

Since you are compiling your portfolio for your future employer, I can work WITH you as your coach to help you put together the best portfolio you can to highlight your abilities. As you think about projects, think about things that will be impressive to an

interviewer in a company for which you would like to work. In addition, think about things that interest you – things you'd like to know more about.

Variety is one secret. Do several projects of different types on different topics to show the wide range of abilities you have.

When you have come up with an idea for a project (something you'd like to learn about), you must submit an e-mail proposal to me. In the proposal, you must include the following nine items:

1. Type of Project
 2. Topic
 3. Rationale
 4. Information collecting method
 5. Deliverables
 6. Perspective and audience
 7. Consulting hours
 8. Project fee
 9. Due date
-

What Should Be In a Proposal?

1. The Type of Project

What kind of project do you want to do? Identify the type of project from the suggested list of projects in the booklet ***Suggested Projects*** for this course. Tell me in section 1 the name of the type of the project as it appears in the list.

If your project doesn't fit neatly into any of the other categories of suggested projects, then it should be titled as a Student Designed Project.

2. The Topic

What is the topic, issue, question, company or industry that you will attempt to learn about or understand? For example, if you identified this as an Executive Book Summary project in item 1, then in item 2 you will give the title of the book and the author.

I suggest that you avoid "reinventing the wheel," that is, doing primary data collection on issues that have been studied before. I recommend that you begin your

research by seeing what the library has that might be enlightening on your topic, question, industry or company.

I frequently recommend that a student do a small project, such as a two-page report, on what they found in the library before taking on a more time-consuming project, such as interviewing managers. Remember, you are not alone in this process. I am here to act as a coach and work with you on how to set up your projects.

In early proposals, students sometimes suggest overly broad topics like “how to be successful in business” or “why new ventures fail.” Try to make your topic or issue specific and measurable. Remember, your goal is not to answer questions that have never been answered before, but to answer questions to which YOU don’t know the answer – to learn!

Don’t hesitate to use me as a resource. Come see me or call me on the phone to discuss your topic if you’re having difficulty defining it clearly. We can discuss it and probably make it much clearer in a matter of minutes.

Frequently students have a very large project in mind. Try to break a big project into several smaller projects. You can do a series of projects on the same topic, each building on what you learned from the earlier projects. Small projects are less overwhelming and it gives you satisfaction each time you finish a small project.

Breaking a large project into a series of small projects also allows you to earn more “early submission bonuses” because you will be submitting some projects before the later projects are completed, increasing how much you earn from the entire group of projects. “Early Submission Bonuses” are discussed later.

For example, rather than developing a complete advertising campaign for a project, write a proposal to do a brochure for one project, a web page for one project, a PowerPoint presentation for one project, etc.

3. *Rationale*

Why do you want to know about this topic, issue, or question? Of what value is this information to you? How will you ever use this information in your life? Why did you choose this particular type of project? For example, if you have thought about owning a restaurant at some point after you graduate, interviewing a restaurant owner could be a valuable experience for you.

Your topics should generally relate to the subject matter of the course, entrepreneurship. However, since entrepreneurial activities and innovation are needed in

existing large organizations (“corporate entrepreneurship”) as well as in newly created organizations, a broad area of study and interest is available for you to research.

The point is, find something to study that interests you, and in this section, tell me why it interests you, i.e., why this information will be of value to you. The more valuable the information will be, the more highly motivated you will be to seek it and then report it in a professional manner.

4. Information Collecting Method

Where and how will you find the information that is needed to complete this project? For example, will you read up on it in the library? Will you do an interview? Will you read a book? Will you search the internet? Will you use specific software? Will you interview an executive or family member? In other words, how will you gather your information?

Deciding what information is needed, how to gather the information, and how to present the information are important skills. If you can come out of this course having developed those skills, the course will have been well worth your effort.

5. Deliverables

Every project must result in some form of deliverables. What are you going to deliver (submit) to your client (me) when the project is complete? You may choose to write a report, make a video, give an oral presentation, write a song, present a play, perform a debate, demonstrate a technique to the class, or in some other way tell or show the client or the class what you did and what you learned. In other words, you may use many different media, but you must communicate in some manner the results of your project and what you learned as a result of your efforts.

One of the booklets required for this course is the booklet entitled *The 80/20 Guide to Top Quality Business Writing*. You will use this style guide extensively as you prepare all written reports. **The most frequent reason for having to rewrite projects is failure to follow the style guide.**

6. Perspective and Audience

For whom are you preparing this project and what is your relationship with them? When you prepare a project, it is important to identify the perspective from which the project is being prepared and the audience for whom it is intended. For example, is this project

coming from a student to a teacher, from a consultant to a client, from a son or daughter to a parent, from a job applicant to an employer, from an employer to employees, etc?

Do not say “This project was created by me for Dr. Kunkel.” This statement does not tell what role you are fulfilling as the author (student, boss, employee, son/daughter, etc.) and it doesn’t tell what role Dr. Kunkel is fulfilling as the recipient (teacher, employee, parent, boss, etc.). **Remember, don’t use the individual names. You must tell me what ROLE these people fulfill. In addition, you must be creating this project for someone else – not just for yourself.** You wouldn’t create a professional quality business report just for yourself.

7. *Consulting Hours Required*

How many hours of work do you estimate will be required to complete a professional quality project? Some estimates of average hours are listed in the booklet entitled *Suggested Projects* to help you in estimating consulting time for projects.

Your consulting fee is based on \$200 per hour of consulting time. Many projects that you might select from the *Suggested Projects* booklet have fees specified for that type of project. In that case, divide the fee by \$200 per hour to get the number of hours.

8. *Project Fee*

How much will this project pay? Your consulting fee is based on \$200 per hour of consulting time. Many projects that you might select from the *Suggested Projects* booklet have fees specified for that type of project. In that case, the specified fee would simply be listed in item 8.

In case you are designing a Student Designed Project, you must estimate the consulting fee and consulting hours for your project. In general, a two page, typed report based on library research is assumed to take approximately five hours of outside work to research the material, write and edit the report. This means that, at \$200 per hour, such a report would be worth \$1,000. This comes out to about \$500 per page of professionally written, concise report for reports presented in written form, including both the research and writing time.

In other words, your consulting fee, consulting hours and pages of output should follow the formula that one page of output equals 2½ consulting hours which equals \$500. In approving project proposals, I will be using this “rule of thumb.” If you feel that your project should be an exception to this ratio for some reason, you must put your explanation

for this deviation in your proposal. **If there is no explanation and your proposal doesn't follow this ratio, it will be returned for a resubmit.**

Many students find it easier to tell the difference between a 5 page report and a 15 page report than to estimate the amount of time it will take to do a report. If you find it easier to estimate the length of the report than to estimate the number of hours of work, take the number of pages you expect the report to be and multiply times \$500 to get the consulting fee; then divide the consulting fee by \$200 per hour to get the number of hours to put down for this part of the proposal.

Feel free to discuss with me what you intend to do and I will assist you in estimating how many hours of consulting time that project is worth. In addition, there are several examples of estimates in the *Suggested Projects* booklet.

9. Project Due Date

When will you submit this project for the first time? You should schedule your own projects to be spread out through the semester. Do not put all your projects off until the end of the semester. Number of projects you can submit in the last few weeks of the semester is limited to keep procrastinators from putting all projects off until the last few weeks.

In order to insure that you do not put all your projects off until the last couple of weeks in the term, you must set a due date for each project. There will then be a penalty (a fine, or partial forfeiture of fees) for completing and submitting projects late, after the agreed-upon due date.

The late fee is not designed to actually cost you money but, rather, to encourage you to get started on your projects in a timely fashion and avoid procrastinating. Come see me if you are having difficulty completing a project on time. I will always extend a deadline for you, as long as I am informed BEFORE the project is late.

Form for Submitting Proposals

All **proposals** are to be submitted in **e-mail memo form** via e-mail. The one exception to this rule is that proposals for Current Event projects may be submitted on paper along with the project since they do not need to be pre-approved before you do the project.

In the booklet *The 80/20 Style Guide for Professional Quality Business Writing* are instructions on what proper e-mail memo form is, including examples. In addition, there is a sample proposal shown below.

Since many organizations have very strict rules on how letters and memos should look, it is valuable experience to learn how to follow a prescribed format. Proposals that do not follow proper e-mail memo format, proposals that include grammatical and spelling errors, and proposals that do not include answers to all nine of the above questions in the correct form will be returned for a rewrite.

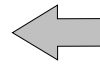
If your proposal is in the wrong form, incomplete, unclear, poorly written, or otherwise unacceptable, I will explain what it needs to be a professional quality proposal and return it to you electronically for a “rewrite and resubmit.” If you are obviously having difficulty, if you need guidance, or if I have suggestions for you, the proposal may be returned to you with “See Me” on it. This process continues until your proposal is accepted.

When your proposal is accepted it will be returned to you with the word APPROVED on it along with my e-mail “signature” (a multiple-line listing of my name, address, web pages, and phone numbers). As you look at the below example of a proposal, note the following things about a properly done proposal:

1. The first thing in the text of the proposal should be your name and the course and section number.
2. Each section must be numbered and labeled with the contents of that section.
3. Use complete sentences throughout the proposal.
4. Single space within the memo.
5. Double space between sections.
6. If this project is to result in a written report, in Section 4 give an estimate of the number of pages the report will be.
7. The relationship between the number of report pages, the number of consulting hours, and the consulting fee must be 1 page equals 2½ hours equals \$500. If the relationship will be different for your project, you must explain in Section 4 why the relationship will be different.

Sample Proposal

To: "Dr. Scott Kunkel" <kunkel@sandiego.edu>
From: "John Student" <jstudent@sandiego.edu>
Subject: Proposal on LLCs
CC:
Attached:



This is the heading that the computer automatically puts on an e-mail.

John Student (GSBA 537.01)

1. Type of Project

I would like to do a "Student Designed Project."

2. Topic

I would like to do a project on the newest legal form of organization, the LLC. I will compare LLCs with the more traditional forms of legal organization, the sole proprietorship, the partnership, and the corporation, both "C-corporation" and "S-corporation."

3. Rationale

This topic is of interest to me because I hope to own a company of my own one day and I want to understand the benefits and costs of choosing the LLC form of legal organization.

4. Information Gathering Method

To gather information for this project I will research books and articles in the library on the pros and cons of the LLC versus the other legal forms of organization.

5. Deliverables

This project will result in a written report of approximately four (4) pages of text in correct report form, plus a cover page, the approved proposal, and a references page.

6. Perspective and Audience

I will be writing from the perspective of a consultant to an audience of a prospective entrepreneur.

7. Consulting Hours Required

This project should take approximately 10 consulting hours to complete.

8. Consulting Fee Bid

The consulting fee for this project is \$2,000.

9. Due Date

This project will be due March 12, 2001.

The Consulting Project Contract

When I approve your proposal, I sign the proposal (by typing APPROVED and putting my electronic signature on it) and return it to you. The signed proposal becomes your Consulting Project Contract. Print out the “signed” proposal/contract to attach to the finished project when it is submitted.

Once the proposal is approved, you may begin work on the project. You do not have to complete every project for which you write a proposal. The approved proposal merely gives you authorization to do the project, but you can always throw away an approved proposal and never complete the project.

What If You Need Help?

If you run into difficulty while working on a project, come see me. In addition, utilize the other resources that may be available to you such as the writing center, the media center, the reference desk at the library, friends, spouse, parents, classmates, etc.

Sometimes, you may find that you want to change the original proposal/contract, for example to break it into several smaller projects. If this happens to you, come see me with the original proposal/contract and we’ll can discuss the changes you’d like to make in the proposal. For major changes, I may ask you to submit a new proposal.

You may receive help from anyone, so long as you are using them to help you “learn how to do it” rather than having them “do it for you.”

What Is Plagiarism and What Are Its Consequences?

Using someone else’s work (plagiarism), using your own work that you previously submitted to another instructor for another class, or having someone else “do it for you” are all plagiarism, serious breaches of the academic integrity policy of this university, and will result in a failing grade for the course and possibly other administrative action.

After You Finish the Project, What Comes Next?

Once you have completed a project, you submit (or present) the deliverables (output) of your project, along with the original signed proposal/contract. All written projects must be submitted using proper form, using the appropriate sections of *The 80/20 Guide to Top Quality Business Writing* booklet.

Every time a project is submitted it must have a new cover page stating the name of the project, the authors, the course information, and the date of this re-submission. See the *The 80/20 Guide to Top Quality Business Writing* for an example of what a cover page should look like. I use this cover page to write “PAID” when your project is approved.

When Is a Project Ready to Submit?

The project need not have been a success or have turned out the way you anticipated. It simply needs to have been a “good try,” reasonably well conceived, showing effort, showing that some learning took place in the process, and with an output that is of professional quality.

Of course, available resources will be taken into account in judging quality. You won’t be expected to produce a “Sixty Minutes” quality video with available lighting, one hand-held camera, and editing using a camcorder and a VCR. However, USD has an extensive media center and can make editing equipment available for student use if you will undergo some training on its use.

What Happens When a Project is Submitted?

If the project is judged to be of “professional quality,” it is accepted. I will write “PAID \$2,000” (or whatever amount was agreed upon in the original proposal/ contract) on the cover sheet of the project or the proposal/contract, signs it and return it to you, like a check or voucher for payment.

If the project is NOT “professional quality,” it is returned unsigned with “rewrite and resubmit,” “redo,” or “see me” written on it, along with comments on how it can be made into a professional quality project. You must submit a professional quality deliverable to receive any compensation. There is no partial compensation; you earn the agreed-upon fee or nothing.

Consulting Fees for In-Class Work

Since the course grade will be determined based on the total amount of consulting fees you earn, it is reasonable that consulting fees be paid for in-class work.

In-Class Consulting Fees Earned for Attendance

You will be paid an attendance fee based on the total number of classes that you attend during the semester. The dollar penalty for missing class increases geometrically as the number of classes missed increases.

There are a total of 14 one-hundred-seventy-minute classes in the semester in this course. Each class is divided into two sessions, session 1 and session 2. That makes a total of 28 sessions that may be attended. The number of sessions attended and the fee that you will earn for attending that many sessions is shown below in the table below entitled **In-Class Consulting Fees Earned for Attendance**.

For each number lower than 22 sessions attended, subtract an additional \$2,000. (Yes, the fee for 22 attendances is -0- and the fee for fewer than 22 sessions attended becomes a negative number that must be SUBTRACTED from the fees you earn from projects if you miss that many class sessions.) There is a special form at the back of this booklet for recording the class sessions you attended and calculating your “In-Class Consulting Fees Earned.”

In-Class Consulting Fees Earned for Attendance			
Class Sessions Attended	Fee Earned	Class Sessions Attended	Fees Earned
28	\$ 5,000	24	3,500
27	4,900	23	2,000
26	4,700	22	-0-
25	4,300	> 22	-2,000 per additional absence

For each number lower than 22 attendances, subtract an additional \$2,000. (Yes, the fee for 22 attendances is -0- and the fee for fewer than 22 attendances becomes a negative number that must be SUBTRACTED from the fees you earn from projects.)

In-Class Consulting Fees Earned for Call-On-Me List

In addition to the fee earned for attendance of class sessions, you can earn additional fees for coming to class prepared to discuss the readings and cases that we will cover that evening. Each night in class I will have a sheet of paper at the front of the class as you come in called the “Call-On-Me” list. If you sign the Call-On-Me list, you are telling me that you are prepared to discuss the readings or case for that session and I may call on you at any time during that session to discuss the materials without your raising your hand. If you do not sign the Call-On-Me list, I will only call on you if you raise your hand.

You will earn a fee of \$200 for each class session for which you sign the Call-On-Me list. If you sign the Call-On-Me sheet and, through your participation, make it obvious to me that you are not prepared for that session, you will be assessed a fine of \$1,000 as well as losing the fee for signing the list for that session. If you sign the Call-on-Me sheet for both sessions and show that you are unprepared for both sessions in one night, the fine will be \$2,000 plus loss of the Call-on-Me fees for both sessions.

The total fee that can be earned each class night for signing the two Call-On-Me lists is \$400 per class night, \$200 for each session Call-On-Me list that you sign. If you prepare for class and sign the Call-On-Me list for every one of the 28 sessions (two sessions per night for 14 nights) you can earn an additional \$5,600.

Everyone who attends the class session will be given credit for the Call-On-Me fee for any session for which no preparation is required. Such sessions include the two sessions on first day of class, sessions when we watch a film, or when we have a guest speaker and no reading assignment for that session. I will tell you when these sessions are so you may record them in your In-Class Consulting Fees Earned accounting sheets.

You must attend the session to receive any Call-On-Me credit for that session. Students who arrive late for session may not disrupt the class by coming to the front to sign the Call-On-Me list. Therefore, being on time for a class session is also a prerequisite for earning Call-On-Me fees for that session. If you have to leave after the first session you will not receive fees for attendance or for the Call-On-Me list for the second session of the night.

The special form for recording “In-Class Consulting Fees Earned” has a column for keeping track of the dates on which you signed the “Call-On-Me” list.

Accounting Sheets and the Portfolio

You are required to keep a portfolio (a hard-shell, 3-ring binder, with 1 inch rings) which will hold all evidence of the consulting fees you have earned during the semester. Remember, I keep no records, so it is up to you to keep your paid projects and submit your portfolio for payment near the end of the semester. This portfolio needs to have dividers for two sections:

1. **Consulting Fees Earned Accounting Sheets.** This section will hold two accounting sheets that record every transaction to your Consulting Fees Earned account – one sheet for “In-Class Consulting Fees Earned” and one sheet for recording “Project Consulting Fees Earned.” The accounting sheets should look like the illustrations below.
2. **Projects.** For every project for which you have been “paid” during the semester, you will put into this section of the portfolio the final, “approved” and signed version of the proposal and the final, signed and “paid” version of the project, **in the order in which they are listed on your accounting sheets.**

Into Whose Portfolio Should Team Projects Go?

In the case of team projects, one person will put the project in his/her portfolio and the others will put copies of the cover sheet, with the “Paid” signature, in their portfolios. Since the cover sheet lists all members of the team, it will notify me into which portfolios I should look for the full project.

Deadlines for Proposals and Projects

We all know that as a student, many of whom are working full-time as well, you are pressed for time. When exams are scheduled, activities are planned, work is hectic, and projects for other courses that have deadlines are pressing, it is easy to put off projects in a course in which you are allowed to set your own deadlines.

Every semester, I have a few students come to me two or three days before the last day to turn in projects and give me proposals to do projects that will take 30 or 40 hours of consulting time. The students and I both know that they don't have the time remaining to complete such large projects with any quality. In this situation, for me to approve these proposals simply puts the students under pressure to do the impossible. It causes frustration for the students, and it causes me to have to return some really poorly done projects when it

is too late for the students to rewrite and complete the projects in order to get credit for them. This isn't fair to anyone.

Another tendency I see is that as the deadline for when all proposals must be submitted approaches, those who wait until the last day invariably turn in proposals for huge, \$5,000 projects, as if doing one 10-page project was going to be easier than doing several 3- or 4-page projects.

In order to try to avoid these kinds of problems, a few deadlines and rules for submitting projects will be enforced.

First, all projects must be dated as of a class session. Therefore, any project slipped under my door or left in my mailbox will be treated as if it had been received at the next regularly scheduled Monday night class meeting.

The beginning of class in Week 8 is the last day to submit **proposals**. This will force you to think out ahead of time all the projects that you intend to do for the final month of the course, rather than putting off all your work until the last week or two of the course. In addition, proposals for large projects that are worth more than \$2,500 must be submitted before the last class day in Week 6, two weeks earlier. That means that if you wait until week 8, the last day for submitting proposals, you may not turn in proposals for any projects that pay more than \$2,500 each.

Also note that the last day to submit projects is Week 11. This gives two weeks in which we will deal with rewrites only. Week 13 is when completed portfolios will be submitted to me. This gives me one week to evaluate your final portfolios and return them to you on the last day of class so you will have them available for job hunting.

As one last guard against procrastination, there will be a substantial penalty (50%) for any projects in excess of three (3) submitted after class time of Week 9 (i.e., submitted in Week 10 or 11). This way, a student can not wait until the last week to turn in his/her entire semester of work.

Early Submission Bonus

As an added inducement to encourage you to submit projects early in the semester rather than waiting until the last day to submit projects, an Early Submission Bonus will be paid for all projects submitted before the last week to submit projects. The calculation of the Early Submission Bonus will be based on when the final PAID version of the project was submitted.

Do not include Early Submission Bonuses on your proposals, since at that time you don't know for sure when the project will be accepted.

Each time you resubmit a project you must include a new cover page with the date of the re-submission noted on the cover page. The date when the final, paid edition is submitted will be the date for calculating the Early Submission Bonus. I will write the bonus on the cover page along with the consulting fee earned for each project when it is returned to you paid.

The Early Submission Bonus you may earn is larger the earlier in the semester that your projects are submitted. It is in your best interest, therefore, to get your projects underway and completed early in the semester. The Early Submission Bonus is based on the week in which the final PAID version of the project is submitted, following the schedule below.

Early Submission Bonus Percentages			
Week	Percent Bonus	Week	Percent Bonus
2	50%	7	25%
3	45%	8	20%
4	40%	9	15%
5	35%	10	10%
6	30%	11	-0-

Remember, however, that submission of a project that is not of professional quality does you no good because it is the submission date of the **final, paid** version that counts. As a matter of fact, submitting a project that you know is NOT of professional quality will only decrease the Early Submission Bonus that you will receive, because you'll have to wait for me to return it to you with corrections. Then the date when you submit the next edition of the project will be the earliest date that could be used for calculating the Early Submission Bonus. It is in your best interest to make absolutely sure that whatever you submit is of professional quality the first time.

For example, if a \$5,000 project was submitted in professional form at the beginning of class on Monday of the 5th week and was paid, it would receive a 35% Early Submission Bonus of \$1,750, making the project pay a total of \$6,750. If that same project was submitted in sloppy form on Monday of the 5th week, was returned to you for a rewrite on Monday of the 6th week, and was resubmitted in professional form on Monday of the 7th week, the final paid project would receive a 25% bonus (\$1,250), making the final project worth \$6,250 instead of \$6,750, \$500 less.

Although I will do everything in my power to return projects to you in a timely manner, if a project has to be returned to you for a rewrite, I will not accept responsibility for any lost Early Submission Bonus. Any delay in your finishing the project will have been the result of your submitting the project in unprofessional shape in the first place.

Group Project Bonus

A deliverable for a \$1,000 project does not automatically become worth \$2,000 just because two people worked on the project. However, projects that are taken on by a group rather than an individual take some extra time and work in order to coordinate the individuals' efforts.

In order to encourage you to work on some projects with others, if you wish to take on a project with at least one other person, the project will earn a Group Projects Bonus based on the number of people on the team. A two person team will receive a 75% bonus and the fee will be split two ways and a three person or greater team will receive a 150% bonus and the fee will be split among the team members. After the bonus is applied to the project fee, the total fee is split between the team members in any percentages that they decide.

For example, a 10 page project would normally earn a fee of \$5,000 (at \$500 per page) without a Group Projects Bonus. Two people doing this 10 page project together would split that fee, so each would receive \$2,500 (assuming an even split) without the Group Projects Bonus. However, with the Group Projects Bonus, this 10 page project would pay a two-member team a base fee of \$5,000 plus a 75% group bonus of \$3,750, for a total of \$8,750, which results in each member receiving \$4,375 for the group project.

In addition, the Early Submission Bonus is calculated on the higher Group Project Value of the project. So if this 10 page project was submitted in professional shape in week 4, the 40% Early Submission Bonus for week 4 would be applied to the total Group Project Value of \$8,750 for an Early Submission Bonus of \$3,500. That would give this project a total value of \$12,250, or \$6,125 for each member of the two-member team.

A three-member team doing the same 10 page project would receive the standard project fee of \$5,000 plus a 150% Group Bonus of \$7,500 for a total fee of \$12,500, split three ways, earning each member \$4,167. If it was submitted in week 4, it would receive the 40% week 4 Early Submission Bonus of \$5,000, for a total of \$17,500, split three ways, earning each member of the team a total of \$5,833 when all bonuses are added (assuming an even split).

In-Class Consulting Fees Earned Accounting Sheet

A sample “In-Class Consulting Fees Earned” accounting sheet is shown below.

Name: <i>John Student</i>		Course: GSBA 537.01			
In-Class Consulting Fees Earned Form					
Monday		1 st Session		2 nd Session	
Week	Date	Attended	Call-On-Me	Attended	Call-On-Me
1	9/11	✓	✓	✓	✓
2	9/18	✓	✓	✓	
12	11/27				
13	12/4	✓		✓	
14	12/11	✓	✓	✓	✓
Column Totals		13 of 14	9 of 14	13 of 14	7 of 14
Totals Classes Attended (Col 3 + Col 5)				# 26	\$ 4,700
Total Call-On-Me Lists (Col 4 + Col 6)				# 16	\$ 3,200
Total In-Class Fees Earned				\$ 7,900	

This accounting sheet can be completed on a spreadsheet program or as a table in Word or WordPerfect. In addition, a blank form is in the appendix at the end of this booklet which you can use if you prefer to keep this form updated in pen and ink.

In this sample “In-Class Consulting Fees Earned” accounting sheet for John Student, John simply checked off the days on which he attended class and put an extra check in the “Call-On-Me” column for those days on which he signed the “Call-On-Me” list or received automatic credit for the “Call-On-Me” list. This example leaves out part of the middle of the form to save space, and shows the bottom of the page where the columns are totaled and the fees are calculated.

In this example, John Student attended a total of 25 of the 28 classes. Looking at the listing of fees for attendance shown in the “In-Class Consulting Fees Earned for Attendance”

table on page 13 above, 25 attendances earns John a fee of \$4,700. John also signed the “Call-On-Me” list for 16 classes, so he earns a total of \$3,200 in fees for the “Call-On-Me” lists, at \$200 per class. Therefore, John’s “In-Class Consulting Fees Earned” totals \$7,900 (\$4,700 plus \$3,200).

Projects Consulting Fees Earned Accounting Sheet

A sample “Projects Consulting Fees Earned” accounting sheet is shown below.

Name: <i>John Student</i>		Course: GSBA 537.01		
Project Consulting Fees Earned				
<u>Submitted</u> Week	<u>Date</u>	Description of Project	Cr/(Dr)	Cumulative Balance
<i>3</i>	<i>9/18</i>	<i>Current Event</i>	<i>\$800</i>	<i>\$800</i>
<i>4</i>	<i>9/25</i>	<i>Book Report</i>	<i>\$2,500</i>	<i>\$3,300</i>
<i>////</i>	<i>////</i>	<i>////////</i>	<i>////////</i>	<i>////////</i>
<i>9</i>	<i>11/6</i>	<i>Interview Entrep.</i>	<i>\$3,000</i>	<i>\$17,500</i>
<i>10</i>	<i>11/13</i>	<i>Attend Prof. Meeting</i>	<i>\$2,000</i>	<i>\$19,500</i>
Total Projects Consulting Fees				<i>\$19,500</i>
Total brought forward from my “In-Class Consulting Fees Earned” sheet				<i>\$7,900</i>
TOTAL CONSULTING FEES EARNED				<i>\$27,400</i>
GRADE EARNED FOR THE COURSE				<i>B+</i>

This accounting sheet can be completed on a spreadsheet program or as a table in Word or WordPerfect. In addition, a blank form is in the appendix at the end of this booklet which you can copy and use if you prefer to keep this form updated in pen and ink.

Notice that in this sample “Projects Consulting Fees Earned” accounting sheet for John Student, John simply filled in a brief description of each project for which he has been

paid and the amount paid for each. He kept a running total of how much he had earned thus far in the Total column.

Near the bottom of the form is a line to carry forward the amount earned from the “In-Class Consulting Fees Earned” accounting sheet so that the “Total Consulting Fees Earned” may be calculated. John inserted the \$7,900 from his “In-Class Consulting Fees Earned” sheet and calculated the “Total Consulting Fees Earned” at the bottom of the page. It is this “Total Consulting Fees Earned” figure that will determine John’s grade for the semester. John then consulted the “Assigning Grades” table below and determined that \$27,400 earns a “B+” and wrote that grade on the line “Grade Earned for the Course.”

Near the end of the semester, you will submit your portfolio to me and I will reconcile your accounting sheets with the signed projects in your portfolio and my attendance records and “Call-On-Me” sheets. Remember, you will be keeping all the records for your projects. Realize that since you are keeping the records, losing a signed “paid” project is like losing a check before depositing it in the bank.

You also should be aware that forging the instructor’s signature (including an electronic signature) will be considered a serious breach of the University’s academic integrity policy and will bring the harshest penalties that the University can provide, usually expulsion.

Assigning Grades

At the end of the semester, the grade you have earned will be based on the total in your Consulting Fees Earned account according to the table below.

Assigning Grades			
Fees Earned	Grade	Fees Earned	Grade
\$30,000 up	A	\$20,000 to \$21,999	C+
\$28,000 to \$29,999	A-	\$18,000 to \$19,999	C
\$26,000 to \$27,999	B+	\$16,000 to 17,999	C-
\$24,000 to \$25,999	B	Below \$17,000	F
\$22,000 to \$23,999	B-		

Note that \$30,000 earns an “A”. If you end the semester with \$29,900 in your consulting fees account, you will have earned an “A-“ grade, not an “A” (I don’t round up). Therefore, you will receive the highest grade you can “purchase” with your consulting fees

account balance, an “A-.” (No, I won’t take the difference in cash! However, if you come this close, come see me and we’ll think up something that you can learn that would be worth a \$100 consulting fee to put you over the top).

At \$200 per consulting hour, to receive an “A” (\$30,000), you must devote a total of 150 hours of work to this class, including in-class work (such as attending class and signing up on the “Call on Me” list) and outside-of-class work (time spent on projects). This 150 hours does not include the hours spent writing proposals or learning how to do the things necessary to produce professional reports, such as learning how to do a bibliography or how to use PowerPoint. As an attorney or consultant would put it, not all time spent learning for this course will be “billable hours.” However, this 150 hour estimate also does not take into consideration the early submission bonuses available for turning projects in early.

If you attend all 28 class sessions, you will receive a fee of \$5,000 for attendance. If you sign the “Call-On-Me” list for every one of the 28 class sessions, you will earn 28 times \$200, or \$5,600. Therefore, before doing any projects you can have earned up to \$10,600 in consulting fees.

Remember, you choose the grade you want to attain and then set out to complete enough high quality work to attain that goal. You are free to choose how you wish to attain your goal. Do you want to try to do several small projects or a few large projects? Do you want to work alone or with other students in group projects? You choose the topics you want to learn about. In other words, you control your own learning process.

If you have several problems this semester that cause you to miss class, you have the opportunity to still earn the grade that you want by simply completing a larger quantity of outside-of-class consulting projects. If you want to keep the amount of outside work you must do to attain your goal to a minimum, you should attend every class, be prepared and sign up on the “Call-On-Me” sheet.

I will act as coach, cheerleader, mentor, advisor, and resource as you set out to attain your goal. Don’t forget that I am here to help you to find information on the topics that interest you most.

Accounting Sheet Forms

The next two pages are the accounting sheets which you may use to show what consulting fees you have earned. Again, if you prefer you may recreate these pages as Word or WordPerfect tables, or on an Excel spreadsheet.

The first page is an In-Class Consulting Fees Earned form. Simply check the sessions you attended and the sessions for which you signed the call-on-me list, calculate and total the fees and carry the total forward to the Project Consulting Fees Earned form.

The second page is a Project Consulting Fees Earned form. You are to list on this form your paid projects in the order in which I will find them in your portfolio. On the Project Consulting Fees Earned form there is a place to bring forward the total from your In-Class Consulting Fees Earned sheet and to total your fees earned for the semester. You are then to go to the Assigning Grades table above and look up the grade for which your earned fees qualify and write it on the last line of the Project Consultant Fees Earned form.

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Name: _____ Course: GSBA 537.01

In-Class Consulting Fees Earned Form

Monday		1 st Session		2 nd Session	
Week	Date	Attended	Call-On-Me	Attended	Call-On-Me
1	9/11				
2	9/18				
3	9/25				
4	10/2				
5	10/9				
6	10/16				
7	10/23				
8	10/30				
9	11/6				
10	11/13				
11	11/20				
12	11/27				
13	12/4				
14	12/11				
Column Totals		of 14	of 14	of 14	of 14
Totals Classes Attended (Col 3 + Col 5)				#	\$
Total Call-On-Me Lists (Col 4 + Col 6)				#	\$
Total In-Class Fees Earned					\$

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