

MGMT 440: SOCIAL ENTERPRISE CONSULTING
SYLLABUS – SPRING 2020
3 CREDIT HOURS



To educate business and technology professionals for Christian service and leadership throughout the world. (COBA Mission)

Professor Contact Information

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About the Course

This project-based course is designed to give students hands-on experience dealing with a real and substantial issue or challenge faced by a socially-minded organization. Student teams are assigned to a specific management project with a client organization under the supervision of faculty. Student teams define the issues, identify salient facts and analyze the situation. In a series of classroom meetings, students work to understand the organizational and situational background of the specific project. Then, they will travel overseas during spring break, gathering information through on-site visits and data-based research, after which they will prepare and present a final report to the client organization.

This course will be interactive and highly applied in nature; it will require you to work hard, both individually and in groups, on behalf of the client. High performance in this course requires participation and preparation in all aspects of the course, including class sessions and assignments prior to departure. Throughout this course please keep an open mind, think outside the box, and intellectually challenge your peers.

Pre-departure and post-departure trip sessions will occur Thursdays from 4:30 – 6:15 pm in Room 316.

Client Organizations and Nature of Specific Project

CATIE is a regional center in Costa Rica dedicated to research and graduate education in agriculture, and the management, conservation and sustainable use of natural resources. In collaboration with CATIE, RETUS is an organization of three female entrepreneurs focused on experiential rural tourism offerings as a means to help provide sustainable livelihoods to the three involved communities in Central Costa Rica – Santa Cruz, Guayabo and Mollejones.

CATIE and RETUS are interested in better understanding the US market for sustainable rural tourism in Costa Rica as well as the development of a marketing plan to successfully reach identified market(s) in order to grow and develop RETUS further. Specifically, the spring 2020 consulting project will build upon the work of the 2019 ACU student consulting team and include the following:

- An in-country assessment of RETUS offerings in consideration of the US market, building upon the assessment of the spring 2019 student consulting team
- Further exploration of viable digital marketing avenues (e.g., websites, blogs) to reach identified target markets in the US
- Development and execution of a compelling digital marketing strategy, with a particular emphasis on creating platforms for RETUS to build a presence on social media (specific mediums TBD) – taking into consideration the limited marketing skills and computer training of RETUS members

Course Materials

All necessary readings will be provided by the professors via the Canvas platform

Course Objectives

The primary learning objectives of this course are listed below along with the assignments used to assess your achievement of each objective.

Objective	Related Assignment(s)
Analyze and synthesize information to develop sound recommendations to client based upon data driven process	Class contribution, team presentations, team project, individual written assignments
Demonstrate ability to deliver client solutions that are on time and meet client needs	Client team project and presentation
Tolerate ambiguity and work cohesively with team	Class contribution, peer evaluations
Develop an understanding about a Theology of Biblical Stewardship in relation to the Mission of God for others and the rest of creation	Class contribution, individual written assignments

Understand cultural values of different culture and demonstrates ability to communicate across intercultural differences	Class contribution, individual written assignments, team presentations
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Grades and Assignments

All grades will be given on a 100 point scale. Final grades will be determined as follows: A = 90 or higher; B = 80 – 89; C = 70 – 79; D = 60 – 69; F = below 60.

While we are happy to discuss any grade that you receive, please note that you must wait **48 hours** before talking with me about your grade on a particular assignment.

Class assignments and the percentage of the final grade represented by each assignment are listed below. Detailed descriptions of the assignments are included later in this syllabus.

Assignment	Individual / Group	Percentage of Final Grade
Individual background assignments and reflections, peer evaluation	Individual	30%
Team work, constructive engagement, citizenship & professionalism, preparedness	Individual	15%
Team presentations on country/organizational background	Team	15%
Team project (client presentation, final deliverables)	Team	40%

Attendance Policy, Constructive Engagement, Citizenship and Preparedness

Attendance: Given the nature of this course, you must attend all pre-trip classes and in-country experiences in order to receive academic credit. If you are seriously ill or otherwise unable to attend all events, please work with us to create alternative arrangements.

Not be confused with attendance, constructive engagement is the practice of actively engaging with your professors and classmates, as well as with the client organization during the in-country visit, with thoughtful contributions.

Below are elements we will consider in evaluating *constructive engagement*:

- Are you a good listener?
- Do your comments show evidence of thorough analysis?
- Do you help to ask constructive questions of other students that help to deepen everyone's understanding?
- Are you willing to share ideas and information in a collegial fashion?
- Do your comments build on earlier comments to advance the discussion or are you merely repeating earlier comments that do not fit into the current discussion?

- Do your comments incorporate concepts presented in readings and earlier discussions?
- Do you make your points succinctly?

Citizenship & Professionalism are concerned with attitudes, behaviors and demeanor. You are expected to abide by the following as a part of participating in this project-based course:

- Be present at and on time for all scheduled events and ready to take notes
- Be courteous towards all consulting project participants
- Be dressed in appropriate attire (as communicated by your professors) for all project related activities as well as culturally appropriate during down times
- Overall, you should behave in a manner fitting of a representative of ACU's College of Business

Preparedness – In order to receive a passing grade, students must submit all proper documentation requested to facilitate travel by the communicated deadlines. Ultimately, it is each individual's responsibility to ensure that documents are completed and received by the Griggs Center, including but is not limited to passport information.

Late Work

Given the nature of the course, no late work will be accepted for the primary deliverables. If you have any concerns about meeting assignment deadlines, please contact us as soon as possible.

Course Schedule

This schedule is subject to change. A more detailed class schedule will be provided the first week of class and a more detailed itinerary for the portion of the trip outside of the U.S. will be provided as part of the planning and orientation sessions for the Griggs Center study abroad program. It is your responsibility to access Canvas and check due dates for various assignments.

Date	Topic	Assignment(s)
Pre-trip class sessions (8 sessions) Thursdays, 4:30-6:15 pm	Topics to be addressed during pre-trip class sessions: • Introduction to consulting • Serving in God's work • Cultural context • Entrepreneurial climate • Experiential tourism • Understanding and assessing RETUS • Understanding and reaching target markets • Digital marketing overview	Individual background assignments and reflections; team presentations; class contributions

March 7-14, 2020	Travel to Costa Rica for digital marketing training with CATIE and RETUS; Capture images and videos of RETUS in preparation for creation of RETUS social media tools	Various site visits; advance team project; class contributions
Post-country weekly class sessions Final deliverable due the last week of classes	Field assessment report and development and execution of digital marketing strategy	Team project and presentation; class contributions; final reflection; peer evaluations

Academic Accommodations

If you have a documented disability and want to request academic accommodations, contact the ACU Student Disability Services Office (a part of Alpha Academic Services). To receive accommodations you must be registered with Disability Services and complete a specific request for individual classes. Call 325.674.2667 for an appointment with the Director of Disability Services.

COBA Honor Code

Objective

COBA faculty, staff and students will strive to proclaim in their lives competence, character and community. In joining COBA, students, faculty, and staff covenant to abide by the following ethical principles.

Competence

To lead and serve well requires competence. And to become competent requires diligence and hard work. We owe it to all who have prepared the way and who will follow in our footsteps, to be good stewards of opportunities and resources. Thus, in all you do: set priorities, seek excellence and professionalism in your work, satisfy requirements, and take responsibility for your learning and performance. You cannot build competence if you lie, cheat, steal, or tolerate those who do.

Character

A reputation of good character is built slowly through testing, yet can be destroyed in an instant by compromise or careless work, just as it can through injustice. Guard your character; it is worth more than a grade or promotion. "A good name is more desirable than great riches; to be esteemed is better than silver or gold" (Proverbs 22:1). You cannot build character if you lie, cheat, steal, or tolerate those who do.

Community

A spirit of fellowship and mutual encouragement holds each community member accountable.

Accountability leads to a healthy community through adequate preparations for the tasks at hand, respectful truthfulness in all situations, and adding value to the tasks at hand. As a community, we must hold each other accountable to the principles of competence, character, and community. You cannot build community if you lie, cheat, steal, or tolerate those who do.

Academic Integrity Policy

We support ACU's Academic Integrity Policy located at:

<http://www.acu.edu/academics/provost/documents/academic-integrity-policy.pdf>

This important policy offers examples of academic infractions and a process for assigning consequences and voicing appeals. Ignorance of this policy is never an excuse. Individual instructors will define course specific definitions, however, in general you should avoid:

- Plagiarism: Copying or even paraphrasing words or ideas from another source (including current or past students) without giving adequate credit.
- Lying: Inventing data or sources or making false attributions about the origin of material or offering a deceptive reason for an absence or delay in the completion of academic work.
- Cheating: Facilitating or participating in any process that circumvents the intent of any exam, test, quiz, paper, or assignment.

Any dishonest act observed or reported will be investigated and if proven, be reported in administrative offices and records, and may be subject to any or all of the following outcomes:

- A zero for the assigned work
- A reduction of one letter grade for the course
- A failing grade for the course
- Dismissal from the university