



MANAGING GROWING COMPANIES
MGMT-GB . 2327 . W1

Professor Glenn A. Okun

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COURSE DESCRIPTION

This course seeks to provide an understanding of the knowledge and skills that are required to manage and grow small to mid-sized firms. We will study the typical problems and opportunities that confront such organizations. Students will use a variety of disciplines including management, strategy and entrepreneurial finance in order to formulate courses of action based on incomplete information.

COURSE THEMES

The course focuses on these principal themes:

- How do managers work effectively with limited human and financial resources?
- How do small firms balance management and marketing needs against financial constraints?
- What are the unique managerial challenges of family-owned businesses?

COURSE METHODS

Each class will include discussion of readings and cases. Students will analyze cases with an action orientation, for example, what steps should we take in order to enhance value.

Classroom Contributions. The learning experience in a course like this one depends heavily on each student being prepared to actively participate in every class session. We all have expectations that will enrich the topic and direction of discussion in the course. This means that you need to be fully acquainted with the readings and cases for a given session. Positive participation includes attendance, active involvement in all in-class exercises and discussions, and maintenance of a classroom demeanor that encourages the participation of others. You will be evaluated on the quantity as well as the *quality* of your contribution and insights. Quality comments possess one or more of the following attributes: (a) Contribute to moving the discussion forward; (b) Offer a different, unique and relevant perspective on the issue; (c) Build on other comments of others; and (d) Include some evidence or analysis of inherent tradeoffs, i.e., demonstrate reflective thinking.

Attendance Policy. Attendance at all sessions is expected. Absences will significantly impact the class participation grade.

Laptop Policy. Laptops, cell phones and other electronic devices may not be used during class.

Written case analyses. Students will be required to prepare two written case-related analyses of “Northwest Security Services” and “Shurgard Self Storage: Expansion to Europe”. These assignments are due by 9 AM on January 14 and January 24. They should be a maximum of 5 and 7 pages respectively, excluding exhibits. The case analysis papers consist of in-depth written analysis and application of techniques and methods to a company’s growth challenges and opportunities. The papers should address the questions assigned in the syllabus for the discussion day for each of the aforementioned cases. The case assignments will be graded for content and format. You are required to turn in papers that conform to professional standards of organization, grammar, punctuation, spelling, and paragraph/sentence structure. You may not discuss the case or share your work with anyone. Late papers will receive a grade of F.

Honor Code. Students must adhere to the MBA Honor Code. All students are obligated to report to the instructor any suspected violations of the Code (see http://w4.stern.nyu.edu/scorp/committee.cfm?doc_id=4797).

Student With Disabilities. If you have a qualified disability and will require academic accommodation during this course, please contact the Moses Center for Students with Disabilities (CSD, 998-4980) and provide me with a letter from them verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the CSD, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation.

Delivery. Reports should be sent by email to each of the following two addresses: gokun@stern.nyu.edu and gokun1@mac.com. Students must send two separate emails (not one in which the other address receives a copy upon delivery). Do not compress files. Please only use Word and Excel programs to produce and present your work.

Late papers will receive a grade of F. Emails without attached papers or with attachments that are unreadable by Microsoft Word will be considered to have not been submitted and will also receive an F. An F will be quantified as a zero in the calculation of course grades. No extensions to deadlines will be granted.

Required Materials.

Managing the Small to Mid-Sized Company: Concepts and Cases (Collins and Lazier), Irwin, 1995.

Case Packet

Grading Plan. The course grade will be based on the following components and weights:

Classroom Contributions:	20%
Case Report 1:	30%
Case Report 2:	50%

Instructor

Glenn A. Okun is Clinical Professor of Management and Entrepreneurship at New York University Stern School of Business where he teaches courses in entrepreneurship, private equity, venture capital, investment management and corporate finance. Mr. Okun advises corporations on financial and investment matters. He was President of Mitchum, Jones & Templeton, a merchant bank and broker dealer headquartered in San Francisco, California from 1998 to 2001. He previously served as a Director of Allen & Company Incorporated in New York. Mr. Okun invested in early and later stage financings of private companies in various industries. He also ran a small cap emerging growth stock hedge fund and a special situations portfolio. Mr. Okun has advised corporate clients on mergers, acquisitions and restructurings and has underwritten public offerings and private placements of securities. Mr. Okun began his investment career at the IBM Retirement Fund where he invested in mezzanine private placements, real estate, public emerging growth equities and oil and gas assets. Mr. Okun holds JD and MBA degrees from the joint degree program of Harvard University and a BA degree from Wesleyan University.

SCHEDULE

January 6	V I E Framework
Case:	“Yellowtail Marine Case #28”
Reading:	<i>Text, Chapters 1-4</i>
January 8	The Quality Strategy
Case:	“Granite Rock Case #5”
Reading:	<i>Text, Chapters 5-6</i>
January 11	Vision and Core Value Application
Case:	“L.L. Bean Case #10-11”
Reading:	<i>Text, Chapter 7</i>
	Human Resource Issues & Change
Case:	“Joan Fabrics Case #9” “U.S. Office Products (A & B)”
Reading:	<i>Text, Chapter 9</i> <i>“How to Make People Decisions”</i>
January 13	Implementation/Core Values
Case:	“Randy Hess Case #17”
January 15	The Family Business
Case:	“Northwest Security Services”

January 18

Service vs. Product Businesses

Case: “Jamison & Leary Case #8 ”
“Dan Gordon”

Slow Growth Strategies

Case: “University National Bank Case #21-22”
Reading: *Text, Chapter 8*
Strategy vs. Tactics from a Venture Capitalist

January 20

Marketing

Case: “Lost Arrow Cases #12-14”
Reading: *Text, Chapter 10*
What Businesses Can Learn from Non-Profits

January 22

Nexus of Strategy and Marketing

Case: “The Boston Beer Company”
“Boston Beer Company: Light Beer Decision”
Reading: *Text, Chapter 11*
Knowing a Winning Business Idea When You See One Growth Outside the Core

January 25

Building an Innovative Company

Case: “Giro Sports Case #3-4”

Divisional Expansion

Case: “ING Direct”
Reading: *The Questions Every Entrepreneur Must Answer*

International Expansion

Case: “Gordon Biersch Brewing Company”
Case: “Shurgard Self Storage: Expansion to Europe”

Questions for Northwest Security Services:

- Evaluate Bob's process for establishing the NSS advisory board. What could be improved?
- Who should set dividends in order to avoid conflicts of interest? Create a specific policy and method of making dividend decisions. Should non-employee family members be represented in this process?
- Should there be a different set of benefits for non-family employees than those available to family employees?
- Devise a specific plan for effecting the managerial transition from Keith to Mike and Grant.

Questions for "Shurgard Self Storage: Expansion to Europe":

- What factors account for Shurgard's historic performance? What near and intermediate term risks, if any, do you foresee?
- What are Shurgard's options for perpetuating its historic performance?
- Which expansion strategy do you recommend?
- What are the advantages and disadvantages of an international expansion strategy for Shurgard?
- Evaluate the European expansion plan. How would you modify this expansion plan.