

**Marketing**  
**Course Number: 29:630:499**  
**Course Title: Marketing Consulting for Small Business**

## **COURSE DESCRIPTION**

This course builds upon academic marketing knowledge by working on “real life” marketing consulting projects requested by small businesses enrolled with the SBDC (Small Business Development Center) program. Students in this course must identify and understand the key issues, formulate models, complete analyses, and apply course knowledge to solve real-world marketing problems. Projects change each semester depending on the current requirements of the clients, but always focus on specific issues within marketing. Client visits will be included to better understand the project scope and work with principals at the small businesses. The culmination point of the course will be a formal presentation to the client in the classroom and submission of a report on the same day. The presentation and report will include the student team’s approach, data analysis, findings and recommendations. Unlike other courses, students gain “real world” marketing experience that they can highlight as relevant work experience on their resumes.

Examples of projects may include but not be limited to:

1. Marketing Audit
2. Competitive Analysis
3. Market Research
4. Digital Marketing including Social Media implementation
5. Brand Strategy and Management
6. New Product Planning and Implementation

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## **COURSE MATERIALS**

The textbook for the course is:

The Management Consultant: Mastering The Art of Consultancy by Richard Newton

Prentice Hall, 2010. It is not required for the course, but we will cover some of the relevant chapter material for the course. The course will also be supplemented with suggested reading materials appropriate to the particular project and industry, plus project management, consulting and marketing technique materials. The class will be required to read the following articles:

“What is Strategy”, by Michael E. Porter, Harvard Business Review, pp. 1-21, November 1, 1996

“The Five Competitive Forces That Shape Strategy”, by Michael E. Porter, Harvard Business Review, pp. 1-19, January 1, 2008

“Positioning: The Essence of Marketing Strategy”, Darden Business Publishing, pp.1-10, December 15, 2009

“The Brand Report Card”, by Kevin Lane Keller, Harvard Business Review, pp. 1-12, January 1, 2000

“Brands and Branding”, by Douglas B. Holt, Harvard Business Review, pp.1-12, March 11, 2003

“Social Media”, by Sunil Gupta, Harvard Business Review, pp.1-14, October 4, 2011

“Can You Measure the ROI of Your Social Media Marketing”, by Donna L. Hoffman, MIT Sloan Management Review, pp. 1-11, October 1, 2010

“Online Metrics”, Ivey Publishing pp. 1-16, January 22, 2015

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## **LEARNING GOALS AND OBJECTIVES**

This course is designed to help students develop skills and knowledge in the following area(s):

- Apply academic learnings to a “real life” marketing project within a tight schedule.
- Build and enhance critical thinking, project management, presentation and team building skills.
- Identify and use information to support and enhance client project recommendations.
- Demonstrate a mastery of fundamental consulting concepts and the ability to integrate and apply these concepts to resolve practical marketing problems (meets university learning goal and objective for business knowledge).

- Demonstrate a proficiency at analyzing and interpreting numerical data to resolve practical marketing problems (meets university learning goal and objective for business knowledge).
- Recognize ethical dilemmas and demonstrate recognized practices for resolving these issues in client relationships (meets university learning goal and objective for ethical judgement).
- Construct and deliver clear, concise and convincing oral and written communication via ongoing semester correspondence with client and final paper and presentation for client at the end of the semester (meets university learning goal and objective for persuasive communication).
- Develop a general understanding of how to conduct consulting internationally (meets university learning goal and objective for global perspective).

Students develop these skills and knowledge through the following course activities and assignments:

**Client Practice Exercises and Individual Presentation:** Exercises from former clients in the SBDC program will be provided over the course of the semester to provide practice for the students in managing a client engagement. Some exercises will focus on general consulting principles while others will be marketing content specific.

**Client Project:** Student teams will be working on “real world” projects provided by clients enrolled in the SBDC program. The student team will have the opportunity to apply its newly acquired marketing and consulting knowledge (along with coaching from the professor) to apply to “real world” marketing problems faced by the SBDC clients. This assignment represents the essence of the course and therefore it is the most important part of the course. The culmination point of the project will be a formal presentation to the client in the classroom and the submission of a report on the same day. The presentation and report will include: a brand audit, analysis and recommendations. This assignment represents 60% of the final grade for the course.

**Professional Enhancement Paper:** All students will be required to attend one external professional event or interview one marketing professional. The student will be required to write five-page paper (Times New Roman 12 point, double-spaced) describing what he or she learned from the event or interview as well as the research on the career area. The objective of this assignment is to provide this student with a sound understanding of the career area.

## PREREQUISITES

Introduction to Marketing – 29/33:630:301

## ACADEMIC INTEGRITY

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” **You must sign and date and return**

**the statement by () declaring that you understand the RU Academic Integrity Policy. I will post the statement form on Canvas this week.** I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](https://business.rutgers.edu/ai) for more details.

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## **ATTENDANCE AND PREPARATION POLICY**

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/>. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 5 days of your first absence.

If you are unable to attend the class meetings be sure to contact me beforehand to discuss your absence. I suggest that you use a "buddy" system to ensure that if you miss a class that you get the appropriate notes from the lecture. If you have any additional questions, please reach out to me to schedule an appointment during my office hours. If you are unable to meet with me during office hours, we can make arrangements to schedule for an alternate day and time.

Please note that all assignments are to be completed using Microsoft Office (Word, Excel, and PowerPoint).

For weather emergencies, consult the campus home page. If the campus is open, class will be held. Please also check back in Canvas because I might be posting additional information regarding the weather situation and class materials.

Expect me to arrive on time for each class session. I expect the same of you. If you are going to be tardy, then please send me an e-mail that you expect to be late and the reason for being late.

Expect me to remain for the entirety of each class session. I expect the same of you. If you are going to leave early, then please let me know before the start of class and the reason.

Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared. The minimum expectation is that for each 3-hour class session, you have prepared by studying for at least twice as many hours.

Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.

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## **CLASSROOM CONDUCT**

Even though there isn't a specific grade assigned, project participation is included in the above grading. Both individual's participation in class and on his or her assigned team will be considered. Ability to organize with other team members, attend team meetings and presentations, meet time commitments, etc

will be counted as part of your student evaluation. Your participation also includes attending and participating in regular conference calls and meetings with your client. Please also note that a lack of participation in the group project observed by me and the client will also be accounted in the final grade evaluation of the team and individual members of the team. (Anonymous individual feedback from your team members via Survey Monkey will be considered, but I will make the final decision based on my observations).

You select your team. If a student strongly desires to be placed on another team, that will be allowed only if a member from another team volunteers to switch teams with the student requesting such a change. No team changes will be allowed after the second class.

Team evaluation is based on direct small business feedback and satisfaction and my overall project evaluation along with your team member feedback from Survey Monkey.

If you miss two or more classes without informing me in advance and without good reason, your overall grade will be negatively impacted. Because you are working with your team and your client, it is extremely important that you not only attend, but actively participate in class and all client meetings. Treat it as your job. If you don't show up to work without a valid excuse, you can't expect to keep your job for long. I do understand that there are circumstances that may require you to miss a class or a client meeting so informing me in advance will help you here (see the list of approved excuses above here), but does NOT remove your responsibility for all assigned work.

**PLEASE NOTE: Please adhere to professional behavior in class. Cellphones and other electronic devices should be shut off during class. Also refrain from texting, chatting, checking Facebook or Twitter, reading the newspaper, wearing headsets, etc. Such behavior is RUDE and will negatively impact your final grade.**

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## **EXAM DATES AND POLICIES**

**There are NO exams for this course.**

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## **GRADING POLICY**

Course grades are determined as follows:

### **25% Statement of Work as well as other practice exercises**

The statement of work is a summary statement of the objectives that will be accomplished by the team that agreed to by the client and the team. There are three formal interviews with your client (You will meet with your client more than 3 meetings. The three formal interviews are reserved for covering the questions for audit parts 1—3). You will ask questions about the client business and the responses will be recorded during the audit process. This part of the consulting process is **extremely important** because it provides

insight into the client's situation and provides context for the marketing content and client recommendations that serve as the basis for your final presentation and paper.

These other exercises are from former clients will be provided over the semester to provide practice for the students in managing a client engagement. These exercises will focus on either general consulting principles or will be marketing content specific to get a better understanding of marketing consulting and consulting as a whole.

### **25% Independent Client Presentation**

Each student is required to give an individual 20 minute presentation describing the problem and providing recommendations for a hypothetical client situation. You should devote 10 minutes for describing the problem and 10 minutes for the recommendations.

### **40% Final Industry Project (20% for the presentation, 20% for the paper)**

A Power Point presentation will be made to the client and me. In addition, a written paper must be provided to the client and me on presentation day. This paper includes the project scope, team approach, findings and support documentation and formal recommendations. The final client presentation and final paper must be provided in both hard copy (Word document) and electronic copy versions.

**\*\*PLEASE NOTE\*\*--Team Dress Rehearsal will be scheduled a week prior to your final presentation. It will not be graded, but it will be an opportunity to receive feedback from me before your final paper and presentation is due.**

### **10% Professional Enhancement Paper**

All students will be required to attend one external professional association meeting or meet one marketing professional. The student has to obtain prior approval from me before he or she starts this assignment. The student will be required to write one 4-page paper describing what he/she learned from the event or interview as well as the research about the chosen career field.

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### **100% Total**

### **Grading**

I typically don't grade "on a curve", but rather in terms of performance. Final Letter Grades are based on the following performance criteria:

Grade

A            94 and above

B+           87.0 – 93.9

- B        80.0 – 86.9
- C+      77.0 – 79.9
- C        70.0 – 76.9
- D        60.0 - 70.0
- F        < 60

Extra credit will NOT be given during this course.

Assignments grades will be posted in Canvas and returned to students within 7 days of their submission. Warning grades will be issued for students via the Regis system.

Grade grubbing: “Your final grade is not subject to negotiation. If you feel I have made an error, submit your written argument to me within one week of receiving your final grade. Clarify the precise error I made and provide all due supporting documentation.

If I have made an error, I will gladly correct it. But I will adjust grades only if I have made an error. I cannot and will not adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

## **COURSE SCHEDULE**

<b><u>TOPIC</u></b>	<b><u>ITEMS DUE</u></b>
Syllabus, Course Expectations, Fundamentals of Consulting—Part 1	Nothing Due, Exercise in Class
Fundamentals of Consulting—Part 2	Exercise in Class
Fundamentals of Consulting	Chapter 1, sample audit questions
Client Meetings	Chapters 2 and 3, Prepare for client meetings
Dealing with Difficult Clients	Chapters 4 and 5, Client Meeting Notes

Dealing with Difficult Clients	Chapter 6, Statement of Work, Sample Client Exercise 1
Project Management	Chapter 7, Schedule Client Meetings
Project Management	Nothing Due
<b>NO CLASS</b>	<b>Nothing Due</b>
Marketing—Brand Concepts	Chapter 8, See Canvas for articles, sample client exercise #2
Brand Concepts--cont Marketing Metrics	Chapter 9, Chapter 10
Marketing Metrics	
Guest Speaker, Meetings with Teams	Sample client exercise
<b>Dress Rehearsal for Teams</b>	<b>Dress Rehearsal presentation, 2 professional enhancement papers due</b>
<b>Client Presentation Day</b>	<b>Final Presentation and Paper Due</b>

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**SUPPORT SERVICES**

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](http://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek **religious accommodations**, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of **gender or sex-based discrimination or harassment**, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7) . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]