University of Pittsburgh

 College of Business Administration

 Consulting Capstone: Marketing

 Spring Term 2020--Tuesday/Thursday

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**Course Overview**

Experiential learning in the context of international projects enriches classroom learning by engaging students with a client facing a real-world business issue. The approach allows students to move from theory to practice by developing transferable and consulting skills toward solving complex global business problems. Providing students with experiential learning opportunities through international projects provides a unique educational experience in several ways:

* Provides opportunities to use newly acquired skills and knowledge in real-life situations.
* Students perform valuable and significant work, which has real consequence to an organization.
* Enhances student learning by joining theory with experience and thought with action; it also helps students to see the relevance of the academic subject to the real world.
* Builds leadership competence through practice, reflection and active engagement.
* Develops global competency through exposure to international businesses, cross-cultural communication, and teamwork in diverse settings.
* Increases critical thinking and problem-solving capabilities.

This three- credit, spring semester course will allow experienced marketing students to apply classroom learning to a real-world client. Students will utilize marketing and consulting principles and strategies to address the client’s needs and issues to deliver a strong, implementable marketing solution. Spring break is spent abroad in Augsburg, Germany, working directly with the client, as well as students and faculty from the University of Augsburg.

**Course Objectives**

The objectives of the course are:

1. Analyze Client strengths, weaknesses, opportunities and threats and set realistic objectives for the deliverable

2. Develop a detailed Scope of Work document to serve as the roadmap for the project

3. Apply consulting concepts and practices

4. Collaborate to build an effective team and demonstrate good team skills

5. Initiate and maintain effective client communications, building a solid client relationship

6. Explore marketing options and solutions and apply them to the client marketing opportunity

7. Identify cultural differences and how they impact the marketing process

8. Build and deliver a comprehensive marketing solution for the client

9. Experience a different culture and university setting

10. Develop consulting, writing, and presentation skills

11. Reflect on the travel, study, and the consulting experience

**Course Materials**

Textbook: Flawless Consulting ; Author Peter Block, Third Edition

Text Book: Culture Smart! Germany: Author Barry Tomalin

Additional Readings TBD

**Course Assignments and Grading**

a.      Scope of Work – 20%

b.      Country and Company Presentation – 10%

c.      Weekly Status Reports – 5%

d.      Blog Reflections--15%

e.      Class Participation--10%

f. Final Presentation—10%

g. Final Report – 30%

**a. Project Scope of Work Statement:** Outlines (2-3 pages) client marketing issues and opportunities and states objectives, topline of the deliverables and a detailed timeline. This document will serve as the roadmap for the project.

**b. Country and Client Presentation:** A 30-minute group presentation on Germany and the client company. The presentation should focus on cultural norms and their impact on conducting business, as well as an overview of the client company—products, services, structure, sales, management, etc. Each member of the group is expected to participate in the presentation. The Culture Smart book provided should be one of the key sources.

**c. Weekly Status Reports**: Weekly status reports (1 -2 pages) confirming project parameters, tasks completed, timeline and action items. Internal and client facing.

**d. Blog Reflections**: You are required to submit four (4) Reflective Blog posts. The first post is a 1000 word introduction. The next three (3) 1500-2000 word Reflection Blogs provide responses to the “reflections on marketing consulting” questions assigned by your instructors. All prompts are listed in Course web. A key aspect of the evaluation of your blog post will be how well you understand the concepts, theories, examples and information from lectures, text, readings and class discussion. Thus, blog posts should reference appropriate concepts, theories, examples and information form lectures, text, readings and class discussion. All blogs must be posted on the date due by the beginning of class. Blogs should include photographs if appropriate.

**e. Class Participation**: This course relies very heavily on discussion and interactive learning. Therefore, attendance and participation are required. The extent of your **preparation, consistency of your attendance and quality of your contribution** to the class discussion will be evaluated and constitute your grade for class participation. If you cannot attend class, you are required to notify the instructor 24 hours prior to the schedule class meeting. Two consecutive absences from class require written medical or family emergency verification. Team involvement also counts toward this portion. Your participation and conduct in country will also be a part of your participation grade. As a consultant, all time spent with the client, at their company and in their country should be engaged and professional Please see the Rubric for Assessing Student Participation in the appendix of this syllabus for additional details on how this component is graded.

**d. Final Presentation:** Each team will participate in an overall project presentation delivered to the professors and the client. This presentation will summarize project, findings and what team learned professionally and personally; presentations should also demonstrate how course concepts, theories, etc. provided insights on addressing client needs. All team members must be present and participate in the final presentation

**e. Final Project Report**. A final "client- centered" paper providing clear descriptions of the problem(s) or challenges client faced; analysis of the problem, findings/conclusions based on the analysis and final team recommendations. Appropriate integration of theories/models/etc. is expected. A copy of this paper will go to the client and professors.

## Course Grading

The following grading scale will be used to compute your final letter grade for the course. The grade earned for the project components is the grade earned by all members of the project management team. The CBA guidelines for grading are also available for your reference in *CourseWeb*.

A+ 99 – 100 B+ 86-89 C+ 75-78 D+ 65-67

A 95 – 98 B 82-85 C 71-74 D 62-64

A- 90 – 94 B- 79-81 C- 68-70 D- 59-61

**Course Policies:**

**Academic Integrity:** Students in this course are expected to comply with the University of Pittsburgh’s Policy on Academic Integrity. Any student suspected of violating this obligation for any reason during the semester will be required to participate in the procedural process as outlined in the University Guidelines on Academic Integrity.

**Disabilities:** If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and Disability Resources and Services (DRS), 140 William Pitt Union, (412) 648-7890/(412) 383-7355 (TTY), as early as possible in the term. DRS will verify your disability and determine reasonable accommodations for this course.

**Make-Up and Attendance Policies**

Class attendance is a mandatory and graded aspect of this course. Students are required to notify the instructor 24 hours prior to the scheduled class of any absences. Only absences for personal illness and/or medical emergencies will be considered excused absences. Make-ups for the mid-term examination are provided only with verified family and/or medical *emergency* and must be taken within two (2) weeks of the scheduled exam date. There is no make-up provided for the final project. Incomplete (I) grades are given for health/medical emergencies only and must be approved by the instructor prior to the final class session.

**Important University Resources**

In regard to university policies and resources, first and foremost, students are encouraged to hold me (and any faculty member at this university) fully-accountable for the detailed specific standards for faculty behavior outlined in such official documents as the university’s policy on non-discrimination, the university policy on sexual harassment, and the university policy on academic integrity. Copies of these policies are available in the CBA main office.

In addition to these policies, we are also a tremendous supporter of the efforts and services, which are made available to students by the following offices:

* Office of Disability Resources and Services (DRS) (216 William Pitt Union, 648-7890). DRS provides a broad range of support and services to assist students, faculty and staff with disabilities. Such disabilities may include visual impairment, auditory impairment, mobility impairment and “hidden” disabilities, such as ADD, AHD and psychological disabilities.
* Learning Skills Center (311 William Pitt Union, 648-7920) This office offers a range of services which are designed to help students develop their skills in areas such as math, reading, study skills, time management and test taking.
* Writing Center (501 Cathedral of Learning, 624-6556). As a project course, there is a tremendous amount of writing required throughout the term. While the technical aspects of writing re part of the grade, we will not have the opportunity to provide in-depth feedback and coaching in this area. However, the university writing center is an invaluable resource. Students can make appointments to work one-on-one with a person who will give patient assistance and valuable advice on a variety of writing concerns.
* University Counseling Center (334 William Pitt Union, 648-7930). The Center's staff is dedicated to assisting students in their pursuit of personal and academic growth, to helping students gain a better understanding and appreciation of themselves, and to supporting students as they make important decisions about their lives. They offer counseling in a range of different areas including stress management, conflict resolution, coping with anxiety, and sexual assault services. Both individual and group counseling is available with trained professionals who respect professional ethics of confidentiality.

**Course Schedule**

**Date Topics/Activities Assignments Due**

1/6&8 Introductions and Syllabus

 Review Client Assignment

 *Definition of Consulting*

 *Consulting Goals*

1/13&15 Research Country and Client Country-Client

 Initial Client Contact Presentation

 Team Roles and Responsibilities

 *Five Phases of Consulting*

1/20&22 Begin SOW Status Report

*Consulting Process* Country-Client *Flawless Consulting* Presentation

1/27&29 Work on SOW SOW Draft 1

 *Building Client Relationships* Status Report

 Reflection Blog 1

2/3&5 Revise SOW Status Report

 *Effective Communications and Tools* Final SOW

2/10&12 Develop Deliverables Outline Status Report

 and In-Country Plan Reflection Blog 2 *Discovery and Data Collection*

2/17&19 Work on Deliverables and Status Report

 In-country plan

 *Managing Meetings*

2/24&26 In-country prep Deliverables Outline

 I In-Country Plan

3/2-8 In Country

3/9&11 Review Deliverables Status Report

Review in-country discovery Reflection Blog 3

*Resistance*

3/16&18 Revise Deliverables Status Report

 Work on Plan

 *Feedback*

3/23&25 Work on Plan Status Report

 *Feedback* Plan Draft 1

3/30&4/1 Revise Plan Status Report

 Begin Presentation Plan Draft 2

 *Consulting—The Good, The Bad*

 *And The Ugly*

4/6&8 Work on Final Plan Reflection Blog 4

Presentation Rehearsal

4/13&15 Final Presentation

 Final Document

