



# **Course Syllabus Marketing Management Consultancy**

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**August – december 2014**

**VI Cicle**

**Professor**

**Estuardo Lu Chang-Say**

## **I. General course information**

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Course : Marketing Management Consultancy Semester : 2014-II  
Prerequisites : Up to 140 passed credits  
Career : Psicología del consumidor Credits : 3

## **II. Summary**

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Practical and theoretical course ranging from the mission of the market oriented company, setting goals and objectives, implementing SWOT analysis, analysis of the environment of the organization, identifying development needs.

Included as well: Initiation, Diagnosis, Action Plan, Implementation, Deployment or Implementation, Completion, Evaluation and Adjustments from the application of the organization.

## **III. Course objective**

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The aim of the course is to give to the students the theoretical and practical methods in order to improve their knowledge and skills about how to create and manage a marketing consulting business. In this way, the course seeks to develop also the skills of how to create an approach with the clients and how to generate a strong relationship whit them, also the evaluation of the market environment. Finally, the students have to be capable of analyze and understand important concepts as: organization diagnostic, strategies and tactics plan, and the implementation, the measurement and control.

## **IV. Learning results**

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As the outcome of completing this course, the student should be able to:

- Analyzes and understands the key concept of marketing consultancy market environment.
- Recognize the benefits gained by using better marketing management consultancy tools.
- Manage the diagnostic tools and specific prognosis, covering different topics of Marketing.
- Self-knowledge and improving their own consultant style.
- Plan and prepare the arguments that allow the student to run a consulting successfully.
- Learn about consultant-client relationship and its changes.
- Analyze the advisory process, critically.
- Learn practical Marketing approaches to retain and gain clients.
- Know how to create a business project delivery, effectively.

## **V. Methodology**

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The methodology of the course encourages student active participation and use of diverse methods and techniques. The professor acts as learning facilitator, combining class expositions, lecture analysis and discussions, case studies and discussions, discussion of journals articles and teamwork.

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The method of teaching reinforces the participant learning and develops the skills needed to performance successfully in the business world such as analytical skills, critical synthesis, solving problems and decision making.

A mandatory textbook is used, and it will be combined with complementary lectures. Besides, the course encourages students to work each topic using the case method.

The course contemplates the accomplishment and sustentation of a final proposed plan of market research and consultancy. The final project should be develop in teams in order to integrate and apply all the concepts and techniques learned during the studies of the career.

## VI. Evaluation

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The evaluation system is permanent and comprehensive, and is intended to promote student learning. The course grade is obtained by averaging the permanent evaluation (55%), the midterm exam (20%) and the final exam (25%).

The permanent evaluation is the weighted average of the corresponding assessments: Reading Control Quizzes / Graded Evaluations / Case Studies Presentations / Final Investigation Work / Class Participation and Attendance and Punctuality. The average of these scores gives the corresponding note.

The weights of the permanent evaluation are described in the following table:

PERMANENT EVALUATION AVERAGE (PEA) 60%		
EvaluationType	Description	%
Reading Control	2 Reading Quizzes	15
Graded Evaluations	2 Tests	15   15
Case Study	2 Study Cases and other research tasks	15
Final Investigation Work	Consists of 2 deliveries	30
Otheractivities	Attendance, class participation and other activities assigned	10

The final average (FA) is obtained as follows:

$$FA = (0,20 \times ME) + (0,55 \times PEA) + (0,25 \times FE)$$

**FA** : Final Average  
**ME** : Mid-term Exam  
**PEA** : Permanent Evaluation Average  
**FE** : Final Exam

## VIII. Program Content

<b>WEEK</b>	<b>CONTENTS</b>	<b>ACTIVITIES / EVALUATION</b>
1st August 21-27	<p><b>MARKETING MANAGEMENT CONSULTANCY BASIC CONCEPTS</b></p> <ol style="list-style-type: none"> <li>1. Definition, Objectives, Dimensions and Importance of the Marketing Consultant.</li> <li>2. Why and why not consultancy.</li> <li>3. Researchers vs. Consultants</li> </ol> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). Chaps 1 and 15</p>	<p>Presentation of the Course Methodology</p> <p>Formation of Working Groups</p> <p>Guidelines for the Final Investigation Work</p>
2nd August 28 to September 3	<p><b>MARKETING MANAGEMENT CONSULTANCY BASIC CONCEPTS</b></p> <ol style="list-style-type: none"> <li>1. Marketing Management Consulting.</li> <li>2. Services provide by Market Research Companies</li> <li>3. Generalist vs. Specialist consultants or market researchers</li> </ol> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). Chaps 2.</p> <p>Laufhütte, J (2004). Marketing of Consulting Services. chap. 2.</p>	
3rd September 4-10	<p><b>COMPETITIVE ENVIROMENT ANALYSIS</b></p> <ol style="list-style-type: none"> <li>1. National and International Consultancy and Market Research providers.</li> </ol> <p>Iniesta, L. (1997). Manual del consultor de Marketing. chap. 1.</p>	1st Assignment
4th September 11-17	<p><b>MARKETING APPROACHES TO RETAIN AND GAIN CLIENTS</b></p> <ol style="list-style-type: none"> <li>1. Consultancy Process</li> <li>2. Marketing Approaches.</li> <li>3. Service Marketing Mix.</li> <li>4. Directs Ways of Marketing.</li> <li>5. Indirect Ways of Marketing.</li> </ol> <p>Laufhütte, J (2004). Marketing of Consulting Services. Chap. 3, pp. 23–48.</p> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). chaps. 28 and 29.</p> <p>Thomas, M. (2004). High-Performance Consulting Skills: The Internal Consultant's Guide to Value Added Performance. Chap. 3.</p>	Reading Quiz 1
5th September 18-24	<p><b>THE CONSULTANT- CLIENT RELATIONSHIP</b></p> <ol style="list-style-type: none"> <li>1. Clients and Consultants.</li> <li>2. Client Criteria to Select a Consultant.</li> <li>3. Defining Expectations and Roles.</li> <li>4. Behavioural Roles of the Consultant.</li> <li>5. Costs and Fees.</li> </ol> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). chap. 3 and 30.</p> <p>Kakabadse, N., Louchart, E &amp; Kakabadse, A. (2006). Consultant's Role: A Qualitative Inquiry from the Consultant's Perspective. pp. 425–443.</p> <p>Curnow, B &amp; Reuvid, J (2003). International Guide to Management Consultancy: Evolution, Practice and Structure. chap. 3</p>	Study Case 1

<p>6<sup>th</sup> September 25 to October 1</p>	<p><b>CHANGE AND CULTURE</b></p> <ol style="list-style-type: none"> <li>1. Understanding The Nature of Change.</li> <li>2. How Organizations Approach Change.</li> <li>3. Gaining Support for Change.</li> <li>4. Managing Conflict.</li> <li>5. Culture and Consulting.</li> <li>6. Level of Culture.</li> <li>7. Cultural Factors Affecting Management.</li> <li>8. Cultural Values and Norms in Organizations.</li> <li>9. Facing Culture In Consulting Assignments.</li> </ol> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed).chaps. 4 and 5. Thomas, M. (2004). High-Performance Consulting Skills: The Internal Consultant's Guide to Value Added Performance. Chap. 6.</p>	<p>Test 1</p>
<p>7<sup>th</sup>-8<sup>th</sup> October 2-11</p>	<p><b>MIDTERM EXAM OF THE COURSE</b></p>	
	<p><b>MIDTERM EXAM</b></p>	
<p>8<sup>th</sup>-9<sup>th</sup> October 13-18 9<sup>th</sup> October 20-22</p>	<p><b>CONSULTING IN SMALL BUSINESSES AND COMPANY TRANSFORMATION</b></p> <ol style="list-style-type: none"> <li>1. What is Organizational Transformation?</li> <li>2. Preparing for Transformation.</li> <li>3. Strategies and Processes of Transformation.</li> <li>4. Characteristics of Small Enterprises.</li> <li>5. Consulting Assignments in the Life-Cycle of an Enterprise.</li> </ol> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed).chaps. 22 and 24.</p>	<p>Reading Quiz 2</p>
<p>10<sup>th</sup> October 23-29</p>	<p><b>ENTRY</b></p> <ol style="list-style-type: none"> <li>1. Initial Contact.</li> <li>2. Preliminary Problem Diagnosis.</li> <li>3. Terms of Reference.</li> <li>4. Assignment Strategy and Plan.</li> <li>5. Proposal to the client.</li> <li>6. The Consulting Contract.</li> </ol> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). chap. 7. Thomas, M. (2004). High-Performance Consulting Skills: The Internal Consultant's Guide to Value Added Performance. chaps. 4.</p>	<p>First Presentations Final Assignment</p>
<p>11<sup>th</sup> October 30 to November 5</p>	<p><b>DIAGNOSIS</b></p> <ol style="list-style-type: none"> <li>1. Diagnosing Purposes and Problems.</li> <li>2. Defining Necessary Facts.</li> <li>3. Sources and Ways of obtaining Facts.</li> <li>4. Data Analysis.</li> <li>5. Feedback to the client.</li> </ol> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). chap. 8. Club de Dirigentes de Marketing de Madrid (2001). Consultor Para La Dirección Comercial Y De Marketing. chap. 15. Thomas, M. (2004). High-Performance Consulting Skills: The Internal Consultant's Guide to Value Added Performance. Chap. 5.</p>	<p>Test 2</p>

<p>12th November 6-12</p>	<p><b>ACTION PLANNING.</b>  1. Searching for Possible Solutions.  2. Developing and Evaluating Alternatives.  3. Presenting Action Proposals to the Client.</p> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). chap. 9.</p>	
<p>13th November 13-19</p>	<p><b>IMPLEMENTATION.</b>  1. The Consultant Role Implementation.  2. Planning and Monitoring Implementation.  3. Training and Developing Client Staff.  4. Some Tactical Guidelines for Introducing Changes In Work Methods.  5. Maintenance and Control of the New Practice.</p> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). chap. 10.  Thomas, M. (2004). <i>High-Performance Consulting Skills: The Internal Consultant's Guide to Value Added Performance</i>. chap. 8</p>	<p>Study Case 2</p>
<p>14th November 20-26</p>	<p><b>TERMINATION</b>  1. The Withdrawal.  2. Evaluation.  3. Follow-Up.  4. Final Reporting.</p> <p>Kubr, M. (2002). <i>Management consulting: A guide to the profession</i> (4 Ed). chap. 11.</p>	<p>Final Presentations</p>
<p>15th November 27 to December 3</p>	<p><b>FINAL EXAM OF THE COURSE</b></p>	
<p>16<sup>th</sup> December 5-12</p>	<p><b>FINAL EXAM</b></p>	

## IX. Bibliography

### Textbook:

1. KUBR, M. (2002). *Management consulting: A guide to the profession*(4 Ed). Geneve, International Labour Office.
2. THOMAS, M. (2004). *High-Performance Consulting Skills: The Internal Consultant's Guide to Value Added Performance*. London, Thorogood.  
<http://site.ebrary.com/lib/esan/docDetail.action?docID=10071299&p00=consultancy>

### Complementary texts:

1. Iniesta, L. (1997). *Manual del consultor de Marketing* (1 Ed.). Barcelona, Ediciones Gestión 2000.
2. Club de Dirigentes de Marketing de Madrid (2001). *Consultor para la Dirección Comercial y de Marketing* (1 Ed.). Valencia, Cisspraxis.

3. Curnow, B & Reuvid, J (2003). *International Guide to Management Consultancy: Evolution, Practice and Structure*. London, Kogan Page.  
<http://site.ebrary.com/lib/esan/docDetail.action?docID=10074908&p00=consultancy>
4. Harper, Malcom (1976). *Consultancy for small business: the concept training the consultants*. London, Lowe and Brydone.
5. Kakabadse, N., Louchart, E & Kakabadse, A. (2006). *Consultant's Role: A Qualitative Inquiry from the Consultant's Perspective*. Bradford, Emerald Group Publishing Ltd.  
<http://site.ebrary.com/lib/esan/docDetail.action?docID=10132676&p00=consultancy>
6. Laufhütte, J (2004). *Marketing of Consulting Services*. Tesis de Bachillerato no publicada, London South Bank University, London, England.

## **X. Professor**

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