



GROWTH STRATEGIES: NEW MARKETS, NEW PRODUCTS, NEW SEGMENTS

Professor:	Dr. Shashi Matta	Course Dates:	Saturday, July 9
Office:	554 Fisher Hall		Saturday, July 16
Email:	matta.6@osu.edu		Saturday, July 23
Telephone:	(614) 292 - 2901	Classroom:	265 Gerlach Hall

Course Theme: **Charting Growth from Markets, Products, and Customers**

Course Objectives

“Growth is Never by Mere Chance. It is the Result of Forces Working together.”

– James Cash Penney

This course combines principles of strategy and marketing. It aims to foster a strategic mindset, analytical thinking, and a connect-the-dots approach, in thinking about what is possibly one of the top, if not *the* top business priority for companies small, medium and large – GROWTH. “Where will growth come from?” is the question that will motivate our class discussions, frameworks, and case analyses.

Our learning objectives in this course include – a) Frameworks for Charting Growth Options, b) Charting growth from new markets, new products and new customer segments, and c) Unique challenges faced by small, medium-sized, and large brands when planning growth strategies

Required Course Materials

- **Required Readings: Course Packet and Carmen Articles**

The required readings for this course are included in a custom course packet and it is available for purchase from Harvard Business Publishing (link available on Carmen). Please refer carefully to the Detailed Course Time (page 5) and read the assigned articles and cases for each class.

- **Class Slides and Other Materials**

Class slides will be posted on Carmen, after each class, prior to midnight. Other course materials will be made available on Carmen as and when necessary.

Class Format

Class sessions will include a combination of lectures, case discussions, discussion of assigned articles and current marketing events. Please refer to the Detailed Course Schedule in this syllabus document for details on the topic, required readings, recommended readings (if interested in exploring the topic further), and deliverables for each session.

There is a considerable amount of required reading in this course. I expect students to be thoroughly prepared for class so that the class is engaging and the discussions meaningful. I strongly encourage you to read business newspapers and magazines for current marketing related news and marketplace events. This will help you connect the dots, so to speak, between concepts learned in class and real world marketing problems.

Grade Structure

The following grade structure will be utilized for this course:

<u>Graded Component</u>	<u>Individual or Team-based</u>	<u>% of the Final Grade</u>
1. Class Contribution	Individual	20%
2. Case Analysis 1	Team-based	20%
3. Case Analysis 2	Team-based	20%
4. Final Exam	Individual	30%
Total		100%

Grading Scale

The grading scale, and point conversion that will be utilized for the final grade is as follows:

GPE			GPE		
A =	93 – 100%	4.0	C+ =	77 – 79.99%	2.3
A- =	90 – 92.99%	3.7	C =	73 – 76.99%	2.0
B+ =	87 – 89.99%	3.3	C - =	70 – 72.99%	1.7
B =	83 – 86.99%	3.0	D+ =	67 – 69.99%	1.3
B- =	80 – 82.99%	2.7	D =	63 – 66.99%	1.0

A: Exemplary Performance; A-: Strong Performance; B+: Good Performance; B: Adequate Performance; B-: Adequate Performance, with Some Deficiencies; C+: Weak Performance, with Serious Deficiencies; C: Poor Performance, with Pervasive Deficiencies

Performance below the “C” level will be addressed on a case-by-case basis.



Classroom Professionalism, Policies and Etiquette

To maintain the highest professional standards expected of a quality MBA program, the following classroom policies have been designed for this course -

1. **Laptops, tablets and cell phones are turned off and put away.** All computers, tablets and smart-phones have to be switched off and put away during class, unless the professor asks you or permits you to use them for a classroom related activity.
2. **Students arrive on time.** Please come to class on time. If you are going to be over five minutes late, or need to leave early for a specific reason, please get prior permission.
3. **Student absence.** If you are unable to attend class on any occasion, please notify me via email in advance, unless it is an unforeseen emergency. You will be given an option to submit an assignment in lieu of missed class, to make up for missed class contribution points.
4. **Absence during quizzes and exams.** There will be no make up exams, unless there's an emergency. Plan your schedule accordingly.
5. **Students minimize unscheduled personal breaks.** Please avoid disruptions to the class by taking personal breaks during class sessions, unless it is an emergency.
6. **Students display name cards.** This will help me remember your contributions in class, and also help the core team that is grading class participation.
7. **Food and drink consumption.** Please minimize the consumption of food or drinks (except water) during class.

Fisher MBA Honor Code

As a member of the Fisher College of Business community, I am personally committed to the highest standards of ethical behavior. Becoming a leader comes with great responsibility and I am ever mindful of my actions and the impact they have on my community. I hold myself to the highest standards and will adhere to the following tenets:

Act with Honor – My actions will be guided by what is honorable and moral, and not just what leads to success. I pledge to act with honor and integrity in both my academic and professional career, as well as in my social life.

Respect for All – I understand that we live in a large and diverse community, and as a member, I acknowledge the richness of this community and pledge to be inclusive and respectful of one and all. I will be civil and courteous in my words and actions toward others.

Give Back – I recognize that I would not be successful without the help of so many others. Implicit in this belief is my responsibility to help others reach their own goals and ideals. As a leader in the community and business environment, I pledge to live by these principles and celebrate those who share these ideals.



Expectations from the Fisher Community

1. Behave with Honesty and Integrity
2. Demonstrate a Strong Work Ethic
3. Show Respect towards Faculty, Staff and Peers, Inside and Outside the Classroom
4. Nurture and Develop the Potential in You
5. Nurture and Develop the Potential in Others
6. Take Responsibility for your Actions and Inactions
7. Represent Yourself and Fisher Well

Disability Statement

Any student who feels s/he may need an accommodation based on the impact of a disability should contact the instructor privately to discuss their specific needs. Please contact the Office for Disability Services at 614-292-3307 in room 150 Pomerene Hall; they coordinate reasonable accommodations for students with documented disabilities.

Academic Integrity

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's *Code of Student Conduct*, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's *Code of Student Conduct* and this syllabus may constitute "Academic Misconduct."

The Ohio State University's *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the University, or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's *Code of Student Conduct* is never considered an "excuse" for academic misconduct, so I recommend that you review the *Code of Student Conduct* and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's *Code of Student Conduct* (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Other sources of information on academic misconduct (integrity):

The Committee on Academic Misconduct web pages ([COAM Home](#))

Ten Suggestions for Preserving Academic Integrity ([Ten Suggestions](#))



Course Timeline

Saturday, July 9

8:00 – 9:50	How to think of Growth?
9:50 – 10:00	Short Break
10:00 – 12:00	Exploring New Markets, New Products, New Customers
12:00 – 1:00	Lunch Break
1:00 – 2:50	Case # 1: Growing an Established Brand
2:50 – 3:00	Short Break
3:00 – 4:00	Key takeaways, Q&A, and Preview of Session # 2 (July 16)

Saturday, July 16

8:00 – 9:50	Growth Challenges faced by Mid-Sized Firms
9:50 – 10:00	Short Break
10:00 – 12:00	Case # 2: Growing a Mid-Sized B2B Brand
12:00 – 1:00	Lunch Break
1:00 – 2:50	Case # 2: Growing a Mid-Sized B2C Brand
2:50 – 3:00	Short Break
3:00 – 4:00	Key takeaways, Q&A, and Preview of Session # 3 (July 23)

Saturday, July 23

8:00 – 9:50	Growth Challenges faced by Small Firms and Start Ups
9:50 – 10:00	Short Break
10:00 – 12:00	Case # 2: Growing a Small Business
12:00 – 1:00	Lunch Break
1:00 – 2:50	Case # 2: Launching a Start Up and Planning for Growth
2:50 – 3:00	Short Break
3:00 – 4:00	Key takeaways, Q&A, and Preview of Final Exam

Final Exam

- 3-hour Case-based Exam
- Case will be released 24 hours in advance
- Case Questions will be given at the exam