



Sem: SP 2023

Class Day/Time: Mondays, 11:10AM-12:30PM

Room: PAGE HALL 060

Instructor: Andy Shockney

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Office Hours: [By request Zoom Meeting](#)

Course Description: Marketing strategy plays a very important role in any business situation. In order to perform and advance in a marketing profession, you must understand the influence of environmental factors, recognize potential opportunities and threats in the marketplace and use marketing tools, research, and planning to create successful marketing strategies.

Course Format: Class sessions will include a combination of article discussions and a team-based simulation exercise. Please refer to the Course Schedule at the end of the syllabus for details about topics and deliverables each class session.

Course Materials: You can purchase the CoursePack from Harvard Business School Publishing using the below link:

<https://hbsp.harvard.edu/import/1072217>

Evaluation Criteria:

Graded Components	% of Total	Type	<u>Grading Scale</u>
Simulation Marketing Plan	25%	###	
Simulation Performance (Balanced Scorecard)	15%	###	
Simulation Final Report to Corporate	10%	###	
Company Analysis Video	10%	###	
Peer Evaluation	10%	↑	
Attendance	10%	↑	
Class Participation	10%	↑	
Article Preparation (Carmen Submissions)	10%	↑	

Letter	A	A-	B+	B	B-	C+	C	C-	D+	D	E
(Points)	(4.0)	(3.7)	(3.3)	(3.0)	(2.7)	(2.3)	(2.0)	(1.7)	(1.3)	(1.0)	(0.0)
Range	100% - 93%	90% - 87%	83% - 80%	77% - 73%	70% - 67%	60% - 0%					

Academic Conduct:

If a student is suspected of, or reported to have committed, academic misconduct in this course, I am obligated by University Rules to report my suspicions to COAM. If you have questions about the above policy or what constitutes academic misconduct in this course, please contact me. See OSU Prohibited Conduct – [Section 3335-23-04\(A\)](#)



Course Format and How this Course Works: Mode of Delivery In-person

There are 14 class sessions in this course. We will use a combination of lectures, case studies, article discussions, current marketing trends/events, real-world experiences, simulation experience, and team presentations. We will meet weekly for our in-person class in the Fisher classroom.

Credit hours and work expectations: This is a 1.5-credit-hour full semester course. We meet once a week for 1.5 hours. According to Ohio State policy, students should expect 1.5 hours per week of time spent on direct instruction (e.g., instructor content, Carmen activities, simulations, quizzes, etc.) in addition to 3 hours of homework (reading and assignment preparation, for example) to receive a grade of (C) average.

Attendance and participation requirements: This class will mostly be an experiential learning environment. We will learn from readings, classroom activities, and project work, but the majority of the learning will come from engaging classroom discussions. In class, we will spend time discussing articles and cases that require you to apply marketing strategy concepts. I can't create an engaging classroom all by myself. In order to have lively engaging discussions, you need to come to class prepared and ready.

GROUP PROJECT DETAILS

MARKETPLACE SIMULATION GROUP PROJECT

Student access to the simulation is included as part of the HBS coursepack for this course (see link on page 1)

The *Marketplace* simulation is a transformational experience. You will learn what it will be like to compete in the fast-paced, competitive market where customers are demanding and the competition is working hard to take away your business.

In *Marketplace*, you start up and run your own marketing division, struggling with marketing fundamentals and the interplay between product, price, place, promotion, budgets, and financial performance. You are given control of a simulated business and must manage its operations through several decision cycles. Repeatedly, you must analyze the situation, plan a marketing strategy to improve it, select the tactical options to implement that strategy, and then execute the strategy and tactics out into the future. You face great uncertainty from the outside environment and from your own decisions. Incrementally, you learn to skillfully adjust your strategy as you discover the nature of your real-life decisions, including the available options, linkages to other parts of the business, conflicts, tradeoffs, and potential outcomes.

Here is a list of what teams do throughout:

- Analyze market research data;
- Design brands to appeal to different market segments;
- Devise advertising campaigns, sales force incentives, and price option;
- Develop search engine marketing campaigns;
- Allocate scarce funds to R&D, advertising, and distribution;
- Select and prioritize R&D projects, leading to new product features;
- Plan and roll out a marketing program;
- Manage cash;
- Adjust strategy and tactics in response to financial performance, competitive tactics, and customer needs.

Below are details about the simulation structure:

- There are a total of eight rounds beginning with Quarter 1 (each round = one quarter)

- During each round, teams will make decisions based on information presented in the simulation
- Each round builds on the decisions of the previous rounds
- All team results are available within minutes of the submission deadline. Teams will be able to see the results of other teams in the class, but no team can see the actual decisions and inputs of another team.
- This is a group project and is to be completed together. Work should be divided among the team members, but teams are expected to come together for submitted decisions.

<https://www.marketplace-simulation.com/strategic-marketing-bikes-demo/>

See “Decisions by Qtr” document in Carmen for additional details.

Simulation Marketing Plan (25% of total grade)

Purpose: To think through and organize a comprehensive strategic plan that incorporates high-level strategic thinking plus tactical and financial details.

Task: Submit an electronic marketing plan that clearly articulates your market analysis based on quarters 1 – 4 and your recommendations for quarters 5 – 8.

Due Date: **October 23, 2023**(between Quarters 4 & 5 in simulation)

Guidelines: Utilize PPT (or similar program) but submit in PDF format to ensure format consistency. Must be less than 20 slides in total (not including Appendix supporting slides).

Outline: The marketing plan should follow the below outline of topics. Teams should use combination of copy + visuals where possible to “show & tell” together to communicate your main points.

1. Executive Summary
2. Review of financial and market performance during the past year
3. Assessment of current situation and the market
 - a. Customers
 - b. Competition
 - c. Marketing division’s strengths and weaknesses
 - d. Major problems/opportunities to be dealt with in next year
4. Strategy for the next year in business (What will it take to get ahead or stay ahead?)
 - a. Marketing Strategy
 - b. Sales Channel Strategy
 - c. Financial Strategy
5. Financial request – How will you use the money infusion from Corporate Headquarters?
6. Pro Forma profitability of marketing division (Quarter 1 to 8)
7. Recommended Tactical plan (Quarters 1 to 8)

Simulation Final Results (15% of total grade)

Task: Teams will discuss issues and strategic opportunities every week and submit decisions.

Due Dates: Submissions for each round will be due on Thursdays by 11:45pm (see course schedule for details). If your team misses a deadline for a quarter, the system will process whatever inputs are in there from the previous quarter. This can have negative consequences for your overall score.

Grading Criteria: The team’s total business performance will be based upon its financial performance, market effectiveness, marketing performance, investments in the firm’s future, and creation of wealth. A total score will be computed for each firm competing in Marketplace on the Balanced Scorecard. There are additional details about this scoring system in the simulation resources.

Final Report to Corporate (10% of total grade)

Purpose: To review and understand the reasoning behind how well the decisions and strategies in your Marketing Plan played out.

Task: Submit an electronic slide deck directed to the company's leadership summarizing the results of your 2-year endeavor.

Due Date: **November 27, 2023** (before class starts)

Guidelines: Utilize PPT (or similar program) but submit in PDF format to ensure format consistency. Must be less than 20 slides in total (not including Appendix supporting slides).

Outline: This report should follow the below outline of topics. Teams should use combination of copy + visuals where possible to "show & tell" together to communicate your main points.

1. Review your financial, market and sales performance during the second year
2. Highlight the key features of the marketing plan which was submitted
 - a. Marketing Strategy
 - b. Sales/Distribution Channel Strategy
 - c. Financial Strategy
3. Assess your marketing strategy and business performance during the second year (This section can be done simultaneously with Section 2 above.)
 - a. Compare actions taken against the marketing plan
 - b. Discuss departures from the marketing plan and justification
 - c. Review significant events that affected the division and/or market
 - d. Review goals relative to performance for key performance indicators (include the promises made relative to demand, revenue, profit, ROI, etc.)
4. Explain why you were able to achieve or not achieve your goals — what were the causes of your better or weaker than expected performance? (candidness here is very important – you don't need to sugar coat)
5. Summarize how you have prepared your firm to compete in the future.
6. What were the lessons learned?
 - a. How did you benefit from participating in the simulation?
 - b. Are there any lessons that you can take into the business world?

COMPANY ANALYSIS VIDEO

The purpose of the video project is two-fold. We have many articles throughout the class. The simulation is indirectly related to these but may not always time up exactly. This project is directly related to the articles. One of the best parts of working in marketing is the ability to be creative. Many times, especially in small agencies or companies, you will be asked for your creative ideas and suggestions. This project allows you that same freedom and will give you some practice thinking outside the proverbial box.

Video Deliverable (10% of total grade)

Task: Prepare a video analyzing a company of your choice based on the concepts presented and discussed through the semester. These videos will be played during our last class.

Due Date: **December 4, 2023** (before class starts)

Guidelines: Video can be **no more than 5 minutes in length** (teams will lose points if over 5 minutes). Your chosen format should be easily played and viewed in a Fisher classroom (can be its own file or link to online hosted site). Video should not just be PowerPoint slides with voiceover. Groups will be assigned on a first come-basis (will have

submission in Carmen).

Outline: The video should cover the below topics:

1. (Brief) introduction of company and its core products
2. Overview of customer segments
3. Share a potential issue or opportunity the company will likely face in the near future
4. Strategic options / choices the company has to address the issue / opportunity
5. Your recommended approach with rationale

INDIVIDUAL COMPONENT DETAILS

There are four parts of your grade that are based on individual effort: Attendance, Class Participation, Article Preparation Documents, and Peer Evaluation based on your performance in your team.

Attendance (10% of total grade)

This is very straight forward. I take attendance every class and each class is worth 2 points. Tardiness will lose 1 point and absence will receive no points. Students are allowed one “free pass” absence that will not lose points if the professor is notified before class.

Class Participation (10% of total grade)

The participation aspect of the grade will be an overall assessment of your contribution to the class discussions. Student contribution will be tracked throughout the course so I will be able to quantify the overall contribution of each student – both through quantity of contribution, but also quality. Participation does not mean say something for the sake of talking. It will be the instructor’s discretion whether the student contributed value to the overall discussion.

To track participation, I will have a student serve in the role of “reporter” during each class. Any student who is the reporter will receive full participation credit for that day’s class. Students who are interested in serving as a reporter can sign up on Carmen.

Students will be required to submit a self-assessment of their participation grade at the end of the semester. A “Personal Contribution Tracker” document is located in Carmen to help with this assessment. While the weekly tracking is not required for a grade, it is highly encouraged to utilize this tool.

The below guidelines are provided to assist you in understanding how class participation will be graded. Note that class participation should not be confused with class attendance. Merely attending class will not lead to a strong class participation grade. To accomplish the latter, it will be necessary to be consistently and actively be engaged in the class discussions and be a leader in many of these discussions.

Participation Grade = A:

A consistent leader in class discussions who regularly makes strong contributions by making insightful comments that reflect a thorough analysis of the articles and other enrichment material under consideration in this class – comments that advance our understanding of the topics under consideration.

Participation Grade = B:

Contributes fairly regularly to class discussion making insightful comments that reflect a careful reading of the articles under consideration in the class.

Participation Grade = C:

Contributes to class discussion with reasonable comments that follow from the prior discussion, but does not contribute as

frequently or consistently as others.

Participation Grade D:

Infrequent comments or a tendency to make comments that do not appear to be based on readings.

Participation Grade = E:

Very few or no contributions to the class discussion.

Article Preparation Documents (10% of total grade)

For each coursepack article discussion, students will be required to submit a Preparation Document in Carmen before class begins (late submissions will automatically lose a point). These documents will be graded on a 5-point rubric:

5 points

Thoroughly addressed each question with high level of depth and details; analysis went beyond simply listing information from the article, but rather utilized information to come to a relevant finding / take-away; effectively answered all questions in the document.

4 points

Detailed information included about the article, but missing depth of analysis (i.e. doesn't use the information to get to a finding beyond what is presented in the article)

3 points

Lacking depth of analysis or detailed information throughout the entire document.

2 point

Incomplete – more than 50% completed

1 point

Incomplete - less than 50% completed

0 points

No submission

Peer Evaluation (10% of total grade)

Team collaboration and participation is an important element of any project and will affect the quality of final deliverables. Each team member will provide a performance evaluation of the other members (template is posted on Carmen). Lack of effort and contribution to the project by a team member will be reflected in the individual peer evaluations and will negatively affect that individual's overall grade for the course.

Individuals who receive less than 75% Peer Evaluation (as an average of all evaluations) will receive only 75% credit of the Group Graded Components.

Given their importance, it is crucial that Peer Evaluation scores are determined based on objective criteria rather than personal opinion. It is normal for group members to have different approaches, personalities, and opinions so your group will need a clear framework for how you will work together and the expectations of performance. One of the first tasks your group will have will be to develop and submit a Team Charter. The performance expectations laid out in this charter will be the basis for your Peer Evaluation scores at the end of the session.

The template for the Team Charter will be posted on Carmen. An electronic version along with a printed & signed version of your final charter must be submitted in Carmen (check Carmen for specific due date).

Additional Policies

Student Life Disability Services (SLDS): Accommodations can be made for students who have registered with SLDS. In order to implement students' requests in a timely manner, please notify your instructor that you require accommodations by the end the first week of the semester. Please note that students are able to register with SLDS at any given point throughout the semester. If your accommodations change during the semester, you must notify the instructor as soon as you are aware of the change. It is the student's responsibility to notify the instructor and provide detailed information on which assignments, quizzes etc. require accommodations.

Technology Policy:

For IT help contact the Ohio State IT Service Desk ocio.osu.edu/help servicedesk@osu.edu

1. Required Technology Skills
 - [Navigating Carmen](#): for questions about specific functionality, see the [Carmen/Canvas Student Guide](#).
 - [CarmenZoom virtual meetings](#)
 - [Recording a slide presentation with audio narration](#)
 - [Recording, editing, and uploading video](#)
2. Required Equipment
 - Computer: current Mac (OS X) or PC (Windows 7+) with high-speed internet connection
 - Webcam: built-in or external webcam, fully installed and tested
 - Microphone: built-in laptop or tablet mic or external microphone
 - Mobile device (smartphone or tablet) or landline to use for [BuckeyePass](#) multi-factor authentication. It is recommended that you [register multiple devices](#) in case something happens to your primary device.
3. Required Software
 - [Microsoft Office 365](#): All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program.

If none of these options meet the needs of your situation, contact the IT Service Desk at 614-688-4357 (HELP) and IT support staff will work out a solution with you.

Safety and health requirements: Please stay up-to-date on the required compliance for students, faculty and staff by visiting the "Safe and Healthy Buckeyes website: <https://safeandhealthy.osu.edu/>. Requirements may change based on the unfolding situation of the COVID-19 pandemic. As of August 2, 2021, students, faculty, staff and visitors to all Ohio State campuses and medical facilities are required to wear masks indoors, regardless of their vaccination status. Masks continue to be required outdoors for unvaccinated individuals when they cannot maintain physical distancing. Vaccinated people are not required to mask outdoors. Read more on the [Personal Safety Practices page](#). All faculty, staff and students are required to comply with and stay up to date on all [University safety and health guidance](#), which may change throughout the semester Non-compliance will university policy will be warned first and disciplinary actions may be taken for repeated offenses. The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related accommodations must do so through the university's request process, managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

Course Copyright Policy: Material provided by the instructor may not be re-posted anywhere without the explicit permission of instructors. See University Copyright Policy.

Class Schedule

Date	Topics	Case / Article	Assignments	Simulation
WK1: 8/28/23	Course Introduction		Students will form project groups during class Submit Pre-Class QUIZ Students must sign up for Simulation after class	IN CLASS: Team Role Assignments
WK2: 9/4/23	NO CLASS (LABOR DAY)			
WK3: 9/11/23	Simulation Introduction		Submit Team Charter in Carmen <u>before</u> class starts	Team Role Assignments <i>Due in Carmen <u>before</u> class starts</i>
WK4: 9/18/23	Strategy Overview			Complete Qtr 1 Inputs <i>Due by 11:45pm on Thursday</i>
WK5: 9/25/23	Situation Analysis	Coursepack Article: “Marketing Analysis Toolkit: Situation Analysis”	Submit Article Prep <i>Due in Carmen <u>before</u> class starts</i>	Complete Qtr 2 Inputs <i>Due by 11:45pm on Thursday</i>
WK6: 10/2/23	Marketing Goals and Objectives	Coursepack Article: “Marketing Objectives & Strategy Formulation”	Submit Article Prep <i>Due in Carmen <u>before</u> class starts</i>	Complete Qtr 3 Inputs <i>Due by 11:45pm on Thursday</i>
WK7: 10/9/23	NO CLASS – AUTUMN BREAK			
WK8: 10/16/23	Segmentation & Targeting	Coursepack Article: “Segmentation & Targeting”	Submit Article Prep <i>Due in Carmen <u>before</u> class starts</i>	Complete Qtr 4 Inputs <i>Due by 11:45pm on Thursday</i>
WK 9: 10/23/23	Marketing Plan Review and Discussion			Marketing Plan <i>Due by 11:45pm on Thursday</i>
WK10: 10/30/23	Brand Positioning	Coursepack Article: “Brand Positioning”	Submit Article Prep <i>Due in Carmen <u>before</u> class starts</i>	Complete Qtr 5 Inputs <i>Due by 11:45pm on Thursday</i>
WK11: 11/6/22	Pricing & Channel Strategies	Coursepack Article: “Pricing Strategy” + “Developing & Managing Channels of Distribution”	Submit Article Prep <i>Due in Carmen <u>before</u> class starts</i>	Complete Qtr 6 Inputs <i>Due by 11:45pm on Thursday</i>
WK12: 11/13/23	Marketing Communications	Coursepack Article: “Marketing Communications”	Submit Article Prep <i>Due in Carmen <u>before</u> class starts</i>	Complete Qtr 7 Inputs <i>Inputs due by 11:45pm on Thursday</i> Mid-Point Peer Evaluation

WK13: 11/20/22	Guest Speaker: TBD	Questions for Speaker Project Video Outline <i>Both due in Carmen <u>before</u> class starts</i>	Complete Qtr 8 Inputs <i>Inputs due by 11:45pm on Thursday</i>
WK14: 11/27/23	Simulation Recap Discussion		Report to Corporate <i>Due in Carmen <u>before</u> class starts</i>
WK15: 12/4/223	Company Analysis Video Viewing	Videos submitted in Carmen <u>before</u> class	
FINALS	Class Wrap and Career Coaching		