

Sem: AU24 **Class Day/Time:** Thursdays, 2:20pm – 3:40pm

Room: Schoenbaum 209

Instructor: Scott LaCross

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Office Hours: By appointment ([click here to book a meeting](#))

Office: 356A Fisher Hall

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 class discussions, group activities and a team-based simulation. Please refer to the Course Schedule at the end of the syllabus for details about topics and deliverables for each class session.

Course Materials:

Harvard Business School Publishing course pack – purchase at <https://hbsp.harvard.edu/import/1189999>

Evaluation Criteria:

Graded Components	% of Total	Type
Simulation Year 2 Marketing Plan	20%	†††
Simulation Performance (Balanced Scorecard)	20%	†††
Simulation Final Report to Corporate	10%	†††
Peer Evaluation	15%	†
Discussion Preparation (Carmen Assignments)	15%	†
Attendance & Participation	20%	†

Grading Scale

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:

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.

Artificial Intelligence:

There has been a significant increase in the popularity and availability of a variety of generative artificial intelligence (AI) tools, including ChatGPT, Sudowrite and others. These tools will help shape the future of work, research and technology but when used in the wrong way, they can stand in conflict with academic integrity at Ohio State.

All students have important obligations under the Code of Student Conduct to complete all academic and scholarly activities with fairness and honesty. Our professional students also have the responsibility to uphold the professional and ethical standards found in their respective academic honor codes. Specifically, students are not to use unauthorized assistance in the laboratory, on field work, in scholarship or on a course assignment unless such assistance has been authorized specifically by the course instructor. In addition, students are not to submit their work without acknowledging any word-for-word use and/or paraphrasing of writing, ideas or other work that is not your own. These requirements apply to all students undergraduate, graduate, and professional.

To maintain a culture of integrity and respect, these generative AI tools should not be used in the completion of course assignments unless an instructor for a given course specifically authorizes their use. Some instructors may approve of using generative AI tools in the academic setting for specific goals. However, these tools should be used only with the explicit and clear permission of each individual instructor, and then only in the ways allowed by the instructor.

**University Policies,
Services and Resources**
(go.osu.edu/UPolicies)



**Fisher Undergraduate
Handbook and QuickLinks**
(www.bsbalinks.com)



**Fisher Navigator
Resource Portal**
(www.nav-1.com)



Course Format: In-person

Mode of Delivery: Students are required to attend class. Our meeting times will be heavily focused on class engagement and will include group discussions and activities.

Pace of online activities: Each class will cover different topical discussions (see detailed course schedule at end of syllabus). Students will be expected to complete and submit preparation documents prior to some classes. Most weeks will also include deliverables for the Marketing Simulation software (group activity).

Credit hours and work expectations: This is a **1.5 credit-hour course**. Students should expect to spend additional time outside of the scheduled class each week for individual assignments and the Marketing Simulation in order to receive a grade of (C) average.

Attendance and participation requirements: Attendance and participation are both graded components of this class.

GRADED COMPONENTS

GROUP PROJECT DETAILS

MARKETPLACE SIMULATION GROUP PROJECT

Students access the simulation through the HBS coursepack for this course (see link on page 1)

Through the *Marketplace* simulation students 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*, groups work through marketing fundamentals and the interplay between product, price, place, promotion, budgets, and financial performance. Groups 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;
- 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 collaborate for submitted decisions.

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

Simulation Deliverables:

Year 2 Marketing Plan (20% of total grade)

Purpose: To think through and organize a comprehensive 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 (year 1) and your recommended action plan for quarters 5 – 8 (year 2).

Due Date: by 11:59pm on Wednesday, October 9th (before Autumn Break and between Quarters 4 & 5 in simulation)

Guidelines: Utilize PPT (or similar program) but submit in **PDF format** to ensure format consistency. Must be no more than 20 slides of content (i.e. does not include Title slide, Section Separation slides, or Appendix supporting slides).

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

1. Executive Summary – one page summary of overall story / main take-aways – 10%
2. Review of financial and market performance during Year 1 (quarters 1 – 4) – 10%
3. Situational Analysis – assess the drivers behind the brand performance – 15%
 - a. Customers
 - b. Competition
 - c. Strengths and weaknesses
 - d. Major problems/opportunities to be dealt with in next year
4. Strategy for Year 2 in business (quarters 5 – 8) – High-level focus areas across the 4Ps – 15%
 - a. Product Strategy
 - b. Pricing Strategy
 - c. Promotions Strategy
 - d. Place (Sales Channel) Strategy
5. Justify Financial request – How will you use the money you will receive from Corporate Headquarters for Year 2? (high level by quarter) – 10%
6. Recommended Tactical plan by quarter for Year 2 (more detailed breakdown by quarter) – 20%
7. Financial Forecast (quarters 1 to 8) – show the expected financial impact of your plan – 15%
 - a. Utilize actual financials for quarters 1 – 4 and estimate new financials for quarters 5 – 8
 - b. Include key assumptions behind financial estimates

*Report professionalism – visual design, formatting, free of errors – 5%

Simulation Final Results (20% 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 Wednesdays 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 team 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: by Thursday, November 21st by 12:45pm (before last class)

Guidelines: Utilize PPT (or similar program) but submit in PDF format to ensure format consistency. Must be no more than 20 slides of content (i.e. not including Title slide, Section Separation slides, or 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 and market performance during the second year
 - a. Compare actual performance vs. projected financial forecast in Year 2 Plan (demand, revenue, profit, ROI, etc.) – this part is just laying out the facts

2. Assess your marketing strategy and business performance during the second year
 - a. Compare the actions taken against what was in your Year 2 Marketing Plan
 - b. Discuss departures from the marketing plan and justification
 3. 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)
 4. Summarize how you have prepared your firm to compete in the future – how would you expect to perform in Year 3?
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INDIVIDUAL COMPONENT DETAILS

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

Attendance (8% of total grade)

I will be taking attendance every class since being present and participating in discussions are important parts of the learning process. Each class is worth 2 points and if a student arrives after the start of class then they receive partial credit for that day.

Students will be allowed one “free pass” absence for credit (for any reason) **only if the professor is notified by email prior to missing the class**. If the absence is caused by an unexpected circumstance, you must email the professor within 24 hours of the missed class. Any additional absences (over the one free pass) or failure to notify the professor will result in lost points. You do not need to specify the reason for the absence, only that you won't be in attendance.

Class Participation (12% of total grade)

If you are intimidated by the “obligation” of speaking up in class, your anxiety will be reduced only through practice! Getting comfortable with public speaking will give you a HUGE career advantage. You should approach this class and our discussions as a “test run” before starting a job in business.

To track participation, I will have a student serve in the role of “Reporter” during each class. The reporter will help track the contribution of each student during the class discussions. 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 (in Discussion Post area).

Participation grading will be based on the below criteria:

Participation Grade = A:

A **consistent leader** in class discussions who regularly (i.e. 75% - 100% of classes) contributes with comments and/or questions.

Participation Grade = B:

Contributes **fairly regularly** to class discussion (i.e. 50% – 75% of classes) making insightful comments and/or questions.

Participation Grade = C:

Occasionally contributes to class discussion with reasonable comments and/or questions, but does not contribute as frequently or consistently as others (i.e. 25% – 50% of classes).

Participation Grade D:

Infrequent comments and/or questions (i.e. 10 – 25% of classes).

Participation Grade = E:

Infrequent comments and/or questions (i.e. less than 10% of classes).

Discussion Preparation Carmen Assignments (15% of total grade)

Throughout the semester, students will submit assignments designed to prepare for in-class discussions. These will be related to assigned readings as well as application of concepts discussed. Students are expected to put time and effort into these assignments in order to have higher quality discussions and activities during class time. They should be treated the same as if you were providing the information to company leadership in a job.

5 points: Thoroughly addressed each question with high level of depth and details; analysis went beyond simply listing information from reference material, but rather utilized information to come to relevant findings / take-aways; thoroughly applied concepts to develop recommendations for application activities

4 points: Detailed information included, but missing depth of analysis; not as detailed or thorough as others

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 (15% of total grade)

Team collaboration and participation is an important element of any project and will affect the quality of 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).

Course Technology:

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

1. Baseline technical skills for online courses.
 - Basic computer and web-browsing skills
 - Navigating Carmen: for questions about specific functionality, see the [Canvas Student Guide](#).
2. Required Technology Skills
 - [CarmenZoom virtual meetings \(if needed\)](#)
 - [Recording a slide presentation with audio narration](#)
 - [Recording, editing, and uploading video](#)
3. 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.
4. Required Software. [Microsoft Office 365](#): All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program.
 5. Carmen Access. You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:
 - Register multiple devices in case something happens to your primary device. Visit the [Duo Mobile application](#) help article for step-by-step instructions.
 - Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click Enter a Passcode and then click the Text me new codes button that appears. This will text you ten passcodes good for 365 days that can each be used once.
 - Download the [Duo Mobile application](#) to all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

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.

Religious Accommodations: It is Ohio State's policy to reasonably accommodate the sincerely held religious beliefs and practices of all students. The policy permits a student to be absent for up to three days each academic semester for reasons of faith or religious or spiritual belief.

Students planning to use religious beliefs or practices accommodations for course requirements must inform the instructor in writing no later than 14 days after the course begins. The instructor is then responsible for scheduling an alternative time and date for the course requirement, which may be before or after the original time and date of the course requirement. These alternative accommodations will remain confidential. It is the student's responsibility to ensure that all course assignments are completed.

Course-specific 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	Class Topics / Materials	Group Simulation Activities
WK1: 8/22/24	Course Introduction	
WK2: 8/29/24	Strategic Planning Overview & Simulation Introduction Form Simulation Groups Coursepack: "Playing to Win" – Chapter 1	Sign up for simulation AFTER CLASS Simulation Game ID: 16106-00005-02331 Game Name: SLAC-4203AU24
WK3: 9/5/24	Situational Analysis Coursepack: "Framework for Marketing Strategy Formation"	Team Charter Due Complete Qtr 1 Inputs - due by 11:45pm on Wednesday, 9/4
WK4: 9/12/24	Where to Play / Segmentation & Targeting Coursepack: "Playing to Win" – Chapter 3	Complete Qtr 2 Inputs - due by 11:45pm on Wednesday, 9/11

WK5: 9/19/24	How to Win / Positioning / Value Proposition "Playing to Win" – Chapter 4	Complete Qtr 3 Inputs - <i>due by 11:45pm on Wednesday, 9/18</i>
WK6: 9/26/24	Article Discussion Coursepack: "Integrating Around the Job to be Done"	Complete Qtr 4 Inputs - <i>due by 11:45pm on Wednesday, 9/25</i>
WK7: 10/3/24	Year 2 Marketing Plan Group (in-class) Working Session	Work on Year 2 Marketing Plan
WK8: 10/10/24	NO CLASS – Enjoy Autumn Break!	Submit Year 2 Marketing Plan <i>Due in Carmen by 11:59pm on Wednesday, 10/9</i>
WK9: 10/17/24	Case Study Discussion Coursepack: "Planters Nuts: The Power of the Peanut"	Complete Qtr 5 Inputs <i>Due by 11:45pm on Wednesday, 10/16</i>
WK10: 10/24/24	Product & Pricing Strategies Coursepack: "Framework for Marketing Strategy Formation"	Complete Qtr 6 Inputs <i>Due by 11:45pm on Wednesday, 10/23</i>
WK11: 10/31/24	Promotions & Place Strategies Coursepack: "Framework for Marketing Strategy Formation"	Complete Qtr 7 Inputs <i>Due by 11:45pm on Wednesday, 10/30</i>
WK12: 11/7/24	Case Study Discussion Coursepack: "Snaqary Snacks: Building a Start-Up Brand"	Complete Qtr 8 Inputs <i>Inputs due by 11:45pm on Friday, 11/6</i>
WK13: 11/14/24	Guest Speaker	Work on Report to Corporate
WK14: 11/21/24	Course / Simulation Debrief	Submit Report to Corporate - <i>due in Carmen <u>before</u> class starts</i>
WK15: 11/28/24	NO CLASS – Happy Thanksgiving!	