

From: [Croxton, Keely](#)
To: [Reed, Katie](#); [LaCross, Scott](#); [O'Neill, Jill](#)
Subject: Re: Change a required course in Business Management Specialization
Date: Wednesday, October 2, 2024 4:39:37 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Katie,

This proposed course change has been approved by our Undergraduate Program Committee. If you need more formal documentation of that, let me know.

Thanks!

Keely



Keely L. Croxton, PhD

Prof. of Logistics

Associate Dean of Undergraduate Programs

Associate Dean of Graduate Programs (interim)

Fisher College of Business

croxton.4@osu.edu



From: Reed, Katie <reed.901@osu.edu>
Date: Wednesday, October 2, 2024 at 4:34 PM
To: [LaCross, Scott](mailto:lacross.2@osu.edu) <lacross.2@osu.edu>, [O'Neill, Jill](mailto:oneill.139@osu.edu) <oneill.139@osu.edu>
Cc: [Croxton, Keely](mailto:croxton.4@osu.edu) <croxton.4@osu.edu>
Subject: RE: Change a required course in Business Management Specialization

Jill and Scott,

We will need official approval/support from the college office. I have copied Keely Croxton on this email, so she can provide that support via email.

Thanks,
Katie

From: LaCross, Scott <lacross.2@osu.edu>
Sent: Wednesday, October 2, 2024 3:02 PM
To: Reed, Katie <reed.901@osu.edu>; O'Neill, Jill <oneill.139@osu.edu>
Subject: Re: Change a required course in Business Management Specialization

Hi Katie & Jill,

This course change was approved by the Fisher UG Committee today. Attached is the background document and sample syllabus. Let me know if this will work for what you need or if you need me to provide anything else.

Thanks!

Scott LaCross

Senior Lecturer & Vice Chair

Department of Marketing & Logistics

The Ohio State University

356A Fisher Hall, 2100 Neil Ave., Columbus, OH 43210

614-688-2729 (office) / 614-316-1038 (mobile)

lacross.2@osu.edu / [schedule a meeting](#)

"Don't ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive." - Howard Thurman

From: Reed, Katie <reed.901@osu.edu>
Date: Thursday, September 19, 2024 at 9:18 AM
To: O'Neill, Jill <oneill.139@osu.edu>
Cc: LaCross, Scott <lacross.2@osu.edu>
Subject: RE: Change a required course in Business Management Specialization

Jill,

Yes, this sounds like an informational item. If this is for a graduate program, it will need to be submitted to the Graduate School before coming to CAA.

Please let me know if you need anything else.

Thanks,
Katie

From: O'Neill, Jill <oneill.139@osu.edu>
Sent: Thursday, September 19, 2024 7:45 AM
To: Reed, Katie <reed.901@osu.edu>
Cc: LaCross, Scott <lacross.2@osu.edu>
Subject: RE: Change a required course in Business Management Specialization

Thanks, Katie! Yes, replacing one course with another, and no change in credit hours.

Jill O'Neill
The Ohio State University
[Pronouns:](#) she, her, hers
oneill.139@osu.edu | fisher.osu.edu | [Together As Buckeyes](#)



From: Reed, Katie <reed.901@osu.edu>
Sent: Wednesday, September 18, 2024 8:53 PM
To: O'Neill, Jill <oneill.139@osu.edu>
Cc: LaCross, Scott <lacross.2@osu.edu>
Subject: RE: Change a required course in Business Management Specialization

Hi Jill,

Are you simply replacing one course for another? Will there be any changes to the total overall credit hours?

It sounds like this will be an informational item based on what you have shared.

Thanks,
Katie

From: O'Neill, Jill <oneill.139@osu.edu>
Sent: Wednesday, September 18, 2024 4:39 PM
To: Reed, Katie <reed.901@osu.edu>
Cc: LaCross, Scott <lacross.2@osu.edu>
Subject: Change a required course in Business Management Specialization

Hi Katie,

I hope you are having a good week.

Similar to when we revised our Info Sys specialization, the marketing faculty would like to change a required course they offer in our business management specialization. Once we have the syllabus for the new course and the rationale document created, might we be considered as an informational item again, versus going through the full approval process?

Thanks, I appreciate your help as always!!

Jill

Jill O'Neill, M.A.

Associate to the Dean

Consultant, Special Projects

The Ohio State University

Fisher College of Business Office of the Dean

200G Fisher Hall | 2100 Neil Avenue | Columbus, OH 43210

614-292-2714

Pronouns: *she, her, hers*

#InspireInclusion

oneill.139@osu.edu fisher.osu.edu [ASFW](#)

HATE
HAS NO
BUSINESS
HERE.

Business Management Specialization Required Course Update

Background

The M&L 4204D Marketing Projects course is part of Ohio State's [Business Management Specialization](#), offered in Autumn as a distance learning (DL) virtual class. It mirrors the M&L 4204 Marketing Projects class taught in Columbus. As taught in regional campuses, this course presents three major challenges:

1. **Insufficient Meeting Hours:** This is a 3-credit course that only meets for 80 minutes a week, instead of the regular 150 minutes. That is not enough. With minimal weekly class time, student groups don't receive the necessary 25-minute sessions with the instructor. This contrasts with the 3-hour sessions in the Columbus campus version, making it difficult to provide adequate support.
2. **Excessive Enrollment:** With the 80-minute meeting time, the course was designed for around 30 students, but enrollment has surged to 53. Thus, student groups have to be larger (10-11 students) so that the instructor can meet with all groups in the available time. This overwhelms the instructor and reduces the quality of team interactions and project outcomes. In addition, such large teams are detrimental to the educational experience. Ideal teams have 4-6 students.
3. **Lack of Marketing Background:** This course does not have the same pre-requisite classes as the Columbus campus version so students lack foundational marketing knowledge, especially in the area of performing marketing research, which is a major component of the course. This hinders students' ability to contribute effectively to projects, resulting in uneven progress and challenges for the instructor.

Recommended Solution

- Transition to a simulation-based course utilizing the Marketplace Simulation; this will focus on more relevant content for the students and will allow the faculty to effectively serve a higher number of students within the allotted 80 minute class time once per week
- Update the course number and name to **4206 Strategic Marketing Decisions** to better align to the content and student outcomes; this will also clearly differentiate from the Columbus courses and will eliminate the issue of Columbus students enrolling in the regional course (See below for draft syllabus)



Sem: AU25

Class Day/Time: Thursdays, 7:05pm – 8:25pm

Room: TBD

Instructor: TBD

E-mail: TBD

Course Description

The focus of this course is a marketing strategy exercise filled with tactical detail. Through a *Marketplace* simulation, you will be placed into a very realistic international business setting where you will operate a marketing division for two years in compressed time (eight rounds of decision-making).

Learning Objectives

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 students will do in the simulation:

- 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
- Compete head-to-head with other business teams
- Adjust strategy and tactics in response to financial performance, competitive tactics, and customer needs

The specific goal of the exercise is to develop your marketing management skills by giving you an integrated perspective of the entire marketing operation.

Course Materials:

Harvard Business School Publishing course pack (includes *Marketplace* simulation)

Evaluation Criteria:

Graded Components	% of Total	Type
Simulation Year 2 Marketing Plan	25%	↑↑↑
Simulation Performance (Balanced Scorecard)	20%	↑↑↑
Simulation Final Report to Corporate	15%	↑↑↑
Carmen Assignments & Simulation Deliverables	15%	↑ / ↑↑↑
Peer Evaluation	15%	↑
Class Attendance	10%	↑

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)	
Rang	100%	- 93%	- 90%	- 87%	- 83%	- 80%	- 77%	- 73%	- 70%	- 67%	- 60%	- 0%
e			%	%								

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: Distance Learning (DL)

Mode of Delivery: This course is 100% online. Students are required to be logged in to CarmenZoom during the scheduled class time.

Pace of online activities: Each class will cover different topics related to marketing strategy. Students will be expected to complete and submit preparation documents prior to some classes. Most weeks will also include deliverables for the *Marketplace* Simulation.

Credit hours and work expectations: This is a **3 credit-hour course**. There will be one 80 minute virtual session each week as an entire class and simulation groups are expected to meet for an additional 80 minutes outside of that class time. Students should expect to spend additional time outside of those meeting times each week for individual assignments and group project activities in order to receive a grade of (C) average.

Attendance requirements: Attendance is a graded component of this course so students are expected to attend every class session.

GRADED COMPONENTS

***Marketplace* Simulation Year 2 Marketing Plan (25% 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:

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

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

Simulation Final Performance / Balanced Scorecard (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 (15% 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:

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?

Carmen Assignments & Simulation Deliverables (15% of total grade)

Each week there will be additional activities and deliverables that students or groups will need to complete. These will include:

- Individual Discussion Preparation – Carmen assignments designed to have students think about concepts or topics prior to class
- Microsimulations – students will be required to complete these to help work through some difficult decisions related to marketing
- Group Decision Rationale – groups will submit rationale documents each week for the simulation communicating the reasoning for certain strategic decisions

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](#)
 - [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	Course Introduction	
WK2	Strategic Planning Overview & Simulation Introduction Form Simulation Groups Coursepack: "Playing to Win" – Chapter 1	Sign up for simulation AFTER CLASS
WK3	Situational Analysis Coursepack: "Framework for Marketing Strategy Formation"	Team Charter Due Complete Qtr 1 Inputs
WK4	Where to Play / Segmentation & Targeting Coursepack: "Playing to Win" – Chapter 3	Complete Qtr 2 Inputs Submit Qtr 2 Decisions Rationale
WK5	How to Win / Positioning / Value Proposition "Playing to Win" – Chapter 4	Complete Qtr 3 Inputs Submit Qtr 3 Decisions Rationale
WK6	Article Discussion Coursepack: "Integrating Around the Job to be Done"	Complete Qtr 4 Inputs Submit Qtr 4 Decisions Rationale
WK7	Year 2 Marketing Plan Group (in-class) Working Session	Work on Year 2 Marketing Plan
WK8	NO CLASS – Autumn Break	Submit Year 2 Marketing Plan
WK9	Case Study Discussion Coursepack: "Planters Nuts: The Power of the Peanut"	Complete Qtr 5 Inputs
WK10	Product & Pricing Strategic Decisions Coursepack: "Framework for Marketing Strategy Formation"	Complete Qtr 6 Inputs Submit Qtr 6 Decisions Rationale
WK11	Promotions & Place Strategic Decisions Coursepack: "Framework for Marketing Strategy Formation"	Complete Qtr 7 Inputs Submit Qtr 7 Decisions Rationale
WK12	Case Study Discussion Coursepack: "Snaqary Snacks: Building a Start-Up Brand"	Complete Qtr 8 Inputs Submit Qtr 8 Decisions Rationale
WK13	Guest Speaker	Work on Report to Corporate
WK14	NO CLASS – Happy Thanksgiving!	Submit Report to Corporate before break
WK15	Course / Simulation Debrief – Personal Reflection Paper Due	