

**COURSE:** AP/ADMS 4250. 3.0 – Marketing Strategy Development and Implementation

**ADDITIONAL REQUIREMENTS:**

- 1) For students in an Honours program, 72 credits, including AP/ADMS 2200 3.00 and AP/ADMS 3210 3.00 (or AP/ADMS 4220 3.00, if taken prior to Fall 2012),
- 2) For other students, a grade of C+ or better in AP/ADMS 2200 3.00 and AP/ADMS 3210 3.00 (or AP/ADMS 4220 3.00, if taken prior to Fall 2012).

It will be highly beneficial to take this course after taking at least two upper-level business classes. For students who have just begun their studies, the course might be too challenging.

**REQUIRED COURSE TEXT / READINGS:**

**Markstrat. Participant’s Handbook,**

Jean-Claude Larréché, Hubert Gatignon and Rémi Triolet, StratX International, copyright 2017

The book is available for download in PDF format after you purchase a **Markstrat Participant Activation Key (PAK)** online at <https://shop.stratxsimulations.com>. The price is US\$75.

The file number for Winter 2025 is **P6745E51**

**TIMES AND LOCATIONS:**

This is an in-person course. The meetings will be held on **Mondays, 11:30 am – 2:30 PM** at **R S105** on the Keele campus.

A detailed schedule will be provided as a separate file on the eClass page.

Both midterm and final exams will be timed and held at scheduled class times.

**WEIGHTING OF COURSE:**

The final grade for the course will be based on the following items weighted as indicated:

Exam #1 (individual)	23%
Exam #2 (individual)	19%
In-class exercises (class/case quizzes, individual)	12%
Numerical quiz #1 (individual)	6%
Numerical quiz #2 (individual)	6%
Final competitive outcome (team)	5%
Strategic memos (two; team)	14%
Final project (team)	15%

**No additional assignments will be offered.**

### COURSE INSTRUCTOR / CONTACT:

Alexander Rusetski, PhD  
Associate Professor in Marketing  
Office: Atkinson 237

**E-mail:** arusetsk@yorku.ca

**Course consultation hours:** online, by appointment via eClass

### EXPANDED COURSE DESCRIPTION:

This course is built around the Markstrat online simulation that is widely used around the world for executive, MBA, and undergraduate education. In this online game, your team will manage a hi-tech firm competing with other groups of students in your class. To be successful, the team will have to monitor the environment using tools provided in the game and make decisions regarding the development, positioning, distribution, and promotion of products. Unlike other marketing courses that culminate with the development of marketing plans, in this class, you will be able not only to propose strategies but to see the outcomes of your decisions.

You will have to purchase a Participant Activation Key (PAK) before the second meeting of the class. Failure to do so will result in a loss of marks.

There will be 7 decision periods. After Period 3 and Period 7, each team will submit a strategic memo outlining the operational environment and intended strategies for winning the competition. The second memo must also include a review of the initial strategy presented in the first memo.

At the end of the semester, each team will prepare a project comparing the marketing strategies of two competing firms and present the results in class.

The simulation is supplemented with lectures, readings, and case studies. Each student is expected to come to class prepared and ready to discuss the assigned case. The emphasis of case studies in this class is on situation analysis, problem determination, and consistency of suggested solutions.

The course is aimed at bringing together marketing concepts studied in other marketing classes. Students will be able to identify major marketing challenges that may face a firm and apply recent frameworks to find solutions – both in case studies and in a simulation game.

### ORGANIZATION OF THE COURSE:

A detailed course schedule will be provided at the beginning of classes. The general structure is as follows, and can be changed:

Week 1: Intro. Situation Analysis 1

Week 2: Situation Analysis 2

Week 3: Market Segmentation Approaches

Week 4: Targeting strategies, Positioning, and New Products

Week 5: **EXAM 1**

Week 6: Brand Strategies

Week 7: Pricing Strategies

Week 8: Marketing Communication Channels

Week 9: Strategy Implementation and Control

Week 10: **EXAM 2**

Week 11: Final Presentations (1)

Week 12: Final Presentations (2)

### **COURSE LEARNING OBJECTIVES:**

The objectives of the course are:

- Integration of the knowledge obtained in previous marketing and management classes and applying it to strategic choices;
- Developing a systemic and disciplined approach to the analysis of the market situation and presenting its results:
  - a. Do basic profit/loss analysis of a firm's operations;
  - b. Understand the nature and challenges of segmentation procedures;
  - c. Know and apply basic forecasting techniques;
  - d. Assess a segment's profit potential
- Understanding and learning to deal with time pressures and uncertainties that marketing managers face in their work;
- Obtaining hands-on experience in making marketing decisions in a competitive environment and defending them;
- Developing written and verbal communication skills;
- Personal development, including group work, teamwork, analytical, and presentation skills.

### **ADDITIONAL INFORMATION / NOTES:**

#### **Markstrat Simulation:**

To participate in the simulation, you will have to 1) purchase the Participant Activation Key (PAK); and 2) download the Participant's Handbook. When purchasing the PAK, you only need to specify your course ID. Make sure to specify the correct course ID. You will absolutely have to purchase a PAK before the second week of classes otherwise you will lose marks.

#### **Assignments:**

**Strategic memos** should be submitted on eClass.

For the **competitive outcome**, a winning team gets 5 marks, and the team with the lowest performance gets 1 mark. The rest of the teams will be graded based on their relative position between the first and the last teams. Note: teams that finish below the starting point will receive 0 marks for the outcome.

Team-based components are subject to **peer evaluation** adjustment. At the end of the course, each student can submit a confidential peer evaluation. Score each teammate on a 10-point scale. Grades for all group assignments will be adjusted to reflect the lack of contribution based on these evaluations. If a student's average peer evaluation is 7 out of 10, then his/her team-based score will be weighted by 0.7 (e.g. team score = 80, average peer evaluation = 0.7, then  $80 * 0.7 = 56$ ). Grades **will not** be adjusted up based on peer evaluations.

**Exam 1** focuses on the concepts studied in the first half of the class and includes multiple-choice questions and a case analysis. Neither multiple-choice nor case parts will be returned to you, but they will be available for viewing at my office.

**Exam 2** is a case analysis and focuses on students' skills in assessing the situation, correctly determining what information is relevant to a particular strategic decision, and using this information in making strategic choices. The exam has an emphasis on the second half of the course.

**Numerical Quizzes 1 and 2** deal with the most basic calculations involved in business analysis: market shares, growth rates, basic forecasting, etc. Numerical Quiz 1 is based on readings "Percentages, Shares and Future Sales" and "Analyzing Profitability". Numerical Quiz 2 is based on the reading "Prices, Revenues, Costs and Profits". Readings and practice quizzes will be provided to prepare for numerical quizzes. Numerical Quizzes are closed books, closed notes.

**Class quizzes** are based on a case and lecture material assigned for the day and are 5 questions each. Class quizzes will be administered at the beginning of class meetings. They are open notes but timed (5 minutes).

**Strategic memos** should describe the current competitive situation and provide a long-term plan for competing in your industry. Memos should be based strictly on Markstrat information (no need to role-play and/or invent things).

**The final group project** consists of a presentation and a written report. A detailed outline will be posted on the course website.

Final course grades may be adjusted to conform to the Program- or Faculty-required grades distribution profiles.

## **Communication**

Group e-mails will be sent using the course website to students' e-mail accounts that York University keeps on file. Instructors cannot change or update students' e-mails in this database. Therefore, it is the student's responsibility to ensure that their e-mails on file are up to date so that all messages are received.

## **Use of Generative AI (GenAI)**

You are welcome to use GenAI tools in preparing your home assignments (excluding in-class exams and quizzes), whether group or individual, as long as you disclose it. It is your responsibility to check facts and ensure that the sources of information are properly cited. If you use GenAI, you must report a) the tool(s) used (ChatGPT, Perplexity, CoPilot, etc.); and b) the extent of AI use (generating the original document, refining a draft, searching for information, etc.). The acknowledgment of GenAI use should be included at the beginning of the References/Bibliography section or at the end of the document if there is no references section. Failure to disclose the use of GenAI will be considered a breach of academic integrity. After the work is submitted, you (not the AI tool) carry all the responsibility for the submitted content.

**NO GenAI TOOLS CAN BE USED DURING IN-CLASS EXAMS OR QUIZZES!**

## **COURSE POLICIES**

### **Grading, Assignment Submission, Lateness Penalties, and Missed Tests**

**Grading:** The grading scheme for the course conforms to the 9-point grading system used in undergraduate programs at York (e.g., A+ = 9, A = 8, B+ = 7, C+ = 5, etc.). Assignments and tests will bear either a letter grade designation or a corresponding number grade (e.g. A+ = 90 to 100, A = 80 to 90, B+ = 75 to 79, etc.)

(For a full description of the York grading system see the York University Undergraduate Calendar - [http://calendars.registrar.yorku.ca/pdfs/ug2004cal/calug04\\_5\\_acadinfo.pdf](http://calendars.registrar.yorku.ca/pdfs/ug2004cal/calug04_5_acadinfo.pdf))

Students may take a limited number of courses for degree credit on an ungraded (pass/fail) basis. For full information on this option see the Alternative Grading Option in the Atkinson Faculty of Liberal and Professional Studies section of the Undergraduate Calendar: [http://calendars.registrar.yorku.ca/2012-2013/faculty\\_rules/AP/index.htm](http://calendars.registrar.yorku.ca/2012-2013/faculty_rules/AP/index.htm)

**Assignment Submission:** Proper academic performance depends on students doing their work not only well but on time. Accordingly, assignments for this course must be received on the due date specified for the assignment. This applies both to executive memos that have to be submitted to the instructor and simulation decisions that need to be uploaded to the Markstrat server.

**Lateness Penalty:** Executive memos received later than the due date will be penalized by ½ letter grade per day. Exceptions to the lateness penalty for valid reasons such as illness, compassionate grounds, etc., may be entertained by the Course Instructor but will require supporting documentation (e.g., a doctor's letter). Failure to upload simulation decisions on time will not be penalized directly, but the simulation will be run with default decisions which usually results in poor performance. There will be no exceptions to this rule.

**Missed Tests:** Students with a documented reason for missing a course test, such as illness, compassionate grounds, etc., which is confirmed by supporting documentation (e.g., doctor's letter) may request an accommodation from the Course Instructor in a form of a makeup test (within a week before or a week after the test). Further extensions or accommodations will require students to submit a formal petition to the Faculty. Failure to appear at the mutually agreed time of a makeup exam will result in a grade of 0.

### **RELEVANT UNIVERSITY REGULATIONS**

**Deferred Exams:** Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. In order to apply for deferred standing, students must register at <http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>. Write your ticket number from the online registration system directly onto the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam and emailed to [apsas@yorku.ca](mailto:apsas@yorku.ca).

These requests will be considered on their merit and decisions will be made on a case-by-case basis. Decisions will be made available by logging into the following link: <http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>. No individualized communication will be sent by the School to the students (no letters or e-mails).

**Academic Honesty:** The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at: <http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive online Tutorial for students on academic integrity, at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

**Grading Scheme and Feedback Policy:** The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

*Note: Under unusual and/or unforeseeable circumstances that disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.* For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

**Grades Release Dates (Grade Reports and Transcripts):** Grades submitted by an instructor are subject to review by the teaching unit in which the course is offered and by the Faculty Council or Faculty Committee on Academic Policy and Planning. Final course grades may be adjusted to conform to program or Faculty grades distribution profiles. Normally, grades appear on grade reports and transcripts as soon as they are submitted to the Registrar's Office.

**In-Class Tests and Exams - the 20% Rule:** For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

**Reappraisals:** Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

**Accommodation Procedures:** LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

**Religious Accommodation:** York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

**Academic Accommodation for Students with Disabilities (Senate Policy):** The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information,

please visit the Student Accessibility Services (formerly known as Counselling and Disability Services) website at <https://accessibility.students.yorku.ca>

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

**Please alert the Course Director as soon as possible should you require special accommodations.**