

Sample* Syllabi for Hybrid Module Course

Managing Brands

Each 5-week module will comprise of three 1.5 credit courses delivered over five weeks. The module will begin with two weeks of asynchronous work for all three courses. In the third week, classes will be held in person at Stern Tuesday through Sunday, from 9 AM until 4:30 PM with a break for lunch. Following the on-campus immersion, you will complete the Module with another two weeks of asynchronous work.

August-September Module

Asynchronous work: August 20 – Sept 2

On-campus immersion: Sept 3 – Sept 8

Asynchronous work: Sept 9 – Sept 23

Important note: This module overlaps the first week of fall classes. You will be completing the final week of asynchronous work while you are beginning any spring classes you plan to take. Please plan accordingly.

INTA-GB 3405.V1 Managing Brands

MKTG-GB 2153 Pricing

Prerequisite of COR1-GB 2310

Instructor: Masakazu Ishihara

Specializations:

- Luxury Marketing
- Marketing
- Supply Chain Management & Global Sourcing

MKTG-GB 3150 Marketing Planning & Strategy

Prerequisite of COR1-GB 2310

Instructor: Stewart Krentzman

Specialization:

- Brand Management
- Luxury Marketing
- Marketing

ACCT-GB 3103 Internal Decision Making & Corporate Performance

Prerequisite of COR1-GB 1306

Instructor: Julian Yeo

Specializations:

- Accounting

*These are sample syllabi taken from previous terms and may be from 3cr versions. The exact syllabi for each course will be shared closer to the start of the term.

SAMPLE

Notes: This sample is based on a full-semester course. In our module, we will cover basic concepts related to managing brands (value-based pricing, price response estimation, behavioral pricing, price customization/differentiation, etc.), and then discuss a few important pricing mechanisms for different product/service categories (different product/service categories require different pricing mechanisms).

New York University
Leonard N. Stern School of Business

Pricing Strategies (MKTG-GB.2353.30) Spring 2023

Course Meets: Thursday / 6-9pm / KMC 2-90

Instructor:	Masakazu Ishihara, Tisch Hall 818
E-Mail:	mi25@stern.nyu.edu
Phone:	212-998-0553
Office Hours:	Thursday 5-5:50pm, or by appointment

Overview and Goals

Price setting is probably the most critical of all marketing mix decisions. It involves an understanding of both supply side factors (e.g. costs) and demand side factors (e.g. consumer willingness to pay). While traditional approaches to pricing theory have revolved around an economic and financial framework, a broader and more pragmatic view entails a comprehensive understanding of the demand side; both at the level of individual customer values, and the more aggregate level of price sensitivities of the market. In this course, we will approach the pricing decision as an intersection of economic, strategic, and behavioral considerations. Using product categories as diverse as healthcare, entertainment, cell phone plans, electronic road pricing, consumer packaged goods, cloud services and durable goods, we will study economic and behavioral approaches to pricing, value-based pricing, price discrimination/customization, bundling, versioning, add-on pricing, subscription pricing, dynamic pricing, durable goods pricing, yield management, freemium pricing, and pricing in two-sided markets.

Upon successful completion of this course, you will

- a) be familiar with the concepts, theory and latest thinking on pricing strategy,
- b) learn the state-of-the-art framework for analyzing pricing issues,
- c) gain a solid understanding of pricing practices across different industries, and
- d) master the essential techniques for making profitable pricing decisions with strategic thinking.

Course Format

The course is composed of a mixture of lectures, exercises and case discussions. The purpose of the lectures is to present and discuss theories, concepts, analytical techniques and empirical findings. We will cover several comprehensive business cases. The goal of the case discussions is to apply the concepts to the context provided by the case and to make decisions based on both qualitative and quantitative analysis. We will also supplement the lectures with numerical exercises and simulations.

Course Materials

Harvard Business Cases & Readings: <https://hbsp.harvard.edu/import/1026521>

Lecture notes, handouts, and additional course material will be made available throughout the semester (posted on the Brightspace course website).

[Not Required] Optional Books (useful if you are interested in learning pricing strategies further)

- Nagle, T. Thomas, John E. Hogan, Joseph Zale (2011), *The Strategy and Tactics of Pricing: A Guide to Growing More Profitably (5th edition)*, Pearson Prentice Hall
- Smith, T (2011), *Pricing Strategy: Setting Price Levels, Managing Price Discounts and Establishing Price Structures*, South-Western College Publishing
- Dolan, R.J. and H. Simon (1997), *Power Pricing: How Managing Price Transforms the Bottom Line*, Thre Free Press
- Raju, J. and Z. Zhang (2010), *Smart Pricing: How Google, Priceline, and Leading Businesses Use Pricing Innovation for Profitability*, Pearson Prentice Hall

Grading Plan

Final grades will be assigned based on the following five components:

1) Class Participation	15%
2) Assignments	30%
a. One Data Analysis Assignment (10%)	
b. One Case Analysis Assignment (10%)	
b. Two Mini Review Questions (5% each)	
3) Group Projects	25%
a. Pricing Puzzle Presentation (10%)	
b. Final Project Presentation (15%)	
4) Take-home Final	30%
5) Pricing Simulation (individual competition)	Extra Credits

Class Participation (15%)

Given its very nature, the learning and quality of a marketing class are directly related to your willingness and ability to contribute to the case and other discussions. Please feel free to raise an opinion or offer an analysis no matter how different it is from the emerging theme in the classroom, or how unusual it may be. However, focus on quality and not on quantity while contributing to the discussion. Thus, your comments should illuminate rather than inundate the rest of us in the classroom. Also, civility and respect for others' opinions are important attributes to possess in the give and take of classroom debate.

In some sessions, we will discuss numerical examples at the beginning of the class. I will ask for volunteers to demonstrate how to solve those numerical problems. This is another way of earning class participation points.

Assignments (30%)

a. One Data Analysis (10%)

You will be given a data set on sales, price, etc. Your task is to conduct a regression analysis using Microsoft Excel/Statistical software and estimate a demand function. After uncovering the demand function, you will be asked to conduct an analysis on competition between your products and your competitor's products, cannibalization among your products, and optimal pricing for your products. Data and questions will be provided later in class.

b. One Case Analysis (10%)

You will be asked to prepare a written submission for one case (Virgin Mobile USA: Pricing for the Very First Time). The deliverable is a comprehensive report (five pages of text + exhibits). Discussion questions will be provided later in class.

c. Two Mini Review Questions (5% each)

You will be asked to apply the quantitative techniques you have learned in class to numerical exercises. Four mini review questions will be distributed throughout the semester, but you are required to submit only two of them. If you submit more than two, two best scores will be used towards your final grade.

Group Projects (25%)

In the first class, you will be asked to form a group of about 4-6 students for the group project. Each group will work on a project throughout the semester. The project will give you the opportunity to reflect on what you have learned in class and apply them to some practical problems or problems of interest to you.

a. Pricing Puzzle Presentation (10%)

Each group is required to present a "pricing puzzle" in the midterm and submit the presentation slides. The "pricing puzzle" can be any pricing phenomenon or practice that puzzles you or you think others (your classmates and me) might be puzzled about. The presentation of a "pricing puzzle" is

expected to be 5-10 minutes including class discussions. You are NOT required to present possible reasons for your puzzle at this point. You can study them for the final project.

b. Final Project Presentation (15%)

The final project is the continuation of your pricing puzzle project (analysis on the puzzle). You will collect information and conduct analyses to examine what explains the puzzle. Each group needs to give a presentation (about 10-12 minutes) at the end of the semester and submit the presentation slides.

At the end of the semester, you will be asked to complete a peer evaluation form to evaluate the contribution of each group member.

Take-home Final (30%)

Take-home final will test your knowledge of all ideas covered in class. The exam will consist of 4-5 quantitative and qualitative questions. More details will be announced in class.

Pricing Simulation (Extra Credits), individual competition

In the midterm, we will start a computer-based pricing competition that runs throughout the rest of the semester. I will present a pricing problem faced by a firm and provide you with some data about the market in which the firm competes. Your task will be to apply the concepts and techniques you have learned in class, and try to find a profit-maximizing pricing strategy for the firm. You may try the simulation software and submit your pricing strategy as many times as you want. Each week, the leader board will be updated. At the end of the semester, we will announce the winner. The winner and runners-up will be given some extra credits. More details will be provided in class.

Remarks

- All written materials should be typed, double-spaced, have one-inch margins, and use a 12-point font.
- All assignments must be turned in on Brightspace (under Assignments) by the beginning of the class on the due dates. Late submissions will not be accepted without prior approval.
- All relevant deadlines for assignments are indicated in the tentative course schedule. Any changes will be announced in class.

Expectations

I have several expectations of you, and you should have several expectations from me. The most salient and important ones are listed below:

My Expectations:

- 1) *Class Preparation*: I do not expect you to have read the articles assigned against each class meeting prior to class (but please read them after class), but for some classes, I will ask you to read cases for classroom case discussions.

- 2) *Microsoft Excel & Microeconomics*: I assume that you have a good working knowledge of Microsoft Excel and some basics about Microeconomics. However, I am happy to provide some tutorials if many students are interested.
- 3) *Punctuality and Deadlines*: I expect you to be on time for classes. We understand that due to unforeseen circumstances, you may be occasionally late. If possible, please let us know in advance if you are going to be late. Being habitually late is a good way of losing goodwill (i.e., not performing well on class participation). **Also, deadlines will always be strictly enforced and no exceptions of any kind will be made without prior approval.**

Your Expectations:

- 1) *Responsiveness and Feedback*: You should expect that questions and concerns that you raise with me would be answered, addressed and responded to. Please feel free to email me with any questions or feedback.
- 2) *Punctuality*: You should expect that classes will start and finish on time. If we need extra time to cover materials, or need to organize an extra session, we will only do so if the majority of the class agrees.
- 3) *Preparation and Rigor*: You should expect the most up-to-date and rigorous materials to be covered in class.

If either of us finds that the other party has been violating expectations, it is our duty to inform the other party as promptly, and in as fair a manner as possible.

Course Administration Issues

- 1) We will begin class on time and endeavor to finish on time.
- 2) Slides/materials for any given class meeting will be posted on the course website prior to class.
- 3) Announcements and updates will be provided at the beginning of the class and on the lecture slides.
- 4) Please do not hesitate to email me at any point in time if I can be of help! At the very worst, I may be busy and unable to respond immediately, but please do not hesitate to ask.

Feedback

If you have any questions or concerns regarding the course content, teaching, grading or if you have any suggestions for improvement in the course, **please do not hesitate to discuss them with me!**

Tentative Course Schedule

Session	Topics	Readings/Deadlines
#1 – Feb. 9 [R]	Course Overview Customer Value and the Role of Pricing	<i>Principles of Pricing</i> <i>Case: Coca Cola's New Vending Machine</i>
#2 – Feb. 16 [R]	Peak-Load Pricing Value-Based Pricing	<i>Case: Road Building or Road Pricing?</i> <i>Case: The Medicines Company</i> Due: Group sign-up (google sheets)
#3 – Feb. 23 [R]	Measuring WTP and Demand Survey and Conjoint methods	<i>Understanding Conjoint Analysis in 15 minutes</i> <i>Pricing Models in Marketing Research</i> Due: Mini Review Question 1
#4 – Mar. 2 [R]	Introduction to Regression Analysis Profit Simulation Analysis	Due: Mini Review Question 2
#5 – Mar. 9 [R]	Profit Simulation Analysis Pricing Puzzles Presentation	Due: Presentation Slides
<i>Spring break: no class</i>		
#6 – Mar. 23 [R]	Behavioral Pricing	<i>Note on Behavioral Pricing</i> <i>HCP Behavioral Pricing</i>
#7 – Mar. 30 [R]	Customer Lifetime Value Subscription Pricing	Due: Data Analysis Assignment
#8 – Apr. 6 [R]	Price Discrimination	<i>Introduction to Industrial Organization, Ch. 10</i> <i>Additional materials</i>
#9 – Apr. 13 [R]	Durable Goods Pricing Pricing and Marketing Plan	<i>Introduction to Industrial Organization, Ch. 10</i> <i>Case: Virgin Mobile USA</i> Due: Case Analysis Assignment
#10 – Apr. 20 [R]	Yield Management	<i>How to Reap Higher Profits with Dynamic Pricing</i> Due: Mini Review Question 3
#11 – Apr. 27 [R]	Versioning and Freemium Pricing Pricing in Two-Sided Markets	<i>Making "Freemium" Work</i> <i>Strategies for Two-Sided Markets</i> <i>Case: Freemium Pricing at Dropbox</i> <i>Case: Cambridge Software Corporation</i> Due: Mini Review Question 4
#12 – May 4 [R]	AI Pricing Final Project Presentation	<i>The Pitfalls of Pricing Algorithms</i> Due: Presentation Slides

Guidance for “Pricing Puzzle” Presentation

Each group is required to present a “pricing puzzle” in the midterm. The “pricing puzzle” can be any pricing phenomenon or practice that puzzles you or you think others might be puzzled. The “pricing puzzle” can be related to your final project (recommended), but this is not necessary.

There are many possible ways to find a “pricing puzzle”. You may observe a puzzle from your daily price encounters or from the practices in the industry you worked for or plan to work for. Often times, you might find a very common pricing practice “puzzling” after you evaluate it with critical thinking.

The following information is expected to be given in your presentation.

1. The background of the puzzling phenomenon, such as the background information regarding the focal product/service as well as the companies producing and selling it.
2. Description of the puzzling phenomenon.
3. Discussing why the phenomenon is puzzling. A pricing phenomenon is puzzling if it seems to be inconsistent with (i) basic economic theory, (ii) basic consumer behavior theory, (iii) commonly observed pricing practice, (iv) common sense, or (v) what your professors said in class.
4. You are NOT required to present possible reasons for the puzzle (this should be done in your final project presentation), but it is ideal to discuss a plan for the final project presentation.

The presentation of a “pricing puzzle” is expected to be 5-10 minutes followed by questions from the audience and class discussions. The presentation is evaluated on how puzzling it is and the overall clarity.

The presentation schedule will be announced closer to the date. Each group is required to submit their slides prior to the presentation.

Guidance for “Final Project” Presentation

Each group is required to present analyses on the pricing puzzle they presented in the pricing puzzle presentation. A common approach to “solving the pricing puzzle” is to come up with hypotheses (possible explanations for the puzzle) and examine them one by one using objective information.

The specific analyses required will depend on the nature of the puzzle, but here are some approaches.

- Interview the firm and/or industry experts and obtain some evidence to support your analysis.
- Look for business publications, reports, websites, or academic papers that examine a similar phenomenon and use them to support your analysis theoretically.
- If secondary data are available, use them and conduct some statistical analysis.
- If secondary data are not available, consider running a survey, a conjoint analysis, or a numerical simulation and examine whether your hypotheses are supported.

The final project presentation is expected to be 10-12 minutes at the end of the semester. The presentation will be graded on the quality of analyses conducted as well as the overall clarity.

The presentation schedule will be announced closer to the date. Each group is required to submit their slides prior to the presentation.



NEW YORK UNIVERSITY
Stern School of Business
Fall 2024
(Created: May 1, 2024)
New York City
Syllabus

Managing Brands Module
Section: Marketing Planning and Strategy

Session 1 – Single student asynchronous (2 hours) + Team asynchronous (1 hour) by Monday, Sept 2nd
Session 2 + 3 - In person Tuesday, September 3rd (9 AM – 4 PM)
Sessions 4 + 5 - In person Wednesday, September 4th (9 AM – 4 PM)
Session 6 – Team asynchronous (2 hours) by Friday, Sept. 13th + Single student asynchronous (1 hour) by Friday, Sept 20th

Professor: Stewart Krentzman
Email: sk107@stern.nyu.edu
Room: TBA
Telephone: 201 410 7667
Office: Tisch 803
Office Hours: By appointment

I. Course Objective

Business and marketing plan documents drive companies. If you specialize in marketing, finance, strategy, general management, or entrepreneurship, you must lead or help develop a business/marketing plan.

The Marketing Planning and Strategy course focuses on developing a 5-Year Business / Marketing Plan.

You will develop 5 Year business/marketing strategies by addressing critical issues arising from industry, competition, customer, and market potential analysis for an operational Fortune 500 company.

This course aims to consolidate your learning from other Stern MBA courses to develop that material into a cohesive and actionable Business / Marketing Plan and get the plan approved in the Boardroom.

II. Course Description

The course begins with your team defining the "market situation" and the "key issues to address." These conclusions establish the background before strategy development. The course then presents many strategic options for business/marketing professionals to consider based on the key issues.

Your team then must write a clear strategic document and concise Executive Summary to serve as the front end of a Fortune 500 company plan.

A Marketing Brief (optional) is also developed from these strategies to ensure company support groups have proper guidance.

The course concludes with a Board-level Executive Summary presentation in class.

The development of business/marketing plans is an iterative process. Therefore, your team will receive feedback throughout the class on your plan from a Chief Marketing Officer's perspective as if you were a part of their active brand group.

Feedback will help you sell your plan (and yourself) to the Board rather than do a deep dive into strategy development.

Classroom time will be provided for several team meetings to develop your team project.

Upon completing this course, the skillset you will have is developing and presenting the higher-level strategic aspects of a Fortune 500 caliber Business/Marketing Plan.

A. General

Classes will consist of lectures and relevant discussions, and project time.

B. Team Project

The project simulates the development of a Business / Marketing Plan for Enterprise and Midsize companies.

1. Project Design

Each team selects an existing branded good/service for their project and establishes a Business / Marketing Plan foundation.

Teams explore the Market Situation to determine the Key Issues and Opportunities they feel they must address. A deep dive into marketing strategy options is explored, and teams must decide which strategies to deploy. A tool is also provided to determine a brand's DNA. In some situations, teams must offer options to repair a brand's broken DNA.

All teams also provide a formal Marketing Brief output to ensure all company internal and external support teams are in sync with the strategies marketing has outlined.

Executive Summary – if the CEO were to read only this part of our business /marketing plan document, we would write a compelling Executive Summary for them to approve.

We conclude with Board Room presentations of our Executive Summary in the last session. We develop presentation strategies to get our plan "approved" in the Board Room. We know we are competing against other brand groups competing for the same limited resources a company can invest.

2. Deliverables

There are three submissions from each team

Submission 1 - includes project selection and team members

Submission 2 - two sections in one document

1. Executive Summary

2. 5-Year Business Plan

Submission 3 – Video of the team’s Boardroom presentation

Submission 4 - Written evaluation of another team’s presentation

III. Course Material:

1. Lehmann and Winer, *Analysis For Marketing Planning*, 2008, 7th Edition, McGraw-Hill-Irwin.
2. Bendle, Farris, Pfeifer, and Reibstein, *Marketing Metrics* - The Manager's Guide to Measuring Marketing Performance, 2016, 3rd Edition, Pearson Education, Inc. (Recommended)

IV. Evaluation & Grading

A. Team = 70%

Team - 5-Year Business / Marketing Plan & Executive Summary	40%
Team - Recorded Executive Summary presentation	15%
Individual - your written evaluation of another team’s presentation	15%

NOTE: Your team grades will be returned in 24 hours, barring unforeseen circumstances.

NOTE: Team grades must be appealed to me by the entire team with a written explanation explaining the appeal's justification by 7 days after receiving their grade.

B. Individual = 30%

Contribution to the class discussion 30%
(You can't contribute if you are absent 😊)

NOTE: Individual grades must be appealed to me with a written explanation explaining the appeal by 7 days after the Stern School of Business has published the final grade.

V. Course Policies

Individual Classroom Preparation

Please share your experiences so others can benefit from your learning.

The following Stern policies are in force in this course:

Attendance

Required

Late Submission of Assignments

Late assignments will not be accepted or incur a grade penalty unless due to documented serious illness or family emergency. I will make exceptions to this policy for reasons of religious observance or civic obligation only when the assignment cannot reasonably be completed before the due date. The student must make arrangements for late submission with me in advance.

Note that the following policies are in force for all Stern courses:

General Behavior

Students will conduct themselves with respect and professionalism toward faculty, students, and others present in class and follow the rules for classroom behavior. Students who fail to do so may be asked to leave the classroom. (NYU Stern Code of Conduct, Stern policy).

Collaboration on Graded Assignments

Students may only work together on a graded assignment if I give express permission. (NYU Stern Code of Conduct)

Grading

MBA students who do not submit Course Faculty Evaluations by the deadline will not have access to their final grades once the program determines the grade release date. Faculty are requested not to release final grades to students who fail to submit

evaluations, and students should not ask. (Stern policy)

ACADEMIC INTEGRITY

We take pride in our well-rounded education and approach our academics with honesty and integrity. Indeed, integrity is critical to all that we do here at NYU Stern. As members of our community, all students agree to abide by the [NYU Academic Integrity Policies](#) as well as the NYU Stern Student Code of Conduct, which includes a commitment to:

- Exercise integrity in all aspects of one's academic work, including, but not limited to, the preparation and completion of exams, papers, and all other course requirements by not engaging in any method or means that provides an unfair advantage.
- Clearly acknowledge the work and efforts of others when submitting written work as one's own. Ideas, data, direct quotations (which should be designated with quotation marks), paraphrasing, creative expression, or any other incorporation of the work of others should be fully referenced.
- Refrain from behaving in ways that knowingly support, assist, or in any way attempt to enable another person to engage in any violation of the Code of Conduct. Our support also includes reporting any observed violations of this Code of Conduct or other School and University policies that are deemed to adversely affect the NYU Stern community.

STERN CODE OF CONDUCT

The Stern Code of Conduct and Judiciary Process applies to all students enrolled in Stern courses.

For graduate students, information can be found here:

<https://www.stern.nyu.edu/uc/codeofconduct>.

To help ensure the integrity of our learning community, prose assignments you submit to NYU Brightspace will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived Web pages, periodicals, journals, and publications. Additionally, your document will become part of the Turnitin database.

GENERAL CONDUCT & BEHAVIOR

Students are also expected to maintain and abide by the highest standards of professional conduct and behavior. Please familiarize yourself with Stern's Policy in Regard to In-Class Behavior & Expectations for Graduate and Undergraduate students.

(<https://www.stern.nyu.edu/portal-partners/registrar/policies-procedures/general-policies/code-conduct>)

(<http://www.stern.nyu.edu/portal-partners/current-students/undergraduate/resources-policies/academic-policies/index.htm>) and the NYU Student Conduct Policy

(<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-student-conduct-policy.html>).

STUDENT ACCESSIBILITY

If you will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Student Accessibility (212-998-4980, mosescsa@nyu.edu) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the Moses Center for Student Accessibility, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation. For more information, visit the CSA website: <https://www.nyu.edu/students/communities-and-groups/student-accessibility.html>

STUDENT WELLNESS

Our aim is for students to be as successful academically as they can, and to help them overcome any impediments to that. Any student who may be struggling and believes this may affect their performance in this course is urged to contact the Moses Center for Student Accessibility (see also the Student Accessibility section of this syllabus) at 212-998-4980 to discuss academic accommodations. If mental health assistance is needed, call the NYU's 24/7 Wellness Exchange hotline 212-443-9999. Furthermore, please approach me if you feel comfortable doing so. This will enable me to provide relevant resources or referrals. There are also drop in hours and appointments. Find out more at <http://www.nyu.edu/students/health-and-wellness/counseling-services.html>

Graduate students can also reach out to the Academic Advising team at academicaffairs@stern.nyu.edu if you would like to receive more information or further support.

NAME PRONUNCIATION AND PRONOUNS

NYU Stern students now have the ability to include their pronouns and name pronunciation in Albert. I encourage you to share your name pronunciation and preferred pronouns this way. Please utilize this link for additional information: [Pronouns & Name Pronunciation](#)

RELIGIOUS OBSERVANCES AND OTHER ABSENCES

NYU's [Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. You must notify me in advance of religious holidays or observances that might coincide with exams, assignments, or class times to schedule mutually acceptable alternatives. Students may also contact religiousaccommodations@nyu.edu for assistance.

NYU Stern is committed to ensuring an equitable educational experience for all students regardless of identity or circumstances and strives to recognize the obligations its students have outside of Stern. Please review all class dates at the start of the semester and review all course requirements to identify any foreseeable conflicts with exams, course assignments, projects, or other items required for participation and attendance. If you are aware of a potential conflict,

please contact me as soon as possible to discuss any potential conflicts to determine whether/how they can be accommodated.

Except for religious observances or other absences that may be required in compliance with nondiscrimination law, this class otherwise requires attendance and participation and cannot accommodate conflicts. Please review all class dates at the start of the semester and review all course requirements to identify any foreseeable conflicts with exams, course assignments, projects, or other items required for participation and attendance. If you are aware of a potential conflict, it is strongly recommended that you do not take this class.

LAPTOPS, CELL PHONES & OTHER ELECTRONIC DEVICES

The use of electronic devices (e.g., tablets or laptops), for the purpose of note-taking only is permitted. However, students should make every effort to avoid distracting their classmates or disrupting the class, including arriving early and choosing a seat that is less distracting for peers.

INCLUSION STATEMENT

This course strives to support and cultivate diversity of thought, perspectives, and experiences. The intent is to present materials and activities that will challenge your current perspectives with the goal of understanding how others might see situations differently. By participating in this course, everyone is expected to commit to making this an inclusive learning environment for all.

AMP = Analysis for Marketing Planning (Text Book)

You should expect content from one session to carry over to the next session.

Week	Content	Reading Assignment	Assignments Due
Session 1	Introduction to the Course Class Assignment Marketing Planning Market Definition Defining the Competitive Set Team project formation <ul style="list-style-type: none"> - Select Brand - Write one paragraph description of the market and brand - Include team members and email addresses 	AMP Ch.1	Due: Monday 9/2 1. Single student (2 hours of class lecture) 2. Team organization after viewing class lecture (1 hour) * *You will be notified two weeks before class of your team member and their email addresses. Teams will be organized by a random sort using the breakout room feature of Zoom. It will be up to the team members to coordinate their meeting time availability.
Session 2 Tuesday AM Sept. 3rd In-person	Defining the Competitive Set Industry Analysis Competitor Analysis Customer Analysis Market Potential & Forecasting	AMP (Ch. 2, 3, 4, 5, and 6)	Submission 1 due: Team project selection at start of class at 9 AM.

Session 3 Tuesday PM Sept. 3rd In-person	Brand DNA Analysis Aaker -> Dove Beauty Briefing Document		
Session 4 Wednesday AM Sept. 4th In-person	Key Issues and Opportunities Understanding the Art of War Developing Market Strategy Marketing Metrics Executive Summary		
Session 5 Wednesday PM Sept. 4th In-person	Selling the Executive Summary Misc. Discussion Board Room Presentation Prep		Submission 2 due: Executive Summary and 5 Year Plan due at 11:59 PM
Session 6 Friday Sept. 20th Asynchronous	Executive Summary Presentations		Submission 3 due: Team asynchronous (2 hours) - video recording of team Boardroom presentation. It will be up to the team members to coordinate their team meeting time for recording due by Friday Sept. 13th at 11:59 PM. Submission 4 due: Single student (1 hour) - written evaluation of another team's presentation to be provided to you by Saturday Sept. 14th and submitted to the professor by Friday Sept. 20th at 11:59 PM.

Internal Decision-Making & Corporate Performance (Cost Management)

Course Descriptions and Syllabus

Your instructor

Professor: **Julian Yeo**
Email: jyeo@stern.nyu.edu

COURSE DESCRIPTIONS

This course explores the use of accounting information for *internal* planning, analysis, and decision-making. The *course's main objective* is to equip you with the knowledge to prepare, understand, evaluate, and act upon the many financial and non-financial reports used in managing firms. These reports include but are not limited to contribution margin statements, direct costing, normal absorption costing, Activity-Based Costing, Time-Based Activity-Based Costing, Customer Profitability Analysis, budgets, variance reports, CVP analysis, and balanced scorecards. This course focuses on information generated by the internal accounting system.

Managing and evaluating companies requires financial and non-financial information about the firm's products, processes, assets, and customers. This information is a crucial input into a wide range of analytical tools to support decisions: analyzing the profitability of various products, managing product-line portfolios, setting prices, measuring and managing customers' profitability, making operational and strategic decisions, evaluating investments, investigating efficiency, and so on. We will discover that many companies still need to provide their managers with helpful information. These managers have to rely on simplistic and outdated information systems for very different business processes and with very different technologies. We will look at many pitfalls these systems can induce and the dangers of using these systems to make business decisions. We will also investigate how to design an organization's information system so that an integrated set of processes and tools are in place to develop the company's strategy, translate it into operational actions, and monitor and improve its strategy and operations.

To attain the right level of understanding, you must be familiar with the mechanics of the many techniques used to prepare internal management reports. However the emphasis in this course is very much on interpreting and evaluating these internal management reports in the context of decision-making. Please refer to the tentative schedule at the end of this document for topics we will cover.

COURSE MATERIALS

There is no prescribed textbook for this course. You may access all course materials, including class exercises and solutions to class exercises, on LMS Brightspace.

You may access a detailed listing of the sequence of topics, related materials, and related spreadsheets via LMS Brightspace. Do not forward or share materials with others.

There are two copyrighted cases we will use. These are available for purchase in an electronic course pack from the bookstore.

ASSESSMENTS

We calculate your final grade based on:

On-Line Mini Tests	30%
Final Exam	70%

ACADEMIC INTEGRITY

Academic integrity and honesty is central to our mission as an educational institution. [The MBA & Graduate Courses Code of Conduct](#), which all students sign, therefore places particular emphasis on academic integrity. Notably this includes refraining from any method or means that provides an unfair advantage in exams or papers, and clearly acknowledging the work of others in your own work. As a reminder, the [entire Code of Conduct is available here](#).

To help ensure the integrity of our learning community, prose assignments you submit to LMS Brightspace will be submitted to Turnitin. Turnitin will compare your submission to a database of prior submissions to Turnitin, current and archived Web pages, periodicals, journals, and publications. Additionally, your document will become part of the Turnitin database.

STUDENT ACCESSIBILITY

New York University is committed to providing equal educational opportunity and participation for students with disabilities. Students who are interested in applying for academic accommodations are advised to reach out to the Moses Center for Student Accessibility (CSA) as early as possible in the semester. If you already receive accommodations through CSA, you are encouraged to request your accommodation letters through the Moses portal as soon as possible.

Moses Center for Student Accessibility (CSA), 212-998-4980, mosescsa@nyu.edu, www.nyu.edu/csa

If you will require academic accommodation of any kind during this course, you must notify me at the beginning of the course and provide a letter from the Moses Center for Student Accessibility (212-998-4980, mosescsa@nyu.edu) verifying your registration and outlining the accommodations they recommend. If you will need to take an exam at the Moses Center for Student Accessibility, you must submit a completed Exam Accommodations Form to them at least one week prior to the scheduled exam time to be guaranteed accommodation. For more information, visit the CSA website: <https://www.nyu.edu/students/communities-andgroups/student-accessibility.html>

STUDENT WELLNESS

Classes can get stressful. I encourage you to reach out if you need help. The NYU Wellness Exchange offers mental health support. You can reach them 24/7 at 212 443 9999, or via the "NYU Wellness Exchange" app. There are also drop in hours and appointments. Find out more at <http://www.nyu.edu/students/health-and-wellness/counseling-services.html>

DIVERSITY & INCLUSION

This course strives to support and cultivate diversity of thought, perspectives, and experiences. The intent is to present materials and activities that will challenge your current perspectives with a goal of understanding how others might see situations differently. To support this approach, this syllabus has been reviewed by NYU Stern's Office for Diversity and Inclusion to ensure inclusivity and a representative pedagogical approach to learning. By participating in this course, it is the expectation that everyone commits to making this an inclusive learning environment for all.

TENTATIVE SCHEDULE

Session	Topic
1	1. Introduction <ul style="list-style-type: none"> - Managerial Information System - Key Cost Concepts <ul style="list-style-type: none"> o Direct vs. Indirect, Fixed vs. Variable, Product vs. Period - Job Costing vs. Process Costing - Manufacturing vs. Service Costing - Overhead allocation and Normal Absorption Costing - Internal decision-making vs. external GAAP reporting <ul style="list-style-type: none"> o Keep or replace a machine
2	2a. Challenges with Normal Absorption Costing <ul style="list-style-type: none"> - One cost pool vs. multiple cost-pools - Over/under-applied overhead 2b. Cost Estimation Complexity <ul style="list-style-type: none"> - Over/under costing - Adding additional cost-pool - New CAPEX and cost-allocation 2c. Measuring and Managing Cost of Capacity <ul style="list-style-type: none"> - Death Spiral - Maximum/Practical/Actual Capacity
3	3a. Activity-Based Costing and Activity-Based Management <ul style="list-style-type: none"> - Cost hierarchy - Volume based bias 3b. Customer Profitability Analysis 3c. Case Study on ABC and CPA
4	4a. Building a profit plan – Budgeting 4b. Variance Analysis 4c. Variance Analysis and Incentive effects
5	Business Decisions: 5a. More on External reporting vs. Internal Decision Making <ul style="list-style-type: none"> - Overproduction and COGS 5b. CVP Analysis 5c. Relevant Costs/Revenues – Case Study
6	6. Evaluating investment-center <ul style="list-style-type: none"> - Evaluating new investment - Working capital (OpEx)