NEW YORK UNIVERSITY
Stern School of Business
Fall 2026
(May 13, 2026)
New York City
Syllabus

Managing Brands Module
Section: Marketing Planning and Strategy

Session 1 – Single student asynchronous by Wednesday, September 2nd
Session 2 + 3 - In person Thursday, September 3rd (9 AM – 4 PM)
Sessions 4 + 5 - In person Friday, September 4th (9 AM – 4 PM)
Session 6 – Online class – Saturday, September 12th (9 AM – 11 AM)

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, you will have the skillset to develop and present the higher-level strategic aspects of a Fortune 500-caliber Business/Marketing Plan.

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

I will equip you with the leadership skills and confidence needed to volunteer to guide your peers through all the steps required to analyze, develop, and present your company's most critical business documents to the Board of Directors as follows -

1. Executive Summary Boardroom Presentation
2. Executive Summary of Business / Marketing Plan
3. 5-Year Business / Marketing Plan
4. Marketing Briefing for all internal and external support groups

It would be naïve to think that your company's Board of Directors is not evaluating you as you present these plans.

My job is to give you the skills to <u>LEAD YOUR TEAM</u> so management considers you for more responsibility.

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 - Executive Summary presentation	30%

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 (You can't contribute if you are absent 😊)	30%

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	AMP Ch.1	**View: before class by Wednesday, September 2nd** **View video of Session 1 – You will be notified when Link is posted under Announcements on Brightspace.** **Submission 1 due:** **Email request of professor from Session 1 video due before first class.**
Session 2 **Thursday AM September 3rd In-person**	Team project formation - Select Brand - Write one paragraph description of the market and brand Defining the Competitive Set Industry Analysis Competitor Analysis Customer Analysis Market Potential & Forecasting	AMP (Ch. 2, 3, 4, 5, and 6)	**Team project selection at start of class at 9 AM.**
Session 3 **Thursday PM September 3rd In-person**	Key Issues and Opportunities Understanding the Art of War Developing Market Strategy Marketing Metrics Executive Summary		
Session 4 **Friday AM September 4th In-person**	Brand DNA Analysis Aaker -> Dove Beauty Briefing Document		
Session 5 **Friday PM September 4th In-person**	Selling the Executive Summary Misc. Discussion Board Room Presentation Prep		**Submission 2 due:** **Executive Summary and 5 Year Plan due Sunday Sept 12th at 11:59 PM** **Grades returned Monday, Sept. 13th.**

Session 6 **Saturday** **Sept. 12th** **Online** **9AM – 11AM**	Executive Summary Presentations		**Submission 3 due:** **Executive Summary Presentation and concluding remarks.**