

PARK School of Business and Nonprofit Management Course Syllabus

Course: SBNM 5611 – Advanced Marketing Management – B4 **Academic Year:** 2012/13 **Semester/Quad:** Fall Quad B

Credit Hours: 2

Prerequisites: SBNM 5610

Instructor: Ms. Katherine Acles

Phone: 773-244-5677

Email: kacles@northpark.edu

Availability:

Outside of class sessions, please contact me via email or telephone. I will reply within 24 hours during the week and within 48 hours on weekends. Office hours are by appointment. In addition, if necessary, telephone conversations can be requested (send email to request times).

Course Description:

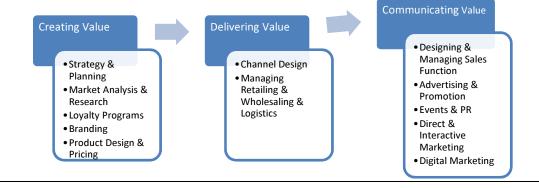
This course is part of a two-course series designed to provide students with an overview of the field of marketing management. This overview is given via a survey of the various responsibilities that comprise typical product/brand management roles in industry. The course uses a mix of scholarly works and practical applications. Marketing management is explored within the traditional packaged goods arena as well as business-to-business and, to a small extent, the nonprofit sector. The survey began in SBNM 5610 and is completed in this course, SBNM 5611—Advanced Marketing Management.

Introductory Comments:

Welcome to the course. I look forward to investigating marketing management with you!

This course continues the survey of marketing management which began in SBNM 5610. For those who just completed SBNM 5610, we'll pick up right where we left off last quad. For those who completed SBNM 5610 a while ago, or those who have waived SBNM 5610, you might want to review the first 11 chapters of the textbook as a refresher.

Marketing management is the process of <u>creating</u> customer value, <u>delivering</u> that value and <u>communicating</u> that value:



The topics covered in SBMN 5610 focused on "creating value." Here in SBNM 5611, we will wrap-up discussion of value creation and move on to "delivering value" and "communicating value."

Course Materials:

REQUIRED

Textbook(s):

Marketing Management (Prentice Hall 14th Edition)

Philip Kotler and Kevin Keller,

ISBN: 978-0-13-210292-6

(Note is the same that was used for SBNM 5610. Approximately ½ of the book is covered in SBNM 5610 and the remainder is covered in SBNM 5611.)

Software:

Sales and Marketing Pro by Palo Alto Software

This software package is required for completion of the marketing plan project assignment in the course. This software, Sales and Marketing Pro, is provided by Palo Alto Software, Inc. at a discount for North Park students. You can purchase this software directly from Palo Alto Software for \$62.95. You will be asked to prove that you are a student at NPU. Here is the link:

http://www.paloalto.com/specials/north park marketing

Cases:

Several Harvard Business School (HBS) cases are utilized in this course. These cases will be distributed via Moodle and each student will have a corresponding copyright fee of \$20.00 posted to their account.

Articles:

Articles from various business publications will be assigned via Moodle. Either a copy of the article, or a link to the article, will be posted.

OPTIONAL

There may be optional references or articles noted via Moodle.

Essential IDEA Objectives:

The essential objectives of this course (per the IDEA framework, a nationally recognized assessment tool used by many higher learning institutions) are:

- 1. Learning fundamental principles, generalizations, or theories.
- 2. Learning to apply course material (to improve thinking, problem solving, and decisions).
- 3. Learning to analyze and critically evaluate ideas, arguments, and points of view.

Specific Course Objectives:



This course is part of a two-course series designed to provide students with an overview of the field of marketing management. This overview is given via a survey of the various responsibilities that comprise typical product/brand management roles in industry. Modules include strategic and marketing planning, consumer behavior, marketing and advertising research, segmentation strategies, branding, competitive and marketing mix strategies, and positioning concepts. The

course uses a mix of scholarly works and practical applications. Marketing management is explored within the traditional packaged goods arena as well as business-to-business and, to a small extent, the nonprofit sector. The survey begins in SBNM 5610 and is completed in SBNM 5611.

SBNM 5610 is a prerequisite to this course, so students entering this course will have previously demonstrated ability to:

- Gather and assess information about customers' needs and buying patterns, and subsequently determine a product's value to potential customers.
- Given a marketing decision facing a firm, determine what type of market research would be relevant to the decision. Make recommendations about how to gather that research; determine how much money should be spent; how to analyze the results; and be able to present findings to senior management.
- Given information about a product line's history, assess market situation, industry and competition to make recommendations for future marketing decisions regarding the product.
- Given information about a firm's size, history, and organizational structure, assess industry and market situation to recommend a process for successfully bringing a new product to market.
- Assess the relevance of ethical considerations on marketing decisions.

Upon subsequent successful completion of this course, SBNM 5611, students will have further ability to utilize information gathered through applied business research to develop a product Marketing Plan consistent with the product's position in the market:



- Gather information about a product's cost structure and the costs of any
 proposed marketing activities, calculate the product's unit contribution and determine the
 break-even point for the proposed marketing expenditures. Make recommendations for
 modifying the proposed marketing budget based on your analysis.
- Gather information about a product's cost structure and competition, analyze potential pricing alternatives and make a pricing recommendation.
- Weighing information about customers' needs and buying patterns and the internal capabilities
 of a company, design a channel strategy for specific products or services produced by that
 company.
- Assess a product's characteristics and selling benefits to design a sales management plan and develop hiring, training, and compensation recommendations for the sales force.
- Gather information about the external environment and a product's features & benefits, and make recommendations regarding advertising, sales promotions, and public relations.

Weekly Learning Objectives:

Week	Topic	At conclusion of this week, students will have:
1	Shaping the Market Offerings • Setting Product Strategy • Designing and Managing Services	 Reviewed general product classifications & categories, and various product-mix structures Examined options for differentiating products Analyzed and discussed common strategies for creating product value Explored differences between managing services vs. manufactured goods Critiqued service practices of several best-in-class companies Selected product for marketing plan project
2	Shaping the Market Offerings (cont.)	Reviewed and evaluated common pricing strategies

	Developing Pricing Strategies & Programs	 Reviewed and discussed a generalized pricing process model Translated core principles into application by preparing vision & customer overview sections of marketing plan
3	Delivering Value Designing and Managing Integrated Marketing Channels Managing Retailing, Wholesaling, & Logistics	 Examined the importance and role of marketing channels Analyzed channel structures, design decisions and management strategies Translated core principles into application by preparing differentiation & strategy sections of marketing plan
4	Communicating Value Designing & Managing Integrated Marketing Communications Managing Mass Communications: Advertising & Promotion, Events & Public Relations	 Examined the importance of an integrated marketing communications approach versus less effective approaches Critiqued use and effectiveness of mass communications Translated core principles into application by preparing innovation & materials sections of marketing plan
5	Communicating Value (Cont.) Managing Personal Communications: Direct & Interactive Marketing, Word of Mouth & Personal Selling Creating Successful Long Term Growth Introducing New Market Offerings	 Critiqued use and effectiveness of personal communications Reviewed processes and successful strategies for creating and introducing new products Translated core principles into application by preparing communications sections of marketing plan
6	Creating Successful Long Term Growth Tapping into Global Markets Managing Holistic Marketing Organization	 Reviewed and discussed issues associated with global expansion Explored socially responsible marketing and corporate social responsibility Translated core principles into application by preparing sales, service & timeline sections of marketing plan
7	Wrap-up	 Demonstrated application of core marketing principles via final discussion board Translated core principles into application by preparing financials and training sections of marketing plan

Course Methodology:

The goal of a good management education program should be to give students the opportunity to *study* and practice the application of management theory. Just studying theory without the opportunity to practice the application of that theory is not very effective. Upon completing their business education, managers will be expected to be able to apply what they've learned to real-world business situations. Just as a doctor or scientist would not be unleashed into the world to practice their craft without first successfully demonstrating that they are able to apply their learnings to real-world situations, so must an aspiring business leader.

Thus, this course stresses the application of core marketing principles via the use of case studies and a marketing plan. Students will have the opportunity to apply all the marketing principles studied in the two course series (SBNM 5610 & SBNM 5611) to build a comprehensive marketing plan.

Computer Requirements:

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements for information on computer requirements.

Technical Skills Required:

A windows-based software package will be used to create the marketing plan. Students will need to be able to download and load this software onto their computers, and operate the software per the instructions provided by the software provider.

Schedule of Weekly Assignments:

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Week	Date	Topic(s)	Assignments
1	Oct 25	Shaping the Market Offerings Setting Product Strategy Designing and Managing Services	 Read before class Chapters 12 & 13 Assigned articles posted on Moodle Assignments due Project teams formed during class
2	Nov 1	Shaping the Market Offerings (cont.) Developing Pricing Strategies & Programs	 Read before class Chapter 14 Assigned articles and/or cases posted on Moodle Assignments due Case #1 Team Project – Marketing Plan topic
3	Nov 8	Delivering Value Designing and Managing Integrated Marketing Channels Managing Retailing, Wholesaling, & Logistics	 Read before class Chapters 15 & 16 Assigned articles and/or cases posted on Moodle
4	Nov 15	Communicating Value Designing & Managing Integrated Marketing Communications Managing Mass Communications: Advertising & Promotion, Events & Public Relations	Read before class Chapters 17 & 18 Assigned articles and/or cases posted on Moodle Assignments due Team Project Marketing Plan Part 1: Section 1 - Marketing Vision Section 2 - Ideal Customer Section 3 - Remarkable Difference Section 4 - Core Strategy Section 5 - Product/Service Innovation Section 6 - Marketing Materials
		THANKSGIVING BREA	AK - NO CLASS ACTIVITY

Week	Date	Topic(s)	Assignments
5	Nov 29	Communicating Value (Cont.) Managing Personal Communications: Direct & Interactive Marketing, Word of Mouth & Personal Selling Creating Successful Long Term Growth Introducing New Market Offerings	 Read before class Chapters 19 & 20 Assigned articles and/or cases posted on Moodle
6	Dec 6	Creating Successful Long Term Growth Tapping into Global Markets Managing Holistic Marketing Organization	 Read before class Chapters 21 & 22 Assigned articles and/or cases posted on Moodle
7	Dec 13	Wrap-up	Assignments due Team Project Marketing Plan Part 2: Section 7 – Web Plan Section 8 – Lead Generation Plan Section 9 – Lead Conversion Plan Section 10 – Service Experience Section 11 – Critical Numbers Section 12 – Mktg. Training Game Section 1, revised as necessary – Marketing Vision References Team Project Presentation of Marketing Plan

Grading:

There are 200 possible points in this course:

	Week	Total	Grade						
Activity	1	2	3	4	5	6	7	Points	%
Class Participation		5	5	5	5	5	5	30	
Case Analysis #1		40						40	
Marketing Plan Part 1				40				40	
Marketing Plan Part 2							50	50	
Marketing Plan Pres.							20	20	
Team Participation							20	20	
(peer evaluation)									
Weekly Point Total		45	5	45	5	5	95	200	
Cumulative Points		45	50	95	100	105	200		

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
190-200	A (95-100%)	160-164	B- (80-82%)	<140	F (<70%)
180-189	A- (90-94%)	155-159	C+ (77-79%)		
175-179	B+ (87-89%)	145-154	C (73-76%)		
165-174	B (83-86%)	140-144	C- (70-72%)		

Assignment Grading Policies:

Assignments will be graded according to the rubrics given. Grades, and instructor feedback, will be posted in Moodle.

Please be aware that late submissions of case analysis assignments will not be accepted because cases will be reviewed and discussed in class immediately after the submission deadline. For other assignments, a late submission which is received within 24-hours of the deadline will be assessed an automatic 10% point deduction, and if received 24-48 hours after the deadline will be assessed an automatic 20% point deduction. No submissions will be accepted over 48-hour past the deadline.

Student Responsibilities:

- Class participation and written assignments are required for this course. You cannot successfully
 complete this course without completing the weekly readings assignments. It is imperative that
 students complete the weekly assigned readings before class sessions or before beginning a written
 assignment.
- Assignments will be posted on-line. You will be asked to retrieve assignments from Moodle.
- Use proper "netiquette" (see A Guide to Netiquette in Course Information folder on Moodle).
- For a quick reply, it is best to communicate questions, concerns or issues via email. But, you may also contact me via phone.

Instructor Responsibilities:

As your instructor, I will:

- Provide updated information on relevant resources for the various topics of interest
- Read and critically assess students' assignments and provide feedback within 7-10 days of receipt
- Facilitate a participant-centered course experience, which focuses on student learning
- Respond to all student e-mails within 48 hours of receipt (target is 24 hours)
- Respond to all student phone calls within 48 hours (target is 24 hours)

ASSIGNMENT SPECIFICATIONS

Overview:

Assignments consist of readings, individual case analyses and a team marketing plan project. Due dates are indicated in the Schedule of Weekly Assignments. All assignments are due before the start of the weekly class session.

CLASS PARTICIPATION

The course experience is enhanced when class participants share comments, ask questions and offer real-world examples of situations where concepts and principles have been applied or can be applied.

Your class participation will be graded on a weekly basis according to the following criteria:

	5 points	3 - 4 points	2 points	0 points
Participation	Comments/questions are insightful and provide additional thought provoking perspectives on lecture points, readings and assignments. Demonstrates grasp and appropriate application of course materials.	Comments/questions aid discussion by providing relevant examples of real-world applications of course topics.	Few contributions, and/or Comments/questions have little relevance to topic or discussion, and/or Comments/questions are unnecessarily long- winded and monopolize class time	No participation

CASE ANALYSIS ASSIGNMENTS

Assignment Specifications:

The cases used in this course have been selected from the Harvard Business School Library. The publisher makes these cases available at a discount to educational institutions. The cases will be distributed via Moodle and each student will have a corresponding copyright fee of \$20.00 posted to their account.

The cases will be made available via Moodle. Students must note that these documents are copyright protected and are not to be shared or redistributed to others. The instructor will supply a list of questions, pertaining to each case. Students must submit a written case analysis, per the schedule of assignments given earlier. Your case analysis paper is due before the class session begins.

Your paper should provide critical analysis of the case and your answers to the associated list of questions must be incorporated into this analysis. Case analysis papers must follow APA guidelines and should generally be 5-8 pages double spaced, but absolutely no more than 10 pages.

General guidelines for conducting a case analysis:

- You should spend more time thinking about a case than reading it!
- Initially read through the entire case, focusing on understanding the business situation more so than the minute details.
- Read the assigned questions carefully. These questions are your guide to the essential elements
 of the case. Think about the specific topics being addressed in the course and reflect on how
 these questions tie into the course content and discussion topics.
- Re-read the case, noting various details (e.g., taking notes, highlighting text, etc.) and reflect on the situation, immediate challenge and potential solutions. Also reflect on your answers to the assigned questions
- Consider yourself to be a key decision maker. Before you begin writing your analysis, make a firm decision on your assessment of the situation, your specific stance and any recommendations that you would give.
- Do not spew back the case details and events of the case in your analysis. Assume that the reader has read the case. Instead, your focus should be on providing a critical assessment of the situation outlined in the case. Summarize key points/details as you explain your rationale, citing references using APA format. But... do NOT take a book report approach, do NOT simply summarize or reiterate what you read in the case. View yourself as a key stakeholder in the scenario. If it helps, think of yourself as an "arm-chair quarter-back" or "passenger-seat driver" who is critiquing what the case characters have done and giving opinions, in no uncertain terms, on recommended courses of action.
- Make sure that you address each of the assigned questions in your analysis, but note that a
 thorough analysis consists of more than just your answers to these questions. The questions are
 provided as a "guiding light," but you must still navigate your way to the final destination.
- Before drawing your conclusions and making recommendations, it is often a good idea to summarize your rationale (e.g., use a table listing pros vs. cons, a table comparing options, etc.).
- Proof-read your document carefully! Use spelling and grammar checking tools. If possible, have someone else proof-read your document, giving you feedback on whether your points have been well conveyed.

Your written case analyses will be graded according to the following criteria:

	90 – 100%	80 - 89%	70 - 79%	< 70%
For Case #1 max=40pts	36 - 40 points	32 - 35 points	28 - 31 points	< 28 points
Content	Effectively references course content and properly applies principles to real-world situation outlined in case. Length of paper is within the stated limit.	References course content but application of principles is only partially appropriate for the particular case situation.	References course content but principles not correctly applied, or unfitting to case situation. Or, paper exceeds page limit.	Does not refer to course content. Little or no application of course principles.
Case Questions	Fully addresses all posed case questions. Provides a thorough and insightful response to the questions.	Addresses all posed case questions. Responses adequate but not exhaustive.	Addresses some but not all of the posed case questions. Responses less than adequate.	Does not address the posed case questions
Overall Analysis	Thorough and concrete analysis, going beyond posed case questions. Firm position taken, with strong justification. Discussion, conclusions and recommendations demonstrate strong grasp of course content and principles studied in this course.	Solid analysis, sufficient depth. Firm position taken and justified in analysis. Conclusions and recommendations follow directly from stated rationale.	Adequate analysis, adequate depth. Conclusions and recommendations are unclear or questionable, and/or do not correctly apply principles studied in this course.	Poor analysis. Insufficient depth, no conclusions drawn or rationale is questionable.
Cumulative Thread (for Final Case Only)	Final case analysis clearly demonstrates grasp of, and properly applies, various core marketing principles studied in the course	Final case analysis adequately demonstrates grasp of, and properly applies, various core marketing principles studied in the course	Final case analysis only partially demonstrates grasp of, and/or questionably applies, various core marketing principles studied in the course	Final case analysis does not demonstrate grasp of core marketing principles studied in the course, or improperly applies principles.
Clear Writing	Organized, concise, grammatically correct, clearly written in understandable language.	Writing is adequate.	Writing is adequate but may include inaccuracies, and/or some grammatical errors.	Writing is poor, unclear, disorganized or contains many grammatical errors.
APA Format	Follows APA format	Follows APA format	Partially follows APA format	Does not follow APA format

MARKETING PLAN TEAM PROJECT

Assignment Specifications:

The purpose of this project is to develop a Marketing Plan for a product (goods or service). You will work in teams of 3 or 4 members. Think of yourselves as marketing professionals who have been charged with preparing a marketing plan. The project should be built around the detailed model of the company's marketing strategy as presented in Chapter 2 of your textbook, using the Sales and Marketing Pro (SMP) software as a guide. The project should be developed and submitted according to the timetable indicated earlier in the Schedule of Weekly Assignments.

Marketing Plan Topic Selection

Identify a product which will be the subject of your marketing plan. Submit a brief summary (preferably ½ page in length, but absolutely no more than 1 full page) describing the goods/service you've selected for your marketing plan. Be very clear as to whether the marketing plan will pertain to a single product

or a product-line. And, also note whether this product is a global offering or whether the product is regionally specific. Explain why this good/service was selected, the parent company (and subsidiaries, if applicable) and indicate what sources of information you will use to gather the information needed for marketing plan. This summary should be a WORD file, submitted via Moodle.

The marketing plan will be developed using a commercial software package, which will generate the marketing plan outline and facilitate the creation of the plan document. The software package is Sales and Marketing Pro by Palo Alto Software¹, which is provided at a discount for North Park students. (Note that they do not support a MAC version of this product. In the past, student with MACs utilized a WINDOWS emulator to run this software on their MACs.) You can purchase this software directly from Palo Alto Software for \$62.95. You will be asked to prove that you are a student at NPU. Here is the link: http://www.paloalto.com/specials/north_park_marketing

The software is downloadable directly from the company's website. The software is also available on several computers on NPU campus. It is installed on the two computers in the foyer of the first floor of Magnuson and also on the first eight computers in the User Ed lab on the second floor of the library

Submitting Marketing Plan Assignment

The marketing plan is to be prepared per the schedule given in the Schedule of Weekly Assignments. There will be two submissions, and note that the final submission builds upon the first submission and that you must incorporate the instructor's feedback received on the first submission.

The marketing plan file generated by Sales and Marketing Pro will have a ".dtmx" file extension. This is the file which you will upload into Moodle using the link provided. Note that only one member of your team needs to submit the file (i.e., it is not necessary to have a submission from each member).

Your marketing plan project will graded according to the following criteria:

Rubric for Grading Marketing Plan Submissions

	90 – 100%	80 - 89%	70 - 79%	< 70%
For Mktg Pln P1 max=40pts	36 - 40 points	32 - 35 points	28 - 31 points	< 28 points
For Mktg Pln P2 max=50pts	45 - 50 points	40 -44 points	35 - 39 points	< 35 points
Content	Effectively references course content and properly applies principles to real-world situation outlined in case.	References course content but application of principles is only partially appropriate for the particular case situation.	References course content but principles not correctly applied, or unfitting to case situation.	Does not refer to course content. Little or no application of course principles.
Consistent Thread	Newly submitted section(s) build upon previous foundation very well and clearly demonstrate grasp of inter-relationship with previously submitted sections	Newly submitted section(s) moderately build upon previous foundation and adequately demonstrate grasp of inter-relationship with previously submitted sections	Newly submitted section(s) partially demonstrate grasp of inter-relationship with previously submitted sections	Newly submitted section(s) do not demonstrate grasp of inter-relationship with previously submitted sections

¹ Palo Alto Software designs products which incorporate the principles of Universal Design for Learning. Their products have been approved for use by a number of government agencies. See their website for more information: http://www.paloalto.com/products/solutions/government/

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Depth of Analysis	Thorough and concrete analysis. Discussion, conclusions and recommendations demonstrate strong grasp of course content and principles studied in this course.	Solid analysis, sufficient depth. Conclusions and recommendations follow directly from stated rationale.	Adequate analysis, adequate depth. Conclusions and recommendations are unclear or questionable, and/or do not correctly apply principles studied in this course.	Poor analysis. Insufficient depth, no conclusions drawn or rationale is questionable.
Clear Writing	Organized, concise, grammatically correct, clearly written in understandable language.	Writing is adequate.	Writing is adequate but may include inaccuracies, and/or some grammatical errors.	Writing is poor, unclear, disorganized or contains many grammatical errors.

TEAM MARKETING PLAN PRESENTATION

Assignment Specifications:

In the final class session, teams will present their marketing plans. Each team will take the class through their plan, engaging all the students in an in-depth dialogue of the marketing strategy and recommendations.

Each team's marketing plan presentation will be graded on the following criteria:

	18-20 points	16-17 points	14-15 points	< 15 points
Integration of Course Content	Effectively and properly applies course content	References and applies course content but application of principles is only partially appropriate for the particular situation.	References and attempts to apply course content but principles not correctly applied, or unfitting to situation.	Does not refer to or apply course content.
Overall Strategy and Proposal	Thorough and concrete analysis. Firm position taken, with strong justification. Discussion, conclusions and recommendations demonstrate strong grasp of course content and principles being studied in this course.	Solid analysis, sufficient depth. Firm position taken and justified in analysis. Conclusions and recommendations follow directly from stated rationale.	Adequate analysis, adequate depth. Conclusions and recommendations are unclear or questionable, and/or do not correctly apply principles being studied in this course.	Poor analysis. Insufficient depth, no conclusions drawn or rationale is questionable.
Delivery & Class Engagement	Speakers engage and connect with well with classmates, presents team's findings well, and sparks lots of dialogue and a critical analysis of case.	Speakers connect with classmates, present team findings well, and spark moderate dialogue on case.	Speakers do not connect with classmates and/or findings are only partially understood.	Speakers do not connect with classmates, AND findings are not clear or are not understood.
Supporting Materials (e.g., PowerPoints, charts, etc.)	Supporting materials are high quality, well constructed/written and brings clarity to the team's presentation of findings.	Supporting materials are good quality, well constructed/written and helps explain team's findings.	Supporting materials are OK, but are not well constructed/written or they are unclear.	Supporting materials are poorly constructed/written, or confusing.

TEAM PARTICIPATION (PEER EVALUATION)

Each student will have the opportunity to provide a peer evaluation of their teammates. An evaluation template will be provided via Moodle and each student will be able to evaluate their teammates' contributions confidentially and submit to the instructor.

The evaluation categories on the evaluation template are:

- Teammate's contribution was considered "above and beyond" the call of duty.
 Teammate's contribution "met expectations," pulled their fair share.
- Teammate's contribution was "below expectations," did not pull their fair share.

The instructor will compile the results for each student and award points per the following rubric.

	20 points	15 points	10 points	0 points	Score
Peer Evaluation	Two or more teammates evaluated your contribution as "above and beyond" and no evaluations of "below expectations" were received	Each teammate evaluated your contribution as "met expectations" or "above and beyond."	Evaluations were a mixture of the three categories, with at least one evaluation of "below expectations."	Two or more teammates evaluated your contribution as below expectations	

POLICY STATEMENTS

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

- 1. Plagiarism the use of another's work as one's own without giving credit to the individual. This includes using materials from the internet.
- 2. Copying another's answers on an examination.
- 3. Deliberately allowing another to copy one's answers or work.
- 4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University's online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy for Graduate Courses

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a

penalty may be applied at the instructor's discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University policy outlined in the University Catalog (found on the NPU website).

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) *prior to* that session. You need to provide a reason for your absence. Failure to provide advance notification will result in an unexcused absence. Be advised that poor attendance can affect your grade adversely

APA Requirement

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the APA Manual is to enhance student learning by:

- 1) Improving student's writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the APA Manual, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: http://www.northpark.edu/ada