**Strategic Marketing**

**MASY1-GC 1230 | 103 | Fall 2024 |** **09/09/2024 – 12/09/2024 | 3 Credits**

**Modality: In-Person**

**Course Site URL:**  https://brightspace.nyu.edu/

# General Course Information

**Name/Title:** Robert F. Gee, Adjunct Instructor, He/Him/His

**NYU Email:** rfg2005@nyu.edu

**Class Meeting Schedule:** 09/09/2024 – 12/09/2024 | Mondays | 6:20 pm - 8:55 pm

**Class Location:** TBD

**Office Hours:** In-Person before Monday lectures @ 5:45 - 6:15 PM or schedule an appointment via Zoom Tuesday afternoons from 1 - 3 PM.

# Description

This course provides a thorough understanding of the strategic marketing process, from analyzing customer needs, to developing products and services, integrated communications, taking them to market, order fulfillment, and successfully managing customer relationships. Topics include the marketing mix and the holistic marketing concept, marketing research and forecasting, environmental analysis, market segmentation, customer relationship management, brand equity, managing marketing programs, integrated marketing communications, online marketing, and return on marketing investments. In this course, students explore and analyze marketing strategies that are integrated across the organization and its customer touch points, the communications mix across distribution channels, and the customer lifecycle. They also learn how to optimize the core processes of the value chain, analyze the competitive environment, develop, and execute an integrated marketing communications mix, and formulate and implement marketing strategies for acquiring and retaining customers.

# Prerequisites

N/A

# Learning Outcomes

At the conclusion of this course, students will be able to:

* Propose marketing alternatives applying emerging and traditional marketing approaches
* Differentiate between a customer-centric vs. a product-centric structure.
* Evaluate optimal target markets to maximize customer relationships
* Manage a product through its life cycle of product development and global marketing
* Construct marketing plans and projects and evaluate results using appropriate marketing and communications B2C, B2B, and not-for-profit approaches

# Communication Methods

Be sure to turn on your [NYU Brightspace notifications](https://www.nyu.edu/servicelink/KB0018507) and frequently check the “Announcements” section of the course site. This will be the primary method I use to communicate information critical to your success in the course. To contact me, send me an email. I will respond within 24 hours.

Credit students must use their NYU email to communicate. Non-degree students do not have NYU email addresses. Brightspace course mail supports student privacy and FERPA guidelines. The instructor will use the NYU email address to communicate with students. All email inquiries will be answered within 24 hours.

# Structure | Method | Modality

There are 14 session topics in this course. This course is an In-Person course that will meet once a week on Monday evenings 6:20 PM to 8:55 PM with weekly topics, activities, and requirements. Brightspace is the learning management system we will use for official course announcement regarding lecture, assignments, and updates. Weekly attendance is required. Each class meeting will focus on a discussion topic and will be a combination of educational as well as practical application, using a facilitated teaching and learning approach. This will be done within the context of “real-world” project initiatives.

This course will deploy one (1) Marketing Simulation [artificial Intelligence Interactive Learning] exercises that will introduce students to the detailed challenges that Companies, and individual Marketing Groups confront on a daily basis. Case Study learning will be a core component of the teaching methodologies used in this course. A wide exposure to the metrics and inner workings of the models that marketing executives deploy will be weaved throughout the courses, including Lean Start-Up Practices. Active learning experiences and small group projects are key components of the course. Assignments, papers, and final projects will be based on course materials (e.g., readings, videos), lectures, and class discussions.

Lectures are a combination of PowerPoint materials, supplemented with textbook readings, videos, group projects and presentations in class. Students are expected to attend each lecture and participate in the discussions. Students will be randomly assigned to a project team during class meeting to work on a core deliverable for that discussion topic. Time will be set aside, in-class, for the teams to meet and work on an exercise. Each team will do a read-out of the results of their work at the end of the exercise. This will be followed by a facilitated discussion on the problem/issue which the team faced.

There will be 2-3 guest lectures scheduled to zoom in to class. Lecture materials are posted right after class on NYU Brightspace. All homework/group project assignments will be posted on NYU Brightspace, as well. Students should check NYU Brightspace after each week’s class for materials and assignments.

# Expectations

## Learning Environment

You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course and enrich our learning community.

Students are expected to:

* Attend all 14 sessions on Mondays from 6:20 PM to 8:55 PM
* Read assigned readings, chapters and/or sections from the textbook prior to class.
* Actively participate in the in-class discussions and the group exercises.

There will be absolutely NO TEXTING/Instant Messaging during class. Please keep web browsing/surfing to a minimum. The course material is taught through an approach using lectures, readings, real-life/historical examples, and hands-on assignments. Components of the course students will be required to complete will include readings, homework assignments, in-class mid-term, and in-class final group project presentation.

## Participation

You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class. Participation means actively contributing to discussions happening in class; it also means actively listening and building on the questions and discussion points of your classmates.

As graduate students, you are expected to conduct yourselves in a professional manner and engage and collaborate with your classmates. SPS classrooms are diverse and include students who range in age, culture, learning styles, and levels of professional experience. To maintain an inclusive environment that ensures all students can equally participate with and learn from each other, as well as receive feedback and instruction from faculty during group discussions in the classroom, all course-based discussions and group projects should occur in a language that is shared among all participants.

## Assignments and Deadlines

You are expected to check email and/or Brightspace (for in-person classes) or Zoom (for online classes) daily for announcements concerning assignments, exam dates, class changes or cancellations, deadlines and other important information.

* Missed assignments will result in lower grades based on the percentage of the grade allocable to it.
* Late assignments are permitted only with advance notice to, and permission from, the instructor.
* Assignments and readings must be executed and are due on the dates indicated.
* Assignments will be graded for content, grammar, and clarity.
* Students are expected to behave in a professional manner and attend all classes Online unless otherwise discussed with the instructor.

## Course Technology Use

We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students. All class sessions require use of Zoom.All class sessions require use of technology (e.g., laptop, computer lab) for learning purposes.

**Generative AI Use - Not permitted**

You can only learn from the work you do. Unless otherwise stated, you should not use generative AI tools to create any part of an assignment in this course; every submission should be entirely your work (for example from an NYU course). A

This course assumes that work submitted by students – all process work, drafts, brainstorming artifacts, final works – will be generated by the students themselves, working individually or in groups as directed by class assignment instructions. As will any other class work generated by anyone other than the students (by other students, by a company, or by using generative AI tools), use can be a violation of Academic Integrity policy.

## Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

## Attendance

Students are expected to attend all In-Person class sessions. Excused absences are granted in cases of documented serious illness, family emergency, religious observance, or civic obligation. In the case of religious observance or civic obligation, this should be reported in advance. Unexcused absences from sessions may have a negative impact on a student’s final grade. Students are responsible for assignments given during any absence.

If for some reason (excused absence) you will not be in class, ***you must notify and contact the instructor 3 hours prior to the scheduled session*** if you will not be attending and the reason.

Each unexcused absence or being late may result in a student’s grade being lowered by a fraction of a grade. A student who has three unexcused absences may earn a Fail grade.

University Calendar Policy on Religious Holidays:

<https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html>

Students who join the course during add/drop are responsible for ensuring that they identify what assignments and preparatory work they have missed and complete and submit those per the syllabus.

Refer to the [SPS Policies and Procedures page](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html) for additional information about attendance.

# Textbooks and Course Materials

List required and recommended resources. Be sure to include the following information for each:

* Strategic Management: 6th Edition; By Frank Rothaermel: ISBN10: 1264124317 | ISBN13: 9781264124312 : Copyright: 2024
* Case Studies and Articles (Required):  
  The Hyperlink at Harvard Business Publications will be made available to Students for student purchase MASY Course Pack-HB Library: Hyperlink   
  <https://hbsp.harvard.edu/import/1200260>

*Students can purchase these items through the NYU Bookstore.*

* **Required:** Strategic Management: 6th Edition; By Frank Rothaermel: ISBN10: 1264124317|ISBN13:9781264124312:Copyright:2024 (Required)

# Grading | Assessment

1. Individual Attendance & Class participation: 10%
   1. Complete assigned readings prior to class, actively engaging/interacting in class discussion
2. Four (4) Individual Learning Journals assignments: Tri-Weekly = 20% (4 \* 5%)
3. Three (3) Individual Client Memos assignments = 30% (3 \* 10%)
4. Final Individual Project Paper: One (1) Writing Assignment = 10%
5. Final Team Group Project: Strategic PowerPoint Presentation = 30%

Written assignments will be required in MS Word Doc or PowerPoint presentation format. All assignments are to be uploaded to Brightspace or e-mailed for review before class the day they are due. Groups will be formed voluntarily based on student preference, between 3-4 members per group. Feedback and grade typically giving week after assignment is due. All assignments will be assessed on a basis of 100 and converted to letter grade for Final class grade.

**DESCRIPTION** **PERCENTAGE**

Individual Participation 10%

Learning Journals (4) 20%

Client Memos (3) 30%

Final Individual Project 10%

Fina Team Presentation 30%

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TOTAL POSSIBLE 100%

*See the* [“Grades” section of Academic Policies](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html#Graduate1)” *for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.*

*NYU SPS Graduate Grading Scale*

*A*

*95-100*

*4.000*

*Exceptional: Demonstrates exceptional mastery of all learning outcomes of the course and thorough and complete understanding of all concepts.*

*A-*

*90-94*

*3.667*

*Excellent: Demonstrates highly competent mastery of all learning outcomes of the course and strong understanding of all concepts.*

*B+*

*87-89*

*3.333*

*Very Good; exceeds course standards: Demonstrates mastery of all learning outcomes of the course and understanding of core concepts.*

*B*

*83-86*

*3.000*

*Good; meets course standards: Demonstrates mastery of some learning outcomes; understanding of some core concepts could be improved.*

*B-*

*80-82*

*2.667*

*Somewhat Satisfactory; meets some course standards and requires improvement: Demonstrates basic understanding of some learning outcomes; improved understanding of all core concepts is needed.*

*C+*

*77-79*

*2.333*

*Less than Satisfactory; requires significant improvement: Demonstrates partial understanding of all learning outcomes and core concepts; requires significant improvement.*

*C*

*73-76*

*2.000*

*Unsatisfactory; requires substantial improvement: Demonstrates partial understanding of some learning outcomes and core concepts; requires substantial improvement.*

*C-*

*70-72*

*1.667*

*Unsatisfactory; requires extensive improvement: Demonstrates poor understanding of all learning outcomes and core concepts; requires extensive improvement.*

*F*

*Below 70*

*Fail: Demonstrates minimal to no understanding of all key learning outcomes and core concepts; work is unworthy of course credit towards the degree.*

*From NYU SPS Policies and Procedures*

# Course Outline

**Start/End Dates:** 9/9/2024 - 12/09/2024 |Mondays

**Time:** 6:20 pm - 8:55 pm

**No Class Date(s):** Monday - 10/14/2024

**Special Notes:** Tuesday 10/15/2024 – Legislative Monday: Classes will meet according to a Monday schedule on Tuesday, October 15, 2024

# Session 1 - 09/09/24

**Topic:** Introduction to Strategic Marketing Process  
**Description:** Provide an introduction and road map for the semester to develop a better understanding of the Strategic Marketing process. :

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapters 1 & 2

**Discussion:**

* Course overview, expectations, assignments and learning outcome for the semester
* Introductions and personal BIO presentations (all classmates)
* Understand the Strategic Marketing process to achieve sustainable competitive advantage
* Discuss (4) Learning Journals and (4) Client Memos assignments and Final Team Project

**Assignment(s):**

* Complete Week 1 and 2 reading assignments
* Review notes/class discussions for Learning Journal #1 Due: Sun, 9/29/24 at 8 PM
* Begin to prepare Client Memo Write-up #1 Due: Sun, 10/6/24 at 8 PM

# Session 2 – 09/16/24

**Topic:** AFI (Analysis, Formulation, Integration) Framework  
**Description:** The Strategic Marketing process? How to achieve "Sustainable Competitive  
| Advantage" via the AFI (Analysis, Formulation, and Integration) framework. :

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapters 1

**Discussion:**

* What is Strategy? Elements to Strategic Leadership, AFI framework
* Components of Analysis - Situational and Competitive Analysis
* Understanding 5 C: Category, Consumer, Competition, Company, and Channel
* Critical success factors to effective Strategic Marketing, Market positioning/segmentation
* Client Memo #1 - HBS "Airbnb, Etsy, Uber Acquiring the first thousand customers"

**Assignment(s):**

* Review Chapters 1 & 2 to better understand the concepts discussed
* Submit Learning Journal #1 by Sun, 9/29/24 at 8 pm
* Begin Client Memo Write-up #1 Due: Sun, 10/6/24 at 8 PM

# Session 3, 09/23/24

**Topic:** Situation Analysis and S.W.O.T. (Strength Weakness Opportunities Threats)

**Description:** Deeper dive into "A" (Analysis) of the AFI Framework.

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 2

**Discussion:**

* Importance of S.W.O.T. Analysis in the Strategic Marketing Process
* Roles of Strategic Leadership. What they do and outline how to become one
* How strategy is formulated at the corporate, business unit and functional level
* Understand the importance of Vision, Mission, and Positioning in a firm's strategy
* Discuss Client Memo #1 format and how to effectively craft an effective memo.

**Assignment(s):**

* Review Chapters 1 & 2 and read Chapters 3 & 5 for 9/30/24
* Submit Learning Journal #1 by Sun, 9/29/24 at 8 pm
* Complete Client Memo Write-up #1 Due: Sun, 10/6/24 at 8 PM

# Session 4, 09/30/24

**Topic:** Five (5) "C's" and Market Segmentation/Positioning.

**Description:** Gaining an understanding of the Five (5) "C's" - Category, Competition, Consumer, Company, and Channel. Utilize market segmentation and positioning to effectively  
assess business dynamics and target core customers.

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 3 & 5

**Discussion:**

* Market Segmentation and Brand Positioning
* B2C/B2B Marketing
* 5 "C's" - Category, Consumer, Competition, Company, and Channel

**Assignment(s):**

* Complete reading Chapter 3 & 5 and begin reading Chapter 8 & 9
* Review notes/class discussions for Learning Journal #2 Due: Sun, 10/13/24 at 8 PM
* Submit Client Memo Write-up #1 Due: Sun, 10 /6/24 at 8 PM

# Session 5, 10/07/24

**Topic:** P&L Management

**Description:** HBS Market Simulation and P&L Management

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 8

**Discussion:**

* Review Chapters Topics from Chapter 8
* HBS Market Simulation - New Venture Food Truck Simulation
* Guest Speaker - Greg Gitten is a senior CFO Leader with a proven track record in working closely with Marketing & Sales teams in driving successful Strategic Marketing Initiatives. He worked at Stila Cosmetics (CFO), Estee Lauder (VP of Finance/Strategic Initiatives), Ralph Lauren (VP of Finance – Retail), A&P Supermarkets (VP of Finance) and PepsiCo (Director of Finance).

**Assignment(s):**

* Complete reading Chapter 8 and begin reading Chapter 9
* Review notes/class discussions for Learning Journal #2 Due: Sun, 10/20/24 at 8 PM
* Begin to prepare Client Memo Write-up #2 Due: Sun, 11/05/24 at 8 PM

**\*\*\*NO CLASSES October 14th (Fall Break) Rescheduled to Tuesday Oct 15th\*\*\***

# Session 6, 10/15/24

**Topic:** Distribution Channels

**Description:** Overview of the various distribution channels and Vertical Integration.

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 9

**Discussion:**

* Comparison of the various dynamics of Channel Distribution - Wholesale/Retail
* Define Corporate Strategy and Vertical Integration
* HBS Case Study - Under Armour’s Willful Digital Moves

**Assignment(s):**

* Complete reading Chapter 8 and 9 begin reading Chapter 10
* Submit Learning Journal #2 Due: Sun, 10/20/24 at 8 PM
* Begin to prepare Client Memo Write-up #2 Due: Sun, 11/3/24 at 8 PM

# Session 7, 10/21/24

**Topic:**  Brand Positioning and Product Assortment

**Description:** Review two of the four 4 "P's" - Brand Positioning, Product Assortment and Globalization

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 10

**Discussion:**

* Importance of Brand Positioning and Product Assortment - Form, Size and Channel Use
* Pricing Strategy by Product, Size and Channel
* Globalization Strategy along with the Advantages and Disadvantages
* Multi-National Enterprise (MNE), Foreign Direct Investment (FDI)
* HBS Case Study - Under Armour’s Willful Digital Moves

**Assignment(s):**

* Complete reading Chapter 10 begin reading Chapter 11
* Begin to prepare Learning Journal #3 Due: Sun, 11/10/24 at 8 PM
* Submit Client Memo Write-up #2 Due: Sun, 11/03/24 at 8 PM

# Session 8, 10/28/24

**Topic:** Pricing Strategy and Organizational Structure

**Description:** Provide an understanding of Pricing and the various organizational designs

**Assigned Readings:**

Before this class read: Strategic Marketing Chapter 11

**Discussion:**

* Full overview on the Pricing process along with various tactics
* Review P&L Statement
* Three different types of Organizational Designs - Structure, Culture and Control
* HBS Case Study: Legal & Profitable? Spotify: The Challenge of an Online Music Service

**Assignment(s):**

* Complete reading Chapter 11 and begin reading Chapter 12
* Prepare Learning Journal #3 Due: Sun, 11/10/24 at 8 PM
* Prepare Client Memo Write-up #3 Due: Sun, 12/1/24 at 8 PM

# Session 9, 11/04/24

**Topic:** Placement Strategy & Corporate Governance/Business Ethics

**Description:** Overview of Product Placement Strategy and Business Ethics

**Assigned Readings:**

Before this class read: Strategic Marketing Chapter 12

**Discussion:**

* Product Placement Strategy
* Corporate Governance and Business Ethics
* Relationships/Balance between Corporate Strategy and Business Ethics
* Case Study - Legal and Profitable? Spotify: The Challenge of an Online Music Service
* Final Team Project - Analysis

**Assignment(s):**

* Complete reading Chapter 12 and begin reading Chapter 4
* Submit Learning Journal #3 Due: Sun, 11/10/24 at 8 PM
* Prepare Client Memo Write-up #3 Due: Sun, 12/1/24 at 8 PM

# Session 10, 11/11/24

**Topic:** Internal Analysis/Resources, Capabilities and Core Competencies

**Description:** Assessment of Internal Analysis/Resources, Capabilities and Core Competencies

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 4

**Discussion:**

* Understand a firm's differences via External to Internal competitive advantages
* Understand a firm’s core competencies, resources, capabilities, and activities
* Compare and contrast tangible and intangible resources.
* HBS Case Study - "Walmart takes on Amazon.com
* Final Team Project - External and Internal Analysis

**Assignment(s):**

* Complete reading Chapter 4 and begin reading Chapter 6
* Prepare Learning Journal #4 Due: Sun, 11/25/24 at 8 PM
* Prepare Client Memo Write-up #3 Due: Sun, 12/1/24 at 8 PM

# Session 11, 11/18/24

**Topic:** Promotion Strategy & Guest Speaker Greg Butz

**Description:** Final "P" - Promotion to round out the 4 Ps discussion

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 6

**Discussion:**

* Purpose of Promotion vs just being used as a way to reduce price
* Understand the changing landscape dynamics - Traditional vs Digital promotion
* How to best engage with target consumers/customer (B2C/B2B) - When/Where/Why
* Guest Speaker: Gregory Butz is a digitally driven marketing executive, modernizing brands, transforming business growth, and developing world-class teams. He has worked for Serta Simmons Bedding (VP of Marketing Communications), Wire Stone a division of Accenture (VP/Managing Director of Chicago), Salesforce (Global Strategies Services & Customer Success), Sapient Razorfish (VP Marketing Director), PepsiCo (Brand Marketing/Innovation and DDB Advertising (Account Supervisor).
* Client Memo #3 - HBS Case Study: Walmart takes on Amazon.com
* Final Team Project prep time

**Assignment(s):**

* Complete reading Chapter 6 and begin reading Chapter 7
* Submit Journal #4 Due: Sun, 11/24/24 at 8 PM
* Prepare Client Memo Write-up #4 Due: Sun, 12/1/24 at 8 PM

# Session 12, 11/25/24

**Topic:** Lean Start-Up Methodology

**Description:** Learning to manage a business with agility and flexibility via Lean Start-Up

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter 7

**Discussion:**

* Lean Start-Up Approach and MVP - Minimal Viable Product
* Client Memo #4: HBS Case Study: Walmart takes on Amazon.com
* Final Team Project Prep

**Assignment(s):**

* Complete reading Chapter 7 and review lectures 1 - 12
* Prepare Final Individual Write Up Due: Wed, 12/11/24 at 8 PM

# Session 13, 12/02/24

**Topic:** Marketing Metrics and Review of Lectures 1 -12

**Description:** Marketing Metrics - Measuring Progress and Success and Course Review

**Assigned Readings:**

* Before this class read: Strategic Marketing Chapter All Chapters

**Discussion:**

* Key Marketing Metrics. How to Measure progress and Success
* Review of key topics learned from Lectures 1 -12
* Recap conclusion from HBS Case Study: Walmart takes on Amazon.com
* Final Project Prep

**Assignment(s):**

* Final Individual Write up due 12/11 - Role, learning and contributions to group project
* Prep for Final Presentation

# Session 14, 12/09/24

**Topic:** Final Team Oral Presentation

**Description:** Each student will orally present a portion of their team's in-depth analysis utilizing the concepts and case studies learned over the course of this semester. I look forward to reviewing your executive level strategic marketing recommendations.

Congratulations!

Robert F. Gee

**NOTES:**

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the* [SPS IDBEA Committee](https://www.sps.nyu.edu/homepage/about-us/idbea/about-idbea.html)).

# New York University School of Professional Studies Policies

1. Policies - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](http://www.nyu.edu/about/policies-guidelines-compliance.html), [NYU SPS Policies and Procedures](http://sps.nyu.edu/academics/academic-policies-and-procedures.html), and [Student Affairs and Reporting](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/student-services.html).

2. Learning/Academic Accommodations - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the [Moses Center for Student Accessibility](https://www.nyu.edu/students/communities-and-groups/student-accessibility.html). If you are interested in applying for academic accommodations, contact the [Moses Center](https://www.nyu.edu/students/communities-and-groups/student-accessibility/academic.html) as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the [Moses Center Portal](https://www.nyu.edu/students/communities-and-groups/student-accessibility.html) as soon as possible ([mosescsa@nyu.edu](mailto:mosescsa@nyu.edu) | 212-998-4980).

3. Health and Wellness - To access the University's extensive health and mental health resources, contact the [NYU Wellness Exchange](https://www.nyu.edu/students/health-and-wellness/wellness-exchange.html). You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.

4. Student Support Resources - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the [NYU SPS Office of Student Affairs site](https://www.sps.nyu.edu/homepage/student-experience/resources-and-services.html).

5. Religious Observance - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the [University Calendar Policy on Religious Holidays](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) for the complete policy.

6. Academic Integrity and Plagiarism - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus, recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

[Turnitin](https://www.nyu.edu/servicelink/KB0018471), an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the [Academic Policies for NYU SPS Students](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html) page.

7. Use of Third-Party Tools - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the “Terms of Use” (TOU) associated with such apps/platforms/software.

These services may require you to create an account, but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.