**Strategic Marketing**

**MASY1-GC 1230 | 101 | Fall 2023 | 01/22/2024 -05/06/2024 | 3 Credits**

**Modality:** **In-Person**

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

**General Course Information**

**Name/Title:** Michael Serwetz, Adjunct Instructor, He/Him/His

**NYU Email:** mls19@nyu.edu

**Class Meeting Schedule:** 01/22/2024 -05/06/2024| Mondays | 06:20pm -- 08:55pm

**Class Location:** TBA

**Office Hours: by appointment via Zoom**

**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.

Structure | Method | Modality

The course structure is built around and built in to *The Way of the Unicorn:**Strategies and Principles for Successful Marketing (and Execution) in a Connected World.*

*This is our totally interactive* ***playbook*** *(below this term will be used in lieu of the full title) and will form the entire learning environment. All reading, questions, discussions, internet references and quizzes will be resident here. One stop learning. This will also require students to complete the assigned work each week within the deadline.*

*The topics and subjects that are covered are VIRTUALLY IDENTICAL to the lessons I taught before, but are more effectively and concisely presented.* ***The student will spend the majority of their time thinking, not reading. And the emphasis in the playbook is on the key takeaways that I expect at the end of the semester, and carrying forward into the student’s professional life.***

*The chapter organization will be as follows. Here is a Table of Contents:*

Introduction

*Why and How (start with reading this book) you need to be a Unicorn to succeed u=in today’s marketplace. That this book is a tasting menu of my lessons and my lessons are this book. All of these elements are included in different ways in my Marketing courses.*

1. Be A Unicorn, Not An Also- The Core Elements
   1. What is a Unicorn?
   2. Your Focus: Problems not Products
   3. Necessary: A Unique Value Proposition
   4. A wide MOAT
   5. *Leadership (Critical): The Fish Stinks from the Head*

*Introducing the book’s premise that, in the post-Pandemic world of the 2020’s and beyond, that both startup and established businesses need to strive to be a Unicorn led by their UVP (Unicorn Value Proposition). This chapter summarizes the Core Elements to start the process of understanding where you need to be*

1. System 1/System 2/Neuromarketing:
   1. How does your customer’s brain work?

*Summary of Kahneman’s groundbreaking book “Thinking Fast and Slow” and how it relates to the Unicorn Marketing mission.*

* 1. Neuromarketing

*Understanding how our brain works related specifically to marketing and how to build sustainable Unicorn brands with this knowledge*

1. Sun Tzu, Bruce Lee, Weiqi and Salami Slicing- strategy for the ages updated to today- A new/old way of approaching strategy that is your best chance in today’s Red Ocean

*Sun Tzu and his principles are rarely emphasized in marketing courses, yet they form a starting point and an effective roadmap along the Way of the Unicorn that can be aligned with modern theories like Blue Ocean Strategy (below)*

* 1. The Essence of the Art of War- *What is it about and why should we study it here?*
  2. Sheng, Ji and Zheng- application of Sun Tzu’s Strategic principles

*Specifically how to approach the marketplace with effective strategic planning*

* 1. Terrain and Ground- Before the Five Forces

*Before Porter’s Five Forces, how to approach our marketplace situation and, depending on what it is, to strategically outplay our competition*

* 1. Be Like Water My Friend- The Philosophy of Bruce Lee

*The famous movie star had a philosophy for success in combat and life that we all would be far better off if we understand and practice.*

* 1. The Way of the Stones- Learning to apply the Strategy yourself

*Understanding how the game of Weiqi (Go) and the strategy it takes to win at that game positions us well to win in the marketing world. How the game of Chess (one way to win) differs from Weiqi, which has infinite ways to win if we strategically take what our opponent gives us and shape our opponent into moves that benefit us*

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* 1. Last Bite: Salami Slicing

*China’s Grand Strategy which was a key factor in the country's rise to power in the 21st century. Build your kingdom 1 slice at a time. Why this is important is largely because it is so antithetical to Western Strategy that the Obama and Trump and Biden administrations still can’t understand it.*

1. Lessons from the Genghis Khan, Von Clausewitz, Napoleon and Hitler

*What can Western Military History add to our Unicorn strategy? What are the similarities and differences between Western and Chinese strategy as stated by Sun Tzu and Bruce Lee? After this chapter, the reader will be fully rooted in strategic approach and techniques to be a unicorn; from here we examine tools to deliver our chosen strategy and reaching Unicornness*

1. Blue Ocean Strategy, Nondisruptive Creation, Disruption: To Disrupt or Not to Disrupt?- *The original (2005) supplemented by a clarifying idea completes the picture of marketplace challenges and opportunities. Or does it? What is Go Disrupt Yourself?*
2. Cultural Intelligence- (required) (Critical)

*In today's global marketplace, we cannot expect to be successful if we are not knowledgeable about other cultures and what drives them. Globalization has been replaced by Glocalization; ignorance and prejudice, whether in marketing or the supply chain, will result in failure. Tap into Hofstede’s Indices and the Culture Map.*

1. Making things a little a lot better- Three Principles for a Unicorn to digest and assimilate-The Beginning of your Unicorn Toolbox
   1. Kano’s Method of delighting your customer- *Every marketer should understand this simple method that focuses on the thrill/delight factor to win over and keep the customer*
   2. The Efficient Frontier- *The way to delight and competitive advantage*
   3. Nonaka and Takeuchi- the Never- Ending Loop- *Knowledge Management- think it say it do it rinse and repeat*
2. Management and Leadership- BE the Unicorn
   1. *The Unicorn Manager- What’s That Again?*
   2. *You can’t do it alone- Lessons from them that know; five more Principles for a Unicorn to assimilate:*
      1. *Management by Objectives and Managing Oneself by Peter Drucker- Everyone on the same mission; but, who are you and what role should you play?*
      2. *Show me the money-warm and fuzzy won’t feed the family*
      3. *Principles by Ray Dalio- Principles for success and understanding struggle*
      4. *The Crucible of Leadership- As a leader, if you can’t take the heat, you won’t survive the oven*
      5. *Leadership Traits- Who are you and who do you admire? Evaluate yourself as a leader.*
      6. *Circles of Influence- Focus on what you can impact and not what you can’t.*
   3. *My Two Cents- Lessons from the Field: how to live in the skin of a leader.*
      1. *Failure*- *You were told to expect it and learn from it, so why are you afraid? My perspective based on my experience and those of them that know, eg., Dalio, Drucker*
      2. *Humility- tales from a former asshole*
3. Modern Decency- The Unicorn Way: *CSR, Social Compliance, Sustainability, Global Sourcing; YOU should care; your customer does*
4. What is Modern Decency?
5. What is CSR and why should I care?
6. What is Social Compliance and why should I care?
7. What is Sustainability and why should I care?
8. What is Global Sourcing?
9. Quality- It’s not enough to deliver it, you must BE it-This is the most important chapter in the book

*Quality is omnipresent in every part of the process, from Design to Delivery; what to look for in staff, partners, and everything you touch*

* 1. *What is Quality and why is it so important?*
  2. *Who is W. Edwards Deming and what is Total Quality Management?*
  3. *The Evolution of TQM to QMS (Quality Management System)- ISO 9001:2015*
  4. *Quality must be every part of the process; garbage in garbage out*
  5. *Quality systems- Result vs. process; introducing Lean.*
  6. *If you perfect quality in every phase of your business, QUALITY WILL DO THE MARKETING FOR YOU.*

1. Delivering the goods- Operations and Supply Chain Strategy

*It’s not good enough to dream it—you have to DO it. In the end, you have to deliver a product that delights the customer. How do you best execute the mission from design to the customer’s closet or cupboard?*

*What should be the operational elements of a Unicorn Strategy to deliver goods that delight your customer? What do I need to know?:*

* 1. *The Five Performance Objectives- THE UNICORN WAY*
  2. *More Unicorn Principles for successful execution*
     1. *Total Cost*
     2. *Time is Money*
     3. *Productivity*
     4. *Capacity*
     5. *Lean*
     6. *Profit Flow Through*
     7. *Supply Chain Risk*

1. Technology- Who’s the Boss here? What Should We Do about AI?

*How to balance the incredible potential of technology with human effort.*

1. ***Segmentation Today—***It ain’t what it used to be

*So whose problem should we solve?*

1. Storytelling- Communicating about your Brand- *Starting or running a business, management or leadership requires the ability to effectively engage groups of people and communicate your passion. This is an essential skill that must be acquired.*.
2. Food- of course

*Food is the hallmark of any culture and drives behavior. How does it fit in to strategy?*

1. Chapter 16— At the end of the day

*Everything I wrote and you read in The Way of the Unicorn is worthless. Meaningless bullshit.*

Reminder: Keep this book with you- *This book can be a course book but it also can be a playbook to consult again and again, because the lessons are all applicable in the real world and can only be in muscle memory if we keep reinforcing them.*

In addition, Presentations, both individual and Team, are key components of the course. Students will focus on HOW to give effective presentations, which will be a key assessment criterion. These presentations are in lieu of a traditional midterm and final, and will be weighted accordingly. In week 2, we will review Storytelling and Presentation Techniques so that students may be most effective in completing this part of the course.

**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. *Listen to your classmates and learn from them.*

Participation

This will be evaluated as a combination of factors: 1. The questions that must be submitted in each chapter; 2. Classroom participation 3. Any negative cooperative factors (such as viewing social media or shopping sites in class) will be deducted from your grade. ON the positive side, enthusiastic verbal participation in addition to completing the participative questions in each chapter will be taken into account.

The spirit of our participation will be governed by a Rubric known as the Full Value Contract. Not only will it enrich the class environment, but it will make all of us better communicators in our other classes and our careers. What does this mean?

There will be some rules of conduct from the beginning. We will discuss each and every aspect of this rubric and buy into it as individuals and a group. Questions or doubts will be raised and addressed. Let’s start with our agreement known as the Full Value Contract, which the student should learn as a standard of interactive contact throughout their career and life:

An agreement among us to work together to achieve both the individual goals and the group goals that have been developed and shared during the group experience. (What are our goals?)

An agreement to adhere to certain safety and group behavior guidelines. These must be discussed and agreed upon by the group. This is an important part of the process for groups to engage in, for no longer are the "rules" coming from only me, but from all of you.

An agreement to give and receive honest feedback. The Critical Reflection and Communication parts of the 4Cs call for open and honest communication which will improve the group’s Collaboration, and thus the entire group

The feedback process is:  1) the belief that every group member has value, 2) by virtue of having value every member has both a right and a responsibility to give and receive open and honest feedback. Withholding feedback or not accepting feedback openly will detract from the progress of the organization (in this case the class).

The understanding that the above rubric is not personal to each group member but an essential building block of the group.

Here are the rules of the road to achieve the above:

CLASS COMMUNICATION GUIDELINES:

* Bodies facing each other improves group communication;
* Eyes and attentive listening to someone speaking improves the communicators message;
* Probing questions and empathy towards the speaker improves listening;
* Sitting in a circle creates a sense of community and equality;
* Controlling the paralanguage of gesture and body language improves the effectiveness of speaking.
* There are ways in which everyone can be given opportunity and responsibility to communicate.

(From *Transforming Organizations*, p. 171) Let’s communicate!

Assignments and Deadlines

These will all be clearly stated in brighstpace and executed in the playbook, which will be connected to [NYU Brightspace](https://brightspace.nyu.edu/). If you require assistance, please contact me BEFORE the due date.

Each chapter in the playbook has student questions and an end-of-chapter quiz, which must be completed before the class session as indicated below. These will be directly connected to the Brightspace Gradebook, even though the activity takes place in the playbook. You will be able to track your completion and grades within the playbook itself.

Discussions will be initiated in the playbook, but completed and reside in Brightspace

Discussion responses will not be graded individually but as an aggregate score for the final grade. Simple assignment requirements are: 1. Turn in on time 2. Make a sincere effort to respond with your best and well-thought-out answer. IF assignments are missing or late or your effort is clearly cursory, this will be deducted proportionately from your final discussion grade. NOTE: To complete a discussion assignment satisfactorily, student must Post AND reply to at least TWO other posts.

Course Technology Use

The entire course material is resident on the internet and is totally initiated by the playbook chapters.

Use of Technology in Class

Students will be allowed to use their laptops, smartphones and other devices to participate in and follow class activities. Students are honor bound to use their devices ONLY for this purpose. If (and this is a good chance) I believe that a student is using their devices for other distractions, I will confront that student and take it into account in the participation grade.

Feedback and Viewing Grades

For those activities resident in the playbook, you may see all results there. You can also access your grades on the Brightspace course site Gradebook.

Attendance

I expect you to attend all class sessions. Attendance will be taken into consideration when determining your final grade.

Students are expected to attend ***ALL*** classes. Attendance will be taken into consideration when assigning final grades. Excused absences are granted in cases of documented serious illness, family emergency, religious observance, or civic obligation. All absences must be communicated by notifying the instructor prior to the scheduled session if you will not be attending and the reason. Students are responsible for assignments given during any absence.

In the case of religious observance or civic obligation, this should be reported in advance. Students who miss class for medical reasons are required to notify me of their absence and may be asked to produce a doctor’s documentation of treatment at the next class.

Students who plan to miss classes for religious reasons are expected to inform instructors beforehand and to be responsible for assignments given during their absence. For university policies on religious holidays please check:

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

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**

*The Way of the Unicorn Playbook by Michael Serwetz- Published by Great River Learning. In order to get the publication, go to* [*www.grlcontent.com*](http://www.grlcontent.com) *If you have an access code, you may enter it and proceed; if not, you can purchase the publication on the same page in just a few steps.*

**Grading | Assessment**

Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade.

The Strategic Marketing Plan will be the major assessment vehicle for this course. It will unequivocally show your comprehension of the major elements of this course. An article in the HBR Coursepack is provided to equip you with several sample formats and the rubric you should follow.

Beyond that, your participation and timely and thoughtful submission of assignments and discussions will determine your final grade in the course.

DESCRIPTION PERCENTAGE

Mid-Course Strategic Plan 10%

Discussions 10%

End of chapter quizzes 20%

Participation 25%

Final Team Project 35%

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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.*

**FINAL TEAM PROJECT**:

***CHOOSE*** a company from the web pages listed on Brightspace. All choices will be approved. IF you wish to profile a company not listed, please let me know with appropriate links to company information.

***RESEARCH*** the firm further through the internet, journals etc. to gain a complete understanding of their Strategic Marketing AND their execution of same, e.g., what have they done to promote Customer Experience? What have they done internally to execute their plan?

***CREATE A STRATEGIC MARKETING PLAN*** using your findings against the key strategic touchpoints we have covered during the semester and the templates provided in the HBR article.

***PRESENT*** your analysis in a team format- time frame for presentation is 15 minutes maximum

***SUBMIT*** your individual Word account of 1. Your role with the team and 2. Your takeaways from the project and its research, either or both with regard to Strategic Marketing or the touchpoints we learned in class

**MID-COURSE STRATEGIC MARKETING PLAN** (Warm-up for the Team Project):

Will follow the same rubric as Final Team Project with two exceptions:

1. Work will be individual, not team
2. Student will analyze a company of their choosing that is worthy of profiling.
3. Student will Deliver a 5 minute maximum individual PP presentation plus submit a Word Summary.

**Course Outline**

**Start/End Dates:** 01/22/2024 -05/06/2024 | Mondays

**Time:** 6:20pm – 8:55pm

**No Class Date(s):** Monday -2/19/2024 and 03/18/2024

**Special Notes:** Spring Break 03/18/24 - 03/24/24

**Session 1, 09/04/2024**

**Topic:** **Introductions: Icebreaker- Me, You; Syllabus Review; The Full Value Contract; Course Overview**

* Learning Outcomes:
* **Introduce ourselves and our expectations for the course**
* **Review Syllabus in detail**
* **Understand and agree to Full Value Contract re: Participation**
* **Course overview delivered by instructor**
* **Read and respond Chapter 1 of playbook**
* **Training review for playbook**

Prepare:

READ Playbook Chapter 1

Prepare introductory discussion to share with your classmates

Demonstrate:

* **Icebreaker discussion**
* **Chapter 1 questions and quiz**

**Session 2, 09/11/24**

**Topic:**

**Chapter 2 System 1/System 2/Neuromarketing: How Does Your Customer’s Brain Work?; Chapter 14 Storytelling—Communicating about YOUR Brand**

Learning Outcomes:

* **Understand why Neuromarketing is the key to unlock the customer’s mind**
* **Learn how to tell stories rather than present data to be effective in presentation and**

Prepare:

* Read playbook, Chapter 2, 14

**Demonstrate:**

* **Exercises and discussions as required by playbook**

**Session 3, 09/18/24**

**Topic: Chapter 3 Sun Tzu/Bruce Lee—Strategy for the Ages: A New/Old Way of Approaching Strategy**

Learning Outcomes:

* **Learn and Understand the Strategy Principles of Sun Tzu and how they are expressed through the Game of Go**
* **Understand the Chinese grand strategy of Surround and Conquer and Salami Slicing**
* **Learn the philosophy of Bruce Lee and how it relates to effective strategy**
* **LEARN the principles of developing a superior marketing plan as your Mid-Course Case Study and Team Project**

**Prepare:**

READ playbook Chapter 3

Exercises and discussions as required by playbook

**Session 4, 09/25/24**

**Chapter 4 What Can Strategists Learn from the Western Military Approach? Lessons from Genghis Khan, Von Clausewitz, Napoleon, and Hitler**

Learning Outcomes:

Understand how Western strategists compare and contrast with Sun Tzu and Asian counterparts

Prepare:

READ Chapter 4

Demonstrate:

Exercises and discussions as required by playbook

**Session 5, 10/02/24**

* Chapter 5 Blue Ocean Strategy, Nondisruptive Creation, and Disruption: To Disrupt or Not to Disrupt?
* Learning Outcomes:
* Understand the differences between conventional strategic thought a la Porter and Blue Ocean Strategy
* Learn why the “value-cost tradeoff” is different from conventional strategic thought
* Understand the strategic value of the Strategy Canvas in determining your Blue Ocean path
* Learn the Strategic Move as a key drive of BOS
* Understand why BOS is the modern iteration of Sun Tzu’s Strategy
* Prepare:
* READ Chapter 5
* Demonstrate:
* Exercises and discussions as required by playbook

**Session 6, 10/09/24**

**Chapter 6 Culture and Cultural Intelligence (Required; Critical)**

**Learning Outcomes:**

* Understand the critical role culture plays in successful strategic planning and successful management
* What is Culture and why is understanding Culture a critical element of successful Strategic Marketing?
* How is Company Culture related to personal Culture?
* What is Self-Reference Criterion?
* What is Ethnocentrism, Nativism and Xenophobia and why is it destructive to business and company growth?
* How does Comparative Cultural Dynamics help with business and marketing management?
* What is Cultural Intelligence?
* Prepare:
  + READ chapter 6
* Demonstrate:
  + Exercises and quizzes as required by playbook

**Session 7, 10/16/24**

**Chapter 7 Making Things ~~a Little~~ a Lot Better—Three Principles for a Unicorn to Digest and Assimilate**

**Learning Outcomes:**

* **Internalize forever three critical principles to be a Unicorn**

**Prepare:**

**READ Chapter 7**

**Demonstrate:**

* **Quizzes and questions as required by playbook**

**Session 8, 10/23/24**

**Topic: MID-Course strategic plan presentations**

**Session 9, 10/30/24**

**Chapter 8 Management and Leadership; Chapter 9 Modern Decency™—The Unicorn Way**

**Learning Outcomes:**

* **Learn the global risk if managers don’t act like leaders and power players like luxury brands prefer slaves over honest workers**
* **Learn how Ray Dalio and other leaders envision successful leadership**
* **Appreciate the efforts of Modern Slavery and what effect has it had?**

**Prepare: READ chapter 8 and 9**

**Demonstrate: Quizzes and questions as required by playbook**

**Session 10, 11/06/24**

**Chapter 10 Quality—It’s Not Enough to Deliver It, You Must Be It**

**Learning Outcomes:**

* ***What is Quality and why is it so important?***
* ***Who is W. Edwards Deming and what is Total Quality Management?***
* ***The Evolution of TQM to QMS (Quality Management System)—ISO 9001:2015***
* ***Quality systems—Result vs. process; introducing Six Sigma and Lean.***
* ***If you perfect quality in every phase of your business, QUALITY WILL DO THE MARKETING FOR YOU. The Unicorn Way of Quality Management***

**Prepare:**

* **READ Chapter 10**

**Demonstrate:**

* **Quizzes and questions as required by playbook**

**Session 11, 11/13/24**

**Chapter 11 Delivering the Goods—Operations and Supply Chain Strategy**

**Learning Outcomes:**

* **Understand why execution is a mission-critical knowledge for strategists and marketers**
* **What are the key principles and tools I need to remember to be successful in the Unicorn Way?**

**Prepare: READ Chapter 11**

**Demonstrate: Quizzes and questions as required by playbook**

**Session 12, 04/22/24**

**Chapter 12 Technology- Who’s the Boss Here?; Chapter 13 Segmentation Today**

**Learning Outcomes:**

* **How to balance the incredible potential of technology with human effort.**
* **How has segmentation changed from what it used to be?**
* **How do we assess target market groups using cohorts and portfolios as our focus?**
* **How do we make choices that fit in a global marketplace?**

**Prepare:**

* **READ Chapter 12 and 13**

**Demonstrate: Quizzes and questions as required by playbook**

**Session 13, 11/27/24**

**Chapter 15 Food of Course; Chapter 16 At the End of the Day**

**Learning outcomes:**

* **Learn how food is a strategic tool and weapon in global marketing**
* **Learn how to apply this tool to improve chances of success**
* **What did we learn? Summarize**

**Prepare:**

* **READ Chapter 15 and 16**

**Demonstrate:**

* **Quizzes and questions as required by playbook**

**Session 14, 12/04/24**

**FINAL TEAM PROJECT PRESENTATIONS**

**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.