

# Marketing Management

2 Credits

BU.410.620.31

1/24/2022 – 03/20/2022

Spring 1, 2022

Location: Online

## Instructor

Fred Katz, Senior Professional Instructor

## Contact Information

Email  Address: [fred.katz@jhu.edu](mailto:fred.katz@jhu.edu)

Phone  Number:  (301)  641-4408

## Office Hours

Before or after class,  or  by  appointment

Calls and emails will be responded to within 12 hours.

**Office / Class Zoom Link:** **<https://jhucarey.zoom.us/j/97445861343?pwd=SVd0MEdiZlRnY0QrUmdrNUF6T09qdz09>**

**Meeting ID: 974 4586 1343**

**Passcode: 786681**

**Mandatory Sync Sessions - Tuesdays @ 7:30 p.m.   
Optional Sync Sessions – Tuesdays @ 7:30 pm.**

## Teaching Assistant

Sabrina – Sabrina Iqbal

[siqbal11@jhu.edu](mailto:siqbal11@jhu.edu)

## Required Texts & Learning Materials

Nine HBS Cases: Please register with Harvard Business Publishing and place your order well in advance, as it may take days to register and receive cases. You need to have all the cases before the first day of class. A Coursepack with electronic copies of all cases required for this course has been created and can be accessed via the following link after registration: <https://hbsp.harvard.edu/import/888414>

* *Marketing Management* by Kotler, Keller, and Chernev (16th ed.), Prentice Hall, ISBN-13: 9780135887158, copyright 2022.

## Course Description

This course covers principles of market-driven managerial decision-making that determine competitiveness in dynamic consumer and organizational markets. Areas of emphasis include industry analyses, dynamics of competition, market segmentation, target marketing, channels of distribution, and product and pricing decisions. In-depth analytical skills are developed through case analyses, class discussions, and applied projects.

## Prerequisite(s)

None

## Learning Objectives

By the end of this course, students will be able to:

1. Understand the fundamental concepts of marketing and its role in business.
2. Understand market segmentation, targeting, and positioning (STP).
3. Create a marketing plan to develop solutions to marketing problems.
4. Appreciate the ethical and societal aspects of marketing.

To view the complete list of the Carey Business School’s general learning goals and objectives, visit the [Carey website](https://carey.jhu.edu/faculty/resources/teaching-learning/learning-assessment).

## Course Policies

### Synchronous Online Sessions

Attendance of synchronous online sessions is highly recommended and of great value to students. The synchronous online sessions for this course will be delivered via Zoom at the following link:

**Zoom Meeting**: [**https://jhucarey.zoom.us/j/97445861343?pwd=SVd0MEdiZlRnY0QrUmdrNUF6T09qdz09**](https://jhucarey.zoom.us/j/97445861343?pwd=SVd0MEdiZlRnY0QrUmdrNUF6T09qdz09)

**Meeting ID: 974 4586 1343**

**Passcode: 786681**

| **Module** | **Date** | **Time** |
| --- | --- | --- |
| Module 1 | Tuesday, 1/25 | 7:30 - 8:30 p.m. |
| Module 4 | Tuesday, 2/15 | 7:30 - 8:30 p.m. |
| Module 7 | Tuesday, 3/8 | 7:30 - 8:30 p.m. |

Optional sync sessions will be offered as follows:

| **Module** | **Date** | **Time** |
| --- | --- | --- |
| Module 2 | Tuesday, 2/1 | 7:30 - 8:30 p.m. |
| Module 3 | Tuesday, 2/8 | 7:30 - 8:30 p.m. |
| Module 5 | Tuesday, 2/22 | 7:30 - 8:30 p.m. |
| Module 6 | Tuesday, 3/1 | 7:30 - 8:30 p.m. |

### **Participation**

Active participation is required for students to meet the highest expectations for this course. Students are expected to participate in all assigned online class activities and assessments.

Interacting with other students via discussion boards is an important part of this course and will require prompt postings and responses. Discussions will occur during specific timeframes designated by the instructor. See the course calendar for specific information.

### Communication

A Q&A discussion board has been set up as a place for students to submit questions to their peers and the instructor regarding course navigation, course content, course assignments, and other related queries. This format allows students to see the questions that their classmates have already asked, as well as the answers that have been provided. The instructor and TA will check the Q&A discussion board daily and respond to student questions, where appropriate and necessary, within 12 hours.

Students who have a question that is urgent or regarding a personal matter (such as grades) should email the instructor directly. Otherwise, students are encouraged to use the course’s Q&A discussion board.

| **Types of Questions** | **Where to Get Answers** |
| --- | --- |
| **Grades** | The instructor |
| **Urgent or personal information** | The instructor |
| **Course navigation**  *Example: Where can I find this week’s assignments?* | Q&A discussion board |
| **Course content**  *Example: What’s the difference between micro and macroeconomics?* | Q&A discussion board |
| **Assignments**  *Example: Do I have to submit the presentation as a PPT?* | Q&A discussion board |
| **Other general questions about the course** | Q&A discussion board |
| **Technical issues**  *Example: Why can’t I open this file?*  *Example: I got kicked out of an exam. What should I do?* | Technical support (see the Carey Blackboard Support Information Box) |

## Assignments

| **Assignment** | **Team or Individual** | **Learning Objectives** | **Weight** |
| --- | --- | --- | --- |
| **Team  Case  Discussion  Leader\*** | **Team** | **1,  2,  3** | **12%** |
| **Knowledge Checks  (Modules  2–7)** | **Individual** | **4** | **14%** |
| **Individual  Marketing  Problem  Set** | **Individual** | **1,  2** | **20%** |
| **Participation**   * **Self-introduction  video  (3%,  Module  1)** * **Case  discussion  post  (3%  x  6  =  18%,  Modules  2–7)** * **Marketing  plan  feedback  (2%,  Module  8)** | **Individual** | **1,  2,  3,  4** | **23%** |
| **Marketing  Plan  (Team  Project)\***   * **Team contract  (2%)** * **Video presentation  (8%)** * **Written report  (21%)** | **Team** | **1,  2,  3,  4** | **31%** |
| **Total** |  |  | **100%** |

\* Positive or Negative *Peer evaluation to the Professor can influence individual marketing plan team score.*

Assignments should be submitted via Blackboard. All times are listed in Eastern Time (ET).

*The week starts on Monday and ends on Sunday evenings. Given that online students are located in multiple time zones, all assignments/exams with an 11:59 pm ET deadline have a three-hour grace period. In other words, all students may submit assignments/exams with an 11:59 pm ET deadline as late as 2:59 am ET the next day.*

### Team Case Discussion Leader and Weekly Case Discussion Postings

If you are a case discussion leader: Each case has assigned case questions (posted on Blackboard).

* 1. In smaller classes, we suggest that your team will divide the listed Guideline questions among members by Monday, 11:59 pm, of the assigned Module. Note that all case questions need to be addressed by the team.

If the class size is large, students will create their own questions and not use the Guideline Questions. This way questions are not repeated. The instructor will inform you during Sync Session 1 whether you use the given case questions or create the case questions and NOT use the given questions.

* 1. Each member will create a new discussion thread with case question(s) assigned to them (or created by them) on the Discussion Board and post their initial response within 200 words to the case question(s) in a reply to the thread by Thursday, 11:59 pm of the assigned Module. As a Discussion Leader, it is your responsibility to create an active discussion. Feel free to e-mail the class if nobody is participating. As a student, you need to actively participate in class discussions.
  2. All students—except case leaders—will select a thread(s) of their interest to further address the case question(s) and may ask questions (within 200 words) by Sunday, 11:59 pm. Remember, the goal is a comprehensive discussion (minimum, 2 posts for grade of B to B+) with case analysis data support.
  3. Each member will need to:
     1. identify the most interesting points raised by other students in the class and engage with those points in a way that not only illuminates the insights about a case but also gives momentum to developing these points further in subsequent responses by your peers, and
     2. address questions raised by the class at their thread, and.
     3. Apply course content to the case analysis and discussion
  4. By Sunday, 11:59 pm, of the Module, each member of the case discussion team will summarize the weekly discussion within 200 words at their thread as a final reply to the thread.

Each student is expected to co-lead and co-facilitate one weekly case discussion. You will be assigned the same members as your Marketing Plan Project team members. Refer to the course website to find out which week you will facilitate and lead. Details regarding this assignment are posted on Blackboard.

### Individual Knowledge Checks

There are Knowledge Checks in Modules 2 – 7 that will confirm your understanding of the concepts and frameworks learned in the course. Make sure that you have reviewed all the readings and have made yourself familiar with all the content of the associated Module before starting the timed Check. The Knowledge Checks are open-book, and you can refer to any printed material or reference text. You will be expected to follow [Carey’s Academic Ethics Policy](https://carey.jhu.edu/student-experience/school-policies/academic-ethics-policy). Each Knowledge Check will include 10 – 15 multiple-choice questions. You will have between 30 – 45 minutes (depending on the number of questions) to complete the Knowledge Check.

### Individual Marketing Problem Set

The problem set will cover the assigned textbook chapters and a few cases. The problem set will consist of marketing arithmetic, short answers, and essay questions. It is open book. You will need to finish everything on your own and commit to Carey’s Honor Code. It is available on Monday of Module 4, due by Sunday, 11:59 pm ET., of Module 6.

### Participation

**Self-Introduction Video (Module 1):** Record and post a 30-second video as a new thread on the Blackboard discussion board. Your introduction video should include the following information: name, current position and role at work, professional background, skills, and industry, something special or fun about you, and anything else you would like us to know. It is due by Thursday, 11:59 pm, of Module 1.

**Case Discussion Post (Modules 2–7):** If you are not a case discussion leader: Read the case thoroughly and analyze the case; select a case question(s) discussion thread to further address the case question(s), and may ask questions. Students are required to post and discuss within 200 words by **Sunday, 11:59 pm**, each Module (from M2 to M7). By Sunday, 11:59 pm, of the Module, each member of the case discussion team will summarize the weekly discussion within 200 words at their thread as a final reply to the thread

**Marketing Plan Project Presentation Feedback Post (Module 8):** Select one team’s marketing plan video presentation to watch and post your feedback within 200 words by **Saturday, 11:59 pm, of Module 8**.

### Marketing Plan (Team Project)

Your team will choose a company. Identify a current marketing problem facing that company. Throughout the course, we will discuss the key elements of effective marketing plans. By the end of the term, your team will develop a marketing plan that describes how the team would help the company solve the problem. You will need to come up with a new product or new marketing activity or campaign for the company. You are expected to apply digital marketing techniques (online, social media, and mobile) along with traditional methods.

You may not choose (1) a company covered in our business cases or (2) Under Armour, Apple, or Google.

As soon as you choose a company, you can post its name (as a placeholder in the M3 Discussion thread before the SWOT Analysis is due) on the discussion board so other students can see your selection. The company selection will be decided on a first-come, first-served basis.

The deliverables are:

| Assignment | Details | Deadline | Where to Submit |
| --- | --- | --- | --- |
| Team Contract | The team contract is posted in Blackboard. | Sunday, Module 1, 11:59 pm | Groups Area |
| SWOT Matrix Analysis | Provide the company name and the marketing challenge the company faces. Explain briefly why the challenge is important to study. | Sunday, Module 3, 11:59 pm | Discussions |
| Final Team Marketing Plan (report, PPT slides, and the link to an archived synchronous online presentation recorded in Zoom) | You will present your marketing plan in a team to the class using a recorded Zoom session. | Thursday, Module 8, 11:59 pm | Submit report, PPTs, and video link at Groups Area; submit video link at Module 8 Discussions. |
| Team Evaluation | You will evaluate your teammates with respect to their contributions to teamwork. This will be a confidential e-mail to the instructor citing exemplary or minimal team performance. No e-mail communication is necessary if all team members perform equally throughout the project. | Saturday, Module 8, 11:59 pm | Module 8 Assignments Folder |

You are strongly encouraged to start working on the project as soon as your team contract is completed.

### Guideline of Marketing Plan Report

The marketing plan must be typed (one-inch margins, single-spaced, 12-point font) and follow the format below. Please see pages 61 – 65 at the end of Chapter 2 for a sample marketing plan.

1. Cover (1 page): Team number, members’ legal names, company name
2. Table of Contents (1 page)
3. Executive Summary (0.5 pages): A concise overview of the entire plan.
4. Situation Analysis: This section consists of the following three sections.

Market Factors (1.5 pages): Present background information of the market and the macroenvironment. Summarize marketing activities (such as 4Ps) in your market and list the three market factors that you think will be most influential in your planning. Describe relevant trends and critical issues in the market.

SWOT Analysis (0.5 page): You will create this early in the course in which the instructor will provide feedback and assistance to set a good foundation for your marketing plan.

Competition (0.5 page): Indicate any significant direct and indirect competition. Analyze competitors and their influence on your planning.

1. Marketing Strategy: This section consists of the following sections.

Mission, Marketing Objectives, and Financial Objectives (1 page): Define the mission. State marketing objectives (e.g., increase market penetration or customer satisfaction, decrease customer acquisition cost by 1% per quarter). State financial objectives such as profit growth rate or return on investment for your marketing plan.

Market Research (1 page): Try to better understand what your current and/or potential customers would want from your company by collecting information. You can read articles (from credible sources) on consumers of your chosen company/industry, analyze secondary databases on consumers of your chosen company/industry (if such databases are available), adopt field observation (i.e., observing consumers and their behaviors during store visits), or use netnography (i.e., observing and analyzing consumers’ online behavior, comments, and reviews). Specify where (what journals, websites, databases, retail stores, social media sites, etc.) and how you collect data. Specify your sample size if applicable.

STP (1 page): Provide your benefit segmentation of the market in which you compete and indicate which segment(s) you now serve (if any). Develop positioning strategy.

1. Marketing Mix (2 pages): In this section, you develop a marketing mix (product, price, promotion, and place) to solve the marketing problem and to achieve the objectives. Apply digital marketing techniques (online, social media, and mobile) along with traditional methods.
2. Financial Projections (1 page): Include a sales forecast and an expense forecast (forecast of expected costs of marketing). Provide your best estimates – remember, this is a marketing course.
3. Implementation Controls (1 page): Outline the controls for monitoring and adjusting the implementation of the plan. Spell out the goals and budget for each period (month, quarter, or year), so management can review each period’s results and take corrective action as needed.
4. References (maximum 2 pages).
5. Appendix (maximum 4 pages): Attach any information that will support your arguments. For example, you may include an income statement for the product and some promotional material, or you may attach a hypothetical print advertisement.

Note:

* Reference format or style does not matter.
* If your plan does not involve some elements of the marketing mix, you do not need to include them in your plan.
* You can use bullet points and/or tables in the plan.

The above guideline is a guideline; you can change the page distribution if you wish. However, items 1–8 should not exceed 12 single-spaced pages.

### Teams

There will be ten teams in each class section. (Total 10 teams) I will set up teams before the class starts to get a fast start on the case studies/project. These are subject to the Drop/Add period with changes. You will work with the same teammates on leading one case discussion and completing the marketing plan project. Please inform the instructor if there is a team issue early in the course… do not let these issues fester.

## Rubrics

The rubrics of all requirements are posted in a separate file at the Syllabus section on Blackboard.

## Grading

The grade of A is reserved for those who demonstrate extraordinary performance as determined by the instructor. The grade of A- is awarded only for excellent performance. The grades of B+ and B are awarded for good performance. The grades B-, C+, C, and C- are awarded for adequate but substandard performance. The grades of D+, D, and D- are not awarded at the graduate level. The grade of F indicates the student’s failure to satisfactorily complete the course work. For Core/Foundation courses, the grade point average of the class should not exceed 3.35. For Elective courses, the grade point average should not exceed 3.45.

## Tentative Course Calendar

Instructors reserve the right to alter course content and/or adjust the pace to accommodate class progress. Students are responsible for keeping up with all adjustments to the course calendar.

All times are listed in Eastern Time (ET).

| **Module** | **Topic** | **Discussions/Materials** | **Due** |
| --- | --- | --- | --- |
| 1  1/24-1/30/22 | Marketing’s  Role  Major  topics:  Holistic  marketing,  CSR,  ethical  and  societal  aspects  of  marketing | *Discussions*   * Self-introduction videos   *Materials*   * Chapters  1  &  21  from  the  textbook *Marketing  Management*  by  Kotler  and Keller  (16/e) * PowerPoint  (PPT)  supplement  to   guide  students  through the textbook.   * Harvard  Business  School  (HBS)  Case:   Wetherill  Associates,  Inc.,  #9-394-113  (The  instructor  will  lead  the discussion  of  this  case  during  the  first  synchronous  session.) | **Mandatory Synchronous online** session 1  Tuesday, 1/25, 7:30–8:30 pm  **Self-introduction video** due by  Thursday, 1/27 11:59 pm  **Team contract** due by  Sunday,1/30, 11:59 pm |
| 2  1/31 – 2/6/22 | Marketing  Strategy  Major  topics:  Marketing  plan,  how  is  marketing  related  to  profitability? | *Discussions*   * Case discussion Post:   -case presenters post questions and initial responses by Thursday, 2/3, 11:59 pm. Thread summary posted by Sunday, 2/6, 11:59 pm.  -all students (non-case presenters) post responses by Sunday 2/6 at 11:59 pm.  *Materials*   * Chapter 2 * PPT Supplement * Case: “Blood Bananas,” TB0245 **(Teams 1 & 2 )** will lead.) | **Optional Synchronous   session  1a**  Tuesday,  2/1,  7:30–8:30 pm  **Knowledge Check** due by Sunday, 2/6, 11:59 pm  **Case  discussion  post**  due  by  Sunday, 2/6,  11:59 pm |
| 3  2/7 – 2/13/22 | Customers  Major  topics:  Customer  relationship  management  (CRM),  customer  value,  consumer  behavior | *Discussions*   * Case discussion Post:   -case presenters post questions and initial responses by Thursday, 2/10, 11:59 pm. Thread summary posted by Sunday, 2/13, 11:59 pm.  -all students (non-case presenters) post responses by Sunday 2/13, 11:59 pm.  *Materials*   * Chapters 3 & 19 * PPT Supplement * HBS Case: “HubSpot and Motion AI: Chatbot-Enabled CRM,” #9-518-067 (Leaders: **Teams 3,)** * Case: “Chick-fil-A: Bird of a Different Feather,” #UV6843 (**Teams 4 will lead**.) | **Optional Synchronous   session  1b**  Tuesday,  2/8,  7:30–8:30 pm  **Knowledge Check** due by Sunday, 2/13 11:59pm    **Case  discussion  post** due  by Sunday, 2/13,  11:59 pm  **One-page  SWOT analysis**  due  by  Sunday,  2/13,  11:59 pm |
| 4  2/14 – 2/20/22 | STP  Major  topics:  Segmentation,  targeting,  and  positioning | *Discussions*   * Case discussion Post:   -case presenters post questions and initial responses by Thursday, 2/17, 11:59 pm. Thread summary posted by Sunday, 2/20, 11:59 pm.  -all students (non-case presenters) post responses by Sunday 2/20, 11:59 pm.  *Materials*   * Chapters 6 & 7 * PPT Supplement * HBS Case: “Drinkworks: Home Bar By Keurig,” #8-521-010 (**Teams 5 will lead**) * HBS Case: “Chase Sapphire: Creating a Millennial Cult Brand,” #9-518-024 (**Teams 6 will lead**.) | **Mandatory Synchronous  online  session  2**  Tuesday,  2/15,  7:30–8:30 pm  **Knowledge Check** due by Sunday, 2/20, 11:59 pm  **Individual  marketing  problem  set**  will be available on  Monday 2/14, due M6.  **Case  discussion  post**  due  by  Sunday 2/20,  11:59 pm |
| 5  2/21-2/27/22 | Marketing  Research  Major  topics:  Value  of  market  data,  demand  forecast | *Discussions*   * Case discussion Post:   -case presenters post questions and initial responses by Thursday, 2/24, 11:59 pm. Thread summary posted by Sunday, 2/27, 11:59 pm.  -all students (non-case presenters) post responses by Sunday, 2/27, 11:59 pm.  *Materials*   * Chapter 5 * PPT Supplement * HBS Case: “MarcPoint: Strategizing with Big Data,” #W19363 (**Teams 7 will lead**.) | **Optional Synchronous   session  2a**  Tuesday,  2/22,  7:30–8:30 pm  **Knowledge Check** due by Sunday, 2/27, 11:59 pm    **Case  discussion  post**due  by Sunday, 2/27,  11:59 pm |
| 6  2/28 – 3/6/22 | Marketing  Mix  (1)  Major  topics:  Brand  equity,  consumer  adoption  of  innovations,  pricing | *Discussions*   * Case discussion Post:   -case presenters post questions and initial responses by Thursday, 3/3, 11:59 pm. Thread summary posted by Sunday, 3/6, 11:59 pm.  -all students (non-case presenters) post responses by Sunday, 3/6, 11:59 pm.  *Materials*   * Chapters 10, 11 & 18 * PPT Supplement * HBS Case: “Gilead: Hepatitis C Access Strategy (A),” #9-515-025, * (**Teams 8, 9 will lead**.) | **Optional Synchronous   session  2b**  Tuesday,  3/1,  7:30–8:30 pm  **Knowledge Check** due by Sunday, 3/6, 11:59 pm    **Case  discussion  post**due  by  Sunday 3/6,  11:59 pm  **Individual  marketing  problem  set** due by Sunday 3/6, 11:59 pm |
| 7  3/7 – 3/13/22 | Marketing  Mix  (2)  Major  topics:  Placement, Marketing Communications | *Discussions*   * Case discussion Post:   -case presenters post questions and initial responses by Thursday, 3/10, 11:59 pm. Thread summary posted by Sunday, 3/13, 11:59 pm.  -all students (non-case presenters) post responses by Sunday, 3/13, 11:59 pm.  *Materials*   * Chapters 12,13 & 15 * PPT Supplement * HBS Case: “Canadian Breast Cancer Foundation,” #W11073 (**Teams 10 will lead**.) | **Mandatory Synchronous  online  session  3**  Tuesday 3/8,  10/11 7:30–8:30 pm  **Knowledge Check** due by Sunday, 3/13, 11:59 pm    **Case  discussion  post** due  by  Sunday 3/13,  11:59 pm |
| 8  3/14 – 3/20/22 | Applications  (presentations  of  project  company’s  marketing  plan) | *Discussions*   * Post feedback to the marketing plan presentations at the Discussion area.   *Materials*   * Present the crux of your marketing plan online using Zoom (details posted on Blackboard) * The goal of this session is to understand how the course materials apply to real-world marketing problems. | **Marketing  Plan  (team  project)**  **presentation  web  link,  slides,  and**  **report**  due  by  Thursday,  3/17,  11:59 pm  **Feedback  post**  due  by  Saturday,  3/19,  11:59pm |

## Carey Business School Policies and General Information

### Blackboard Site

A Blackboard course site is set up for this course. Each student is expected to check the site throughout the semester as Blackboard will be the primary venue for outside classroom communications between the instructors and the students. Students can access the course site at [blackboard.jhu.edu](https://blackboard.jhu.edu).

### Technical Support

24/7 technical support for questions regarding Zoom, Blackboard, and other technical issues is available. Please refer to the *Carey Blackboard Support* information box (located within Blackboard’s *My Institution* tab) for contact information and other details.

### Students with Disabilities - Accommodations and Accessibility

Johns Hopkins University values diversity and inclusion. We are committed to providing a welcoming, equitable, and accessible educational experiences for all students. Students with disabilities (including those with psychological conditions, medical conditions, and temporary disabilities) can request accommodations for this course by providing an Accommodation Letter issued by [Student Disability Services](https://carey.jhu.edu/student-experience/services-resources/student-disability-support-services). Please request accommodations for this course as early as possible to provide time for effective communication and arrangements. For further information or to start the process of requesting accommodations, please contact [Student Disability Services](mailto:carey.disability@jhu.edu) at the Carey Business School.

### Academic Ethics Policy

Carey expects graduates to be innovative business leaders and exemplary global citizens. The Carey community believes that honesty, integrity, and community responsibility are qualities inherent in an exemplary citizen. The objective of the Academic Ethics Policy (AEP) is to create an environment of trust and respect among all members of the Carey academic community and hold Carey students accountable to the highest standards of academic integrity and excellence.

It is the responsibility of every Carey student, faculty member, and staff member to familiarize themselves with the AEP and its procedures. Failure to become acquainted with this information will not excuse any student, faculty, or staff from the responsibility to abide by the AEP. Please contact the [Office of Student Affairs](mailto:carey.student@jhu.edu) if you have any questions. For the full policy, please visit the [Academic Ethics Policy webpage](https://carey.jhu.edu/student-experience/school-policies/academic-ethics-policy).

### Student Conduct Code

The fundamental purpose of the Johns Hopkins University’s regulation of student conduct is to promote and to protect the health, safety, welfare, property, and rights of all members of the University community as well as to promote the orderly operation of the University and to safeguard its property and facilities. Please contact the [Office of Student Affairs](mailto:carey.student@jhu.edu) if you have any questions regarding this policy. For the full policy, please visit the [Student Conduct Code webpage](https://studentaffairs.jhu.edu/policies-guidelines/student-code).

### Hybrid and Remote-Live Classes

Carey is committed to maintaining our standard of excellence in all forms of instruction. To that end, we have developed [policies and procedures for classes offered in hybrid and remote-live formats](https://carey.jhu.edu/student-experience/school-policies/hybrid-classes-policies-and-procedures). These policies will govern all courses occurring in these formats, and all students are expected to familiarize themselves with and adhere to these policies.

### Student Success Center

The Student Success Center offers assistance in core writing and quantitative courses. For more information, visit the [Student Success Center webpage](https://carey.jhu.edu/student-experience/academic-support/student-success-center).

### Other Important Policies and Services

Students are encouraged to consult the [Student Handbook and Academic Catalog](https://carey.jhu.edu/student-experience/services-resources/student-handbook) and [Student Services and Resources](https://carey.jhu.edu/student-experience/services-resources) for information regarding other policies and services.

### Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden. Violations are subject to sanctions under the [Academic Ethics Policy](https://carey.jhu.edu/student-experience/school-policies/academic-ethics-policy).