Principles of Marketing - MKTG 303

Course Information:
3 credits, 100% online, group work is required

This course will be delivered online via Blackboard Learning Management System (LMS) housed in the MyMason portal. Access to MyMason and Mason email are required to participate successfully in this course. Go to the IT Support Center website if you need assistance with your email or password.

Course instructor:

James W. Harvey, Ph.D.,
Office: 135 Enterprise Hall. Contact Voice 703.993.1842, Facsimile 703.993.1806,
Email: jharvey@gmu.edu (preferred contact method)
Virtual office hours by request.

About your instructor – Professor Harvey holds a Ph.D. in Business Administration from Penn State University, an MBA from the University of Miami (Coral Gables), and a BS in Marketing from the University of Illinois (Urbana). He has published over thirty works in journals, proceedings of professional associations, and in books of readings. Dr. Harvey has participated in over one hundred marketing studies, consultancies and executive development seminars that included Booz-Allen & Hamilton, Department of the Interior, Department of Health and Human Services, Internal Revenue Service, National Academy of Voluntarism, National Institutes of Health, The World Bank and United Way Worldwide. Professor Harvey has served as Faculty Representative to the GMU Foundation, Board of Visitors, Marketing Area Chair and Associate Dean of the School of Business.

Required Text:

Marketing, 6/e, Grewal & Levy.
To take this course you must purchase and register the McGraw-Hill Connect+ feature. See details below. You must also have access to the Internet with equipment that can support LearnSmart and Blackboard. Detailed technology requirements are in Blackboard.

Textbook Options/Registering for Connect+

There are many choices of textbook forms for the course, so shop wisely. The NEW, hardback version in the GMU bookstore includes Connect. Some hardback versions purchased on the internet may not include the Connect access code. Connect+ gives you Connect and the e-book so no hardbound book is required if you like using e-books. As you think about the options consider the buyback feature of hardbound books. Think about renting or sharing too.

Connect can be previewed for two weeks free by clicking on any LearnSmart assignment in Blackboard and scrolling to “Registering with courtesy access.” The site (http://www.connectstudentsuccess.com/) also provides FAQs and how to receive support. To purchase Connect online you will need a credit card. Make sure the email address you use is YOUR GMU EMAIL ADDRESS ONLY.

Course Objectives:

The objectives of this course are to
• Introduce students to the terminology, functions, institutions and philosophy of marketing and market-driven decision-making, with emphasis on the role of technology.

• Span the contexts of product marketing, service marketing and idea marketing both for profit and non-profit organizations, in a variety of settings, especially global competition.

• Build marketing application skills by examining the practices of real-world organizations.

• Develop marketing application abilities through the development of a team-created rudimentary marketing plan.

• Explore careers available to marketing majors. For example see this link

Course Objectives and School of Business Learning Goals

This course addresses the following Learning Goals of the School of Business:

Goal 1: Our students will demonstrate an understanding of the social, global, ethical, and legal contexts of business and will be able to reflect on the role of the individual in business.

Introductory marketing draws upon many sister disciplines including psychology, sociology, economics, public policy and regulation, law, accounting, finance, information systems, management and statistics. This course has an entire chapter devoted to international marketing and trade. The issues of marketing standardization versus adaptation underscore the concepts of comparing and contrasting cultures. Examination of international trade institutions such as EU, GATT, IMF, and WTO exemplify the commitment to understanding global trade. Additionally, each textbook chapter features international cases, examples or cases. The book for this course features an entire chapter marketing ethics. Additionally each of the nineteen chapters has a separate ethical dilemma example that range from issues of junk food, targeting seniors, price discrimination for “ladies’ night” at bars to spying on consumers. The group project includes a section on business model sustainability and company social responsibility. The chapter “Analyzing the Marketing Environment” includes an overview presentation of the major regulatory and legislative initiatives that impact marketing practice. Examinations require students to understand, apply and synthesize a variety of marketing issues, concepts, approaches and principles in a comprehensive, strategic approach. Key elements of the marketing plan require an explanation and defense of recommended courses of action.

Goal 2: Our students will demonstrate an understanding of and the ability to apply knowledge of professional skills necessary for success in business including effective business writing.

This section of Marketing 301 requires all students to demonstrate their writing and speaking skills by composing and presenting a rudimentary marketing plan using Word and PowerPoint. Students will also be graded on their written class participation. Students in this class will be part of a group working on the class project that requires you to conduct research and make recommendations. That project requires communication, cooperation, leadership, decision making and group consensus finding. Part of the class project includes market and consumer analysis that underscores group and individual differences based on age, geography, ethnicity, gender, and income.

Goal 3: Our students will demonstrate technical and analytic skills appropriate for success in business.

This course requires students to send and receive e-mail, take on-line quizzes and submit results, access and navigate the Blackboard and Connect Marketing learning system, access and view streaming media, including web-based narrated PowerPoint slides, conduct on-line research, and create Word and PowerPoint project documents.
Goal 4: Our students will demonstrate an understanding of and the ability to apply knowledge of core business disciplines including accounting, finance, information systems, management, marketing, and operations management.

Topics throughout this course include elementary understanding of accounting, information systems and supply chain management topics.

Goal 5: Our students will demonstrate knowledge and skills appropriate for specialization in their majors.

Discipline competence will be measured in this course using exams, composition of a rudimentary marketing plan, written homework assignments and class discussions. Each assignment is time-stamped and provides a unique contribution to assurance of learning documentation.

For most students the course will be their first and last university-level class in marketing. Central to the purpose of this course is to insure that students understand the role and importance of marketing in all organizations. Therefore, understanding the essentials of marketing as applied to all institutions as well as self-marketing is the central feature demonstrating discipline competence.

Goal 6: Our students will demonstrate an understanding of how research in the business disciplines contributes to knowledge and how such research is conducted.

This course requires students to use GMU’s online databases such as Mergent, IBIS World and Mintel Oxygen to conduct their semester research project. This course requires students to send and receive e-mail, take on-line quizzes and submit results, access and navigate the Blackboard and Connect Marketing learning system, access and view streaming media, including web-based narrated PowerPoint slides, conduct on-line research, and create Word and PowerPoint project documents.

Assignment Descriptions

LEARNSMART HOMEWORK (not counted towards final grade but will be tracked by the instructor)

LearnSmart is an online course management tool (accessible on laptops, tablets or smart phones) that combines your eBook with practice questions to test your understanding of key concepts and to pinpoint the topics on which you need to focus. Each weekly module in Blackboard has a folder that contains direct links to the LearnSmart reading assignments. You will need the access code you purchased with your textbook to create an account and to log-in the first time only. You will not need to log-in again.

Start by reading the paragraphs highlighted in yellow. Those are the key concepts in that chapter. To complete your assignment, you will need to toggle between reading and answering questions (please note a button in the left bottom corner of your screen called “Practice”). The “practice” button will flash to remind you it is time to check on your progress. You will notice that the paragraphs highlighted in yellow will turn green after you answer the questions pertaining to those concepts correctly. It means you are ready to move on to the next section/paragraph. Please note that you are expected to read the entire chapter, not just the highlighted paragraphs.

Please note that your instructor will be able to view a detailed summary of your progress. To receive a 100% completion, you must answer all the practice questions for that chapter.

LearnSmart assignments will not be used for final grading in this course. So, if you use a hardcover book instead, it will not impact your grade.
CHAPTER QUIZZES (10% of your total grade)

Quizzes will help you check your comprehension of key concepts and help you prepare for the exams. You have to take a quiz in Blackboard for each chapter you read. Quizzes contain 10 questions worth 1 point each. You will have up to 15 minutes to complete each quiz. However, you will also have up to 3 attempts for each quiz. Only your highest grade will be recorded in the grade center. Moreover, I will drop one lowest score from the final grade. You will also be pleased to know that your quiz questions are randomly selected from the same pools of questions used for your exams. The more you practice the higher your exam scores will go.

THREE EXAMS (worth 40% of your total grade)

Exam 1 covers chapters 1 – 8 (weighted 150 points), Exam 2 covers chapters 9 – 17 (weighted 150 points) and the Final Exam covers chapters 1 – 20 (weighted 200 points). Exams 1 & 2 have 50 multiple choice questions and the final exam has 100 questions. All exams must be taken by the due date noted in the Course Calendar. Exams are timed (up to 2 hours). Only one attempt is allowed, so make sure you find a quiet place with a reliable internet connection to take your exam without any interruptions. Additional practice quizzes are available in the final exam folder (optional, not counted towards your final grade).

SEMESTER GROUP PROJECT: MARKETING PLAN (20% of your grade)

Three team-based marketing plan assignments are due throughout the course. Each assignment will address a specific section of the Marketing Plan Template. Each section is due according to the schedule listed below. Grades for each assignment are TEAM grades that will be adjusted according to peer evaluation conducted during the final week. See the Marketing Plan Template for Guidance. See documents in the “Marketing Plan” folder of Blackboard. ONLY PPT FILES ARE ACCEPTABLE.

1. Team Written Assignment 1 Slides 1 – 4 and 9 of the Marketing Plan Template
2. Team Written Assignment 2 Slides 5 – 8 and 9 of the Marketing Plan Template
3. Team Presentation of the marketing plan. 10 minute presentation of Slides 1 – 9.

Here is a checklist for selecting a brand for your marketing plan:

1. Does the brand represent something that will advance your professional interests?
2. Will you be able to obtain existing sources of information about the brand?
   a) Industry data, such as age, size, growth, competitors and regulatory oversight.
   b) Brand data, such as sales, market share, and growth, using sources such as Mintel Oxygen, Mergent, IBS World, Yahoo Finance 10K, Hoovers and Lexus-Nexus (all available online through GMU Library).
   c) Customer data, such as reasons they select the brand, reasons they reject the brand, customer satisfaction for the brand, and frequency of purchase, using sources that capture the voice of the customer, such as Yelp, Consumer Reports, Google, Bing and similar customer evaluation sources.
   d) Experience data, such as trying or using the brand, interviewing managers and staff of the brand.

CLASS DISCUSSIONs (5 % of your grade)

This course has a total of 7 discussion board forums, including introductions and class wide case discussion set up to model the conversations that will be taking place in small groups as you continue to work on the rest of the cases in this course.

You are required to make your initial post by 11:59 PM on Wednesday and post replies to your classmates by 11:59 PM on Sunday.
GROUP CASE STUDY ASSIGNMENTS (25% of your grade)

For business majors, collaboration is an essential skill needed for a career in geographically dispersed organizations. It is not an easy task to handle especially when distance is involved. Get started right away by reaching out to your groupmates and agreeing on roles and responsibilities, schedule and collaboration method. For some, it might be a conference call or even a face-to-face meeting on a specific day. Some might prefer to collaborate on Google Docs or use Group Discussion Forum in Blackboard. You choose what works for your group. You will work in the same group throughout the semester. By the end of Module 2, you need to submit a group charter. You will work on the following assignments with your group:

- Start working on Marketing Plan Deliverable # 1 (Marketing Plan Draft 1):
  Choose a brand for the marketing plan and submit research plans (by the end of Module 3).
  Marketing Plan Draft 1 is due in Module 6.
- Marketing Plan Deliverable 1 (Marketing Plan Draft 1) (by the end of Module 6)
- Dunkin Donuts Case (by the end of Module 7)
- Marketing Plan Deliverable 2 (Marketing Plan Draft 2) (Module 9)
- Taco Bell Case (Module 10)
- Nordstrom Rack Case (Module 11)
- Ford Case (Module 13)
- Marketing Plan Deliverable 3 (Final Submission) – Module 14

Semester Grading Scale:

LearnSmart Reading Assignments - 0%
Final Exam Practice Quizzes – 0%
Class Discussions – 5%
Group Case Studies – 25%
Group Project: Marketing Plan – 20%
Chapter Quizzes – 10%
Exams – 40%

Total: 100%

Group assignment 2.2 (Key West Lime Pie Case) has an extra credit component (worth 1%)

<table>
<thead>
<tr>
<th>Grades Scored Between</th>
<th>Will Equal</th>
</tr>
</thead>
<tbody>
<tr>
<td>97 % and 100%</td>
<td>A +</td>
</tr>
<tr>
<td>94 % and less than 97%</td>
<td>A</td>
</tr>
<tr>
<td>90% and less than 94%</td>
<td>A -</td>
</tr>
<tr>
<td>87% and less than 90%</td>
<td>B +</td>
</tr>
<tr>
<td>84% and less than 87%</td>
<td>B</td>
</tr>
<tr>
<td>80% and less than 84%</td>
<td>B -</td>
</tr>
<tr>
<td>77% and less than 80%</td>
<td>C +</td>
</tr>
<tr>
<td>74% and less than 77%</td>
<td>C</td>
</tr>
<tr>
<td>70% and less than 74%</td>
<td>C -</td>
</tr>
<tr>
<td>60% and less than 70%</td>
<td>D</td>
</tr>
<tr>
<td>0% and less than 60%</td>
<td>F</td>
</tr>
</tbody>
</table>
## SCHEDULE OF CLASS ACTIVITIES

<table>
<thead>
<tr>
<th>Weeks</th>
<th>Modules</th>
<th>Assignments</th>
<th>Due Dates</th>
</tr>
</thead>
</table>
| **Week 1** | Module 1: Introductions | - Introductions  
- MasterLock Case Study Class Discussion  
- Overview of the course, review course requirements | Due Date: Jan. 27  
**Discussion Assignment**  
- Initial Post by: Jan. 23  
- Reply by: Jan. 27 |
| **Week 2** | Module 2: Overview of Marketing | - Read chapters 1 and 2 and answer LearnSmart practice questions for each chapter  
- Take quizzes for chapters 1 and 2  
- Key Lime Pie Case Study Class Discussion  
- Class Discussion Board: Airbnb Segmentation Study | Due Date: Feb. 3 |
| **Week 3** | Module 3: Social and Mobile Marketing; Responsibility and Ethics; Marketing Environment | - Read chapters 3, 4, and 5 and answer LearnSmart practice questions for each chapter  
- Take quizzes for chapters 3, 4, and 5  
- Library Tutorial  
- Groups formed, roles assigned, group assignments introduced  
- Compose your team charter  
- Discussion Board Post: our brand for the marketing plan and research plans | Due Date: Feb. 10 |
| **Week 4** | Module 4: Understanding the Market Place (consumer, business to business marketing, global marketing) | - Read chapters 6, 7, and 8 and answer LearnSmart practice questions for each chapter  
- Take a quiz for each chapter  
- Domino’s Case Study Class Discussion  
- Collaborate with your teammates on Course file “Marketing Plan Template.” | Due Date: Feb. 17 |
| **Week 5** | Module 5: Exam # 1 | - **Take Exam 1** | Due Date: Feb. 24 |
| **Week 6** | Module 6: Segmentation, | - Read chapter 9 and answer LearnSmart practice questions for each chapter  
- Take quiz for chapter 9 | Due Date: Mar. 3 |
<table>
<thead>
<tr>
<th>Weeks</th>
<th>Modules</th>
<th>Assignments</th>
<th>Due Dates</th>
</tr>
</thead>
</table>
|       | Targeting and Positioning | • ZIPcar Marketing Plan Class Submission  
• Submit your group Marketing Plan Deliverable # 1 (Marketing Plan Draft 1) for grading | |
| Week 7 | Module 7: Marketing Research and Value Creation | • Read chapters 10, 11, and 12 and answer LearnSmart practice questions  
• Take a quiz for each chapter  
• Dunkin Donuts Case Study Group Discussion  
• Collaborate with your teammates on Course file “Marketing Plan Template” Draft 2 | Due Date: Mar. 10 |
| Week 8 | Module 8: Services | • Read chapter 13 and answer LearnSmart practice questions  
• Take a quiz for chapter 13  
• Continue on group Marketing Plan Deliverable # 2 (Marketing Plan Draft 2) | Due Date: Mar. 24 |
| Week 9 | Module 9: Group Assignment | • Submit Group Marketing Plan Deliverable # 2 (Marketing Plan Draft 2) for grading | Due Date: Mar. 31 |
| Week 10 | Module 10: Value Capture | • Read chapters 14 and 15, answer LearnSmart practice questions  
• Take a quiz for each chapter  
• Taco Bell Case Study Group Discussion | Due Date: Apr. 7 |
| Week 11 | Module 11: Value Delivery | • Read chapters 16 and 17, answer LearnSmart practice questions  
• Take a quiz for each chapter  
• Nordstrom Rack Case Study Group Discussion | Due Date: Apr. 14 |
| Week 12 | Module 12: Exam # 2 | • Take Exam # 2 | Due Date: Apr. 21 |
| Week 13 | Module 13: Value Communication | • Read chapters 18, 19, and 20, answer LearnSmart practice questions  
• Take a quiz for each chapter  
• Ford Case Study Group Discussion | Due Date: Apr. 28 |
| Week 14 | Module 14: Group Assignment # 3 | • Submit your group Marketing Plan (final deliverable) for grading  
• Prepare for the Final Exam | Due Date: May 5 |
Student Responsibilities:

**Participation:** You are responsible for reading all assigned materials, listening and taking notes of weekly lectures, submitting all weekly assignments by the due date, logging into your course at least 3 times a week, and actively participating in class wide and group discussions. If there is a definition, concept or principle you do not understand, it is your responsibility to ask for clarification. Please use the “Ask the Instructor” Discussion Forum or schedule an appointment.

**Exam Processes:** You will take three closed book, closed notes exams in this course – two hour exams and a final. Any use of electronic devices during testing times can be interpreted as a violation of the University Honor Code. These devices include cell phones, electronic translators, calculators, and similar devices. Any student using such devices during an exam or any form of cheating during exams will result in a grade of zero for the test and will be referred to the Honor Council.

**Prerequisites and Registration:** Prerequisites for the course are sophomore standing.

**Disability:** Students with disabilities that require special accommodation should contact the Student Disability Office (ODS) at 993-2474. All academic accommodations must be arranged through the ODS.

**Community Standards of Behavior:** The mission of the School of Business at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni that participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the SOM community. In doing so, they agree to abide by the following Community Standards of Behavior:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence. SOM can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the SOM. Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

**THE MASON HONOR CODE:**

Academic honesty is important to maintaining the integrity of our university and ensuring that your degree will earn you the respect you deserve. Students are expected to follow the honor code as presented in the University’s publications. Therefore:
To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the University Community have set forth this:

Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.

For this course, three fundamental principles to follow at all times are that: (1) all work submitted be your own (on individual assignments) or your teams (on team assignments); (2) when using the work or ideas of others give full credit through accurate citations; and (3) when conducting the semester project you do not make-up resources. If you are uncertain about the directions on a particular assignment, ask for clarification.

Any course assignments that are determined to be in violation of the University Honor Code will be immediately referred to the Office of Academic Integrity for resolution. Sanctions for honor code violations will be based on the School of Business Recommendations (see chart on next page).

See the “Honor Code” section of the George Mason University Student Handbook or http://oai.gmu.edu/the-mason-honor-code-2/ for additional information about academic integrity.

The following paragraph is taken from http://oai.gmu.edu/the-mason-honor-code-2/

Students are expected to follow the honor code as presented in the University's publications. Infractions or appeals may be referred to the Honor Council for resolution.

It shall be a violation of this Honor Code to Lie, Cheat or Steal. The following list is illustrative of Honor Code violations but is not exhaustive: Assignments (including examinations) are to be the sole work of the student unless specifically authorized otherwise by the professor. To give, receive, or utilize unauthorized assistance in preparation for or during an assignment is a violation of this Honor Code. To continue working on an assignment or an examination beyond the allotted time period. To plagiarize. To fail to report a suspected violation when a student has reasonable cause to believe that an Honor Code violation has occurred.

Students will uphold the highest standards of academic work and keep their efforts free of the four areas the Honor Code addresses specifically - Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.

DIVERSITY STATEMENT:
George Mason University promotes a living and learning environment for outstanding growth and productivity among its students, faculty and staff. Through its curriculum, programs, policies, procedures, services and resources, Mason strives to maintain a quality environment for work, study and personal growth.

An emphasis upon diversity and inclusion throughout the campus community is essential to achieve these goals. Diversity is broadly defined to include such characteristics as, but not limited to, race, ethnicity, gender, religion, age, disability, and sexual orientation. Diversity also entails different viewpoints, philosophies, and perspectives. Attention to these aspects of diversity will help promote a culture of inclusion and belonging, and an environment where diverse opinions, backgrounds and practices have the opportunity to be voiced, heard and respected.

The reflection of Mason’s commitment to diversity and inclusion goes beyond policies and procedures to focus on behavior at the individual, group and organizational level. The implementation of this commitment to diversity and inclusion is found in all settings, including individual work units and
groups, student organizations and groups, and classroom settings; it is also found with the delivery of services and activities, including, but not limited to, curriculum, teaching, events, advising, research, service, and community outreach.

Acknowledging that the attainment of diversity and inclusion are dynamic and continuous processes, and that the larger societal setting has an evolving socio-cultural understanding of diversity and inclusion, Mason seeks to continuously improve its environment. To this end, the University promotes continuous monitoring and self-assessment regarding diversity. The aim is to incorporate diversity and inclusion within the philosophies and actions of the individual, group and organization, and to make improvements as needed. See http://ctfe.gmu.edu/professional-development/mason-diversity-statement/

SCHOOL OF BUSINESS COMMUNITY STANDARDS

The mission of the School of Business at George Mason University is to create and deliver high quality educational programs and research. Students, faculty, staff, and alumni that participate in these educational programs contribute to the well-being of society. High quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Think about this class as a job interview. Would you arrive on time? Would you be prepared for the pertinent discussion? Would your cell phone be turned off? Would you text during a job interview? Would you demonstrate respectful and civilized word choice?

Students, program participants, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following

Community Standards of Behavior:

• Respect for the rights, differences, and dignity of others
• Honesty and integrity in dealing with all members of the community
• Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment, and ensure every member the opportunity to pursue excellence.

The School of Business can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the School of Business.

Through our personal commitment to these Community Standards of Behavior, we can create an environment in which all can achieve their full potential.

OTHER USEFUL CAMPUS RESOURCES:

Writing Center: A114 Robinson Hall; (703) 993-1200; http://writingcenter.gmu.edu
University Libraries: “Ask a Librarian” http://library.gmu.edu/ask
Student Support and Advocacy Center http://ssac.gmu.edu/
Counseling and Psychological Services (CAPS): (703) 993-2380; http://caps.gmu.edu
Learning Services http://learningservices.gmu.edu/
School of Business Academic Advising http://business.gmu.edu/undergraduate/academic-advising/
School of Business Career Services http://business.gmu.edu/undergraduate/career-services/
University Career Services: http://careers.gmu.edu
IT Services https://itservices.gmu.edu/help.cfm
University Policies: The University Catalog, http://catalog.gmu.edu, is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at http://universitypolicy.gmu.edu/. All members of the university community are responsible for knowing and following established policies.

**Personal Challenges:** GMU and SOM provide students with significant resources to navigate the challenges of daily life. They include the Writing Center, Counseling and Psychological Services (CAPS), and several other student services. SOM majors should visit the Office of Academic and Career Services in room ENT 008 for more information.

**Teams:** Several assignments will be conducted through team efforts. These assignments include eight in-class assignments and a marketing plan presentation. Team work is always a challenge. On one hand there are free riders and alternatively, there are domineering people who refuse to listen to the thoughts of others. Each member has the responsibility to make the team work. As an incentive to assure team cooperation, each member will privately evaluate all members of the team at the end of the semester.

**Late Work:** Assignments delivered late will be penalized 10% for each class day missed.

**Use of E-Mail:** Consistent with federal privacy laws, I do not respond to non-gmu e-mail with confidential information. I respond only to YourName@gmu.edu e-mail.