



MBA 501: Strategic Leadership and Management

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates.

Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

3 Credits

Prerequisite: None

Strategic Leadership and Management is the first or second course MBA students take in the NECB MBA program. Drawing mainly from the fields of Psychology, Business, and Management, this course is designed to expose students to foundational theories, conceptual frameworks, methodologies, and business strategies they will use throughout the MBA program. Based on the premise that leadership and management skills can be learned, students will examine various theoretical constructs as a means of becoming more aware of their own leadership styles, and apply strategic business models to improve leadership and management skills in others. Students will identify and apply strategic models to analyze business problems, formulate strategic solutions, and make sound decisions.

Course Outcomes

By the completion of this course, you should be able to:

- Make inferences and draw conclusions relative to leadership and management skills of a particular individual or individuals within a particular organization or industry
- Integrate the tenets of various theoretical constructs and strategic models to make decisions, solve problems, and develop plans
- Conduct research using scholarly journals and business resources. Compile and analyze results to make recommendations, write reports, analyze trends, and inform business decisions
- Distinguish the difference between leadership and management and use that knowledge to make strategic business decisions and enhance organizational efficiencies and effectiveness through the development and implementation of strategic business plans.

Faculty Information

Faculty information will be sent to you via email from your course instructor prior to the start of the term.

Materials and Resources

Reading Assignments and Video Resources:

There is no text for this course. Students are expected retrieve materials from the online sources provided in the weekly Readings and Lectures sections of the course.

Videos are available either through embedded links or through the Internet at designated websites, such as YouTube.

Additional Resources:

Strategic Management Society: <http://strategicmanagement.net/>

Bnet: <http://www.bnet.com/topics/organization+and+strategic+management>

Library Services:

Detailed information about online and on-ground library services can be found in the Getting Started section of the course, or at www.necb.edu.

Help Desk and Technical Questions:

If you experience problems accessing your course, downloading content items, or posting discussion threads, your first troubleshooting resource is the Technical Services Help Desk at **1-800-997-1673 or by email at support@necb.edu**. The Technical Services Help Desk is available to assist you during these hours:

Monday - Friday 11:00am -10:00pm EST

Saturday 11:00am - 5:00pm EST

Be sure to notify your professor of any technical difficulties you are experiencing since it may be impacting other students as well.

Student Orientation Tutorial:

It is essential that you know how to navigate the online teaching and learning environment. If you have not yet taken the GoCourse orientation tutorial, it is essential that you do so before getting started with the course. It will be of great help to you.

Week by Week Schedule

Week 1	Strategic Leadership and Management Overview and Analysis
Outcomes	<ul style="list-style-type: none"> Analyze and evaluate strategic leadership and management literature to inform decisions, draw conclusions, solve problems, and develop strategic models in contemporary organizations Integrate perspectives from theory and practice to effect change by developing strategic skills and implementing strategic foresight
Readings	<ul style="list-style-type: none"> Angus-Leppan, T, Metcal, I. and Benn, S. (2010). Leadership Styles and CSR Practice: An examination of sensemaking, Institutional Drivers and CSR Leadership, <i>Journal of Business Ethics</i>, 93, 189–213. Franken, A., Edwards, C. and Lambert, R. (2009) Executing Strategic Change: Understanding the critical management elements that lead to success, <i>California Management Review</i>, 51(3), 49-73. Klimecki, J. (2010) Strategic Leadership in Action. <i>Training Journal</i>. 50-54. Lawler III, E.E. & Boudreau, J.W (2009) What Makes HR a Strategic Partner?, <i>People and Strategy</i>. 32(1), 14-23. Schwartz, J.O. (2009) Business Wargaming: developing foresight within a strategic simulation. <i>Technology Analysis & Strategic Management</i>. 21(3), 291–305. Stig, J. V. (2010) Leadership behaviour in successful organizations: Universal or situation-dependent?. <i>Total Quality Management & Business Excellence</i>, 21(3), 317-334.
Lecture	An overview and analysis of strategic leadership and management
Supplemental Videos	<p>To supplement this week's 'lecture' go to YouTube for a variety of perspectives on strategic leadership and management:</p> <ul style="list-style-type: none"> Strategic Management: Part 1 of 7 through Part 7 of 7 <ul style="list-style-type: none"> http://www.youtube.com/watch?v=5_Uu1f0tSak http://www.youtube.com/watch?v=we6qhkaPjR8&feature=related http://www.youtube.com/watch?v=B1khj-kXcQg&feature=related http://www.youtube.com/watch?v=CyiOoKFTyus&feature=related http://www.youtube.com/watch?v=aPYQV3jKipl&feature=related http://www.youtube.com/watch?v=n33J6ZsDPSM&feature=related http://www.youtube.com/watch?v=foJ7HQKorWw&feature=related Strategic Leadership Questions: 10 things to ask yourself before initiating change - http://www.youtube.com/watch?v=RFgQQZjLr9Nw
Discussion Question 1	<p>Use the article: Executing Strategic Change: Understanding the critical management elements that lead to success, as a springboard for this week's discussion question one.</p> <p>In your opinion, do you think Leadership gaps, in general, fall more within "Theory" or "Practice?" Explain. Use examples of your own organization or an organization with which you are familiar. For example, a high profile organization such as Toyota or BP may add richness to the discussion!</p>

Discussion Question 2	<p>Use the article <i>Business Wargaming: Developing Foresight Within a Strategic Simulation</i> as the springboard for this week's discussion question two.</p> <p>What is your opinion of the use of "business wargaming" as a means of planning for the future? Explain. Would this model work in your institution (or an institution with which you are familiar)? Why or why not?</p>
Analytical Assignment	<p>Create a leadership taxonomy through the use of an annotated bibliography of germinal and current theories. The taxonomy should include no less than 10 theories. This process will facilitate information retrieval, complete with citation information, for future research use throughout the class.</p> <p>The taxonomy should include the following:</p> <ol style="list-style-type: none"> 1. APA title page 2. Introduction 3. A table format, using a chronological order. 4. Column headings for a taxonomy can include the following: <ol style="list-style-type: none"> a. <i>Theorist</i> b. <i>Theory Title</i> (three to four brief words reflective of the theory in this column) c. <i>Theory Characteristics</i> (three to five words, phrases or short sentences describing key unique aspects of the theoretical concept) d. <i>Year</i> (general date of first introduction of the theory). 5. APA citations with References <p>This assignment is due Sunday (midnight, EST).</p>

Week 2	Leadership and Management Theory
Outcomes	<ul style="list-style-type: none"> • Compare and contrast various leadership theories • Evaluate elements of key leadership and management theories and translate theoretical constructs to practical applications • Analyze and critique organizational cases to judge the impact of leadership and management on the success or failure of an organization • Lead teams to levels of peak performance through the application of theoretical constructs and strategic methodologies
Readings	<ul style="list-style-type: none"> • de Luque, M.S., Washburn, N.T, David A. Waldman, D.A, and House, R.J.(2008) Unrequited Profit: How Stakeholder and Economic Values Relate to Subordinates' Perceptions of Leadership and Firm Performance. <i>Administrative Science Quarterly</i>, 53(4), 626-654. • Gehring, D.R, (2007) Applying Traits Theory of Leadership to Project Management. <i>Project Management Journal</i>, 38(1), p44-54. • House, R. J. (1996). Path goal theory of leadership: Lessons, legacy, and reformulated theory, <i>Academy of Management Journal. Leadership Quarterly</i>, 7(3), 323-353. • Rank, J, Nelson, N.E, Allen, T.D and Xu, X. (2009).Leadership predictors of innovation and task performance: Subordinates' self-esteem and self-presentation as moderators, <i>Journal of Occupational and Organizational Psychology</i>, 82, 465-489. • Van Seters, D., Field, R. (1990) The Evolution of Leadership Theory,

	<p><i>Journal of Organizational Change Management</i>, 3(3), 29-46.</p> <ul style="list-style-type: none"> Wu, J.B, Tsui, A.S, and Kinicki, A.J. (2010) Consequences of Differentiated Leadership in Groups. <i>Academy of Management Journal</i>, 53(1), 90–106.
Lecture	An review and analysis of key leadership and management theory
Supplemental Videos	<p>This week's lectures are meant to supplement the readings and provide you with a broad overview of leadership and management from a theoretical perspective. The following YouTube videos cover only some of the key Leadership theories. You are encouraged to probe beyond what it offered here.</p> <ul style="list-style-type: none"> Situational Leadership http://www.youtube.com/watch?v=vRIIT7QW5vc&feature=related Eight Characteristics of Great Strategic Leaders http://www.youtube.com/watch?v=37tp3dxNRE8&feature=related Tom Peter's Leadership Thoughts: Listening http://www.youtube.com/watch?v=IwB7NAvKPeo&feature=related McGregor Theory X and Theory http://www.youtube.com/watch?v=zEsZrnSYkck 4 ways global leaders are leading their organizations... http://www.youtube.com/watch?v=P2ltuK56BAI Great Man Theory of Leadership http://www.youtube.com/watch?v=QEeoHh7gfUQ&playnext=1&videos=JhZSB5yCTSo&feature=rec-LGOUT-exp_fresh%2Bdiv-1r-9-HM
Discussion Question 1	Use the movie "Rogue Trader" as a springboard for this week's discussion. What is your perspective on the role and responsibilities of leaders in the Baring Brothers Bank demise? From a strategic perspective, how would you explain Nick Leason's (played by Ewan McGregor) behavior? Apply theoretical constructs used in this week's readings and lectures to frame your discussion.
Discussion Question 2	<p>Use the article <i>The Evolution of Leadership Theory</i> as a springboard for Discussion Question Two this week.</p> <p>What are the critical elements of this article, from your opinion? Which of these theories can be applied to your work setting, or to an organizational setting with which you are familiar to improve organizational performance? Explain.</p>
Analytical Assignment	Rent the movie, "Rogue Trader" from Netflix, Blockbuster, or other venue. Watch the movie from the perspective of a strategic leader. Write a 1,200 – 1,500 word analysis paper of your assessment. Integrate concepts from this week's lectures and readings. For example, what were the red flags that you, as the strategic observer, How did leadership style influence the actions of the Baring Brother's executive team? The "Rogue Trader?" How did situational leadership impact the situation? Due Sunday of Week 2.
Final Assignment Guidelines	<p>Strategic Analysis – Final Project</p> <ul style="list-style-type: none"> Groups of three or four will collaborate to complete the final assessment. Each group will be assigned an industry. Groups will identify an organization within that industry. For the purpose of this assignment, we will assume this organization is contemplating major change. Group members will take on the role of consultants hired to evaluate the organization and make recommendations to plan for this change strategically. Your report should answer the questions posed in week one's YouTube Lecture: 10 things to ask yourself before initiating change

	<p>http://www.youtube.com/watch?v=RFgQZjLr9Nw</p> <ul style="list-style-type: none"> • Use NECB's library resources, including: Business and Company Resource Center; NetAdvantage; Plunkett Research, Business Source Premiere, and ProQuest, to conduct a thorough and complete analysis of your "client." • Apply theoretical concepts and methodologies learned throughout the course to inform your decisions and recommendations. • Prepare a business presentation summarizing your analysis and recommendations. Your group will submit its report for grading and post it to a discussion board for peer review in Week 5. • Your presentation will be 10 to 15 slides, and should include extensive notes for each slide. It should, at the minimum, answer the questions: What is the status of the company now? What is the desired change? What recommendations did your group make to effect change? • Your team presentation is <i>due Wednesday of Week 5</i>
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Week 3	Strategic Methodologies
Outcomes	<ul style="list-style-type: none"> • Compare and contrast various analysis models, including: Pareto, Value, Cause and Effect, Check Sheet, SWOT, PEST, and Cost Benefit Analysis models to discriminate strengths, weaknesses, and applications of each model • Analyze and evaluate data using the above models to draw conclusions, inform decisions, and make recommendations • Examine the decision-making process to determine why making mistakes is an important and beneficial aspect of the strategic management process
Readings	<ul style="list-style-type: none"> • Anonymous (2010). How we do it: Three executives reflect on strategic decision making. <i>McKinsey Quarterly</i>, 2, p46-57. • Deng, W, Sung, M, and Huang, H.(2010). The Influence of Quality Management Culture, Quality Consciousness, and Service Behavior for Operating Efficiency. <i>The Business Review</i>,15(2), 152-158. • DiPrimio, A.(2009), The Managerial Mistakes that a CEO Must Avoid.. <i>Journal of Case Research in Business & Economics</i>, 2, 1-18. • Hoffman, N.P. (2000). An Examination of the "Sustainable Competitive Advantage" Concept: Past, Present, and Future. <i>Academy of Marketing Science Review</i>, 2000, 1. Retrieved November 24, 2010, from ABI/INFORM Global. (16) • Kursan,I, & Mihic, M.(2010) Business Intelligence: The Role of the Internet in Marketing Research and Business Decision-Making, Management. <i>Journal of Contemporary Management Issues</i>, 15(1), 69-87. • Nelson, O (2010) Celebrity Advertising and Its Effectiveness on Brand Loyalty <i>Interdisciplinary, Journal of Contemporary Research In Business</i>. 1(9); pg. 70-88. • Yamaji, M, Hifumi,S, Sakalsiz, M.M, and Amasaka, K (2010) Developing A Strategic Advertisement Method "VUCMIN" To Enhance The Desire Of Customers For Visiting Dealers. <i>Journal of Business Case Studies</i>. 6(3); 1-11. • 30 Minute Business Analysis: STEEP • PEST Market Analysis Tool

Lecture	An review and analysis of key strategic methodologies that are used to develop strategic plans
Supplemental Videos	<ul style="list-style-type: none"> Pareto Analysis http://www.youtube.com/watch?v=dENYL2mk4OE&feature=related Value Analysis http://www.youtube.com/watch?v=TT6tVH6cDMM&feature=related Cause and Effect Diagrams http://www.youtube.com/watch?v=mfHy6_-vDAc&feature=related Check Sheet Analysis http://www.youtube.com/watch?v=b19H5YzCu54&feature=related SWOT Analysis http://www.youtube.com/watch?v=3s8nW8zGqpY&feature=related PEST Analysis http://www.youtube.com/watch?v=B7drEvHo7vA Cost-Benefit Analysis http://www.youtube.com/watch?v=3LeV98kPKFk&feature=related
Discussion Question 1	Do you agree or disagree with the concept that using high profile celebrities is an effective strategic management practice. Consider Toyota Motors, British Petroleum, and other companies that have experienced public disgrace in recent years as a framework for your discussion.
Discussion Question 2	Use the article " <i>The Managerial Mistakes that a CEO Must Avoid</i> " as you discuss Question 2. In your opinion, do leaders in your organization, or an organization with which you are familiar, effectively avoid making mistakes. Explain and use examples.
Analytical Group Assignment	<p>Toyota Motors has suffered a major blow to their reputation. Groups will be formed and assigned one of the strategic analysis methods reviewed in this week's lectures. Each group will take on the role of a strategic consulting group. How would Toyota apply your assigned strategy to help improve their tarnished reputation? As you prepare your analysis report (1,200 to 1,500 words), consider the following questions:</p> <ul style="list-style-type: none"> What assumptions would you use as a basis for implementing your model? What are the strengths of this model? What are the weaknesses? What outcomes would you anticipate upon implementing this strategy? <p>Select one member of your group to submit your group's analysis report by Sunday</p>

Week 4	Strategy Models
Outcomes	<ul style="list-style-type: none"> Compare and contrast the Flow Chart, SIPOC, Project Network, Use Case, Moscow, Weighted Scoring, SREDIM, and 5 Force analysis models discriminate strengths, weaknesses, and applications of each model Examine biases that occur in the decision-making process and predict how those biases might influence or impact an organization's strategic plan. Differentiate between simple and complex decisions and explain the process involved in making complex decisions

Readings	<ul style="list-style-type: none"> • Drews. M. (2010). Measuring the business and societal benefits of corporate responsibility. <i>Corporate Governance</i>, 10(4), 421-431. • Giesen, E. Riddleberger, E. Christner, R. & Bell, R. (2010). When and how to innovate your business model. <i>Strategy & Leadership</i>, 38(4), 17-26. • Lee, C & Shu-Ho Chen, S. (2010) Selecting the Most Feasible Strategy for Green Supply-Chain Management, <i>The Business Review</i>, 14(2), 141-147. • Scholey, C. (2005). Strategy maps: a step-by-step guide to measuring, managing and communicating the plan. <i>The Journal of Business Strategy</i>, 26(3), 12-19. • Siaw, I. & Yu, A. (2004). An Analysis of the Impact of the Internet on Competition in the Banking Industry, using Porter's Five Forces Model. <i>International Journal of Management</i>, 21(4), 514-523 • Young, D., Pérez, P., Cantú, M., & Garza, M.. (1 January). Application of Risk Analysis in a Model of Competitiveness. IIE Annual Conference. Proceedings, 1-6. Retrieved December 5, 2010,
Lecture	A review and analysis of key strategic methodologies that are used to develop strategic plans
Supplemental Videos	<ul style="list-style-type: none"> • Flow Chart/Process Analysis http://www.youtube.com/watch?v=hN9xemJYwos&feature=related • SIPOC Diagrams http://www.youtube.com/watch?v=W6ebq-fcyeE&feature=related • Project Network Diagrams http://www.youtube.com/watch?v=rdWltgeb9QA&feature=related • Use Case http://www.youtube.com/watch?v=quS39HW_bVg&feature=related • Moscow Analysis http://www.youtube.com/watch?v=EmAm0xnvfqk&feature=related • Weighted Scoring Model http://www.youtube.com/watch?v=FefJ1paq750&feature=related • SREDIM Analysis http://www.youtube.com/watch?v=0x9saYILS48&feature=related • The Five Competitive Forces that Shape Strategy http://www.youtube.com/watch?v=mYF2_FBCvXw
Discussion Question 1	<p>Watch the following YouTube Video: BP - History of Problems Leading to Oil Spill http://www.youtube.com/watch?v=IF3hiTBMHjc</p> <p>Based on this very brief summary of "issues" which of the analysis strategies you learned this week do you think BP could have employed to stave off what ultimately became the largest environmental disaster in history. If you don't think any of the strategies would have been effective, defend your position.</p>
Discussion Question 2	After viewing Michael Porter's video, <i>The Five Competitive Forces that Shape Strategy</i> , discuss Porter's strategy might be applied to the automobile industry.
Analytical Assignment	Choose two of the strategic models introduced this week. Write a 1,200 – 1,500 word evaluation paper comparing and contrasting the strengths and weaknesses of each model, along with specific examples of how these strategies would be most effective. Include at least 5 additional references relating to your models in your paper. Paper will be written using APA form/style.

Week 5	Strategic Leadership and Management -- Summary
Outcomes	<ul style="list-style-type: none"> Integrate theory and concepts presented throughout the term to analyze and evaluate organizational issues, inform decisions, develop strategies, and draw conclusions in the form of plans and recommendations. Congratulate yourself on successfully completing the course
Readings	<ul style="list-style-type: none"> Breyfogle III, F. W.(2009) Next-generation management. <i>Industrial Engineer</i>. IE, 41(12), p25-29. Evans, N, Ralston, B. & Broderick, A.. (2009). Strategic thinking about disruptive technologies. <i>Strategy & Leadership</i>, 37(1), 23-30. Singer,J & Piluso, J. (2010). Five tools to prepare for future discontinuities. <i>Strategy & Leadership</i>, 38(1), 17-21. (6 pages) Van der Duin, P. A.and Den Hartigh, E. (2009). Keeping the balance: exploring the link of futures research with innovation and strategy processes. <i>Technology Analysis & Strategic Management</i>, 21(3), p333-351.
Lecture	A summary of key strategic leadership and management concepts and future challenges and opportunities
Supplemental Videos	<p>Bill Gates Biography, Parts 1 through 6</p> <ul style="list-style-type: none"> http://www.youtube.com/watch?v=pJWJbheBv9A http://www.youtube.com/watch?v=PI_TofNKmM8&feature=related http://www.youtube.com/watch?v=l_8He1fqduQ&feature=related http://www.youtube.com/watch?v=l_8He1fqduQ&feature=related http://www.youtube.com/watch?v=fljbW0xDnHA&feature=related http://www.youtube.com/watch?v=0PNcFlk0WYg&feature=related
Discussion Question 1	Reflecting on what you learned from the leadership taxonomy you wrote in Week 1 and also what you learned throughout this course, has your concept of strategic leadership and management changed? If so, how? If not, why?
Discussion Question 2	Bill Gates may be considered one of the world's most effective strategic thinkers in history. "He Changed the Way the world works...and plays." After reviewing Bill Gates biography, and based on what you have learned in this course through readings and lectures, discuss your thoughts on how Bill Gates developed and implemented strategy to build the largest organization on earth and become the richest man in the world.
Final Assignment	<ul style="list-style-type: none"> Select one group member to submit the Final Group Project by Wednesday Select group member to post your Final Group Project on the Peer Review discussion board by Wednesday Complete your Peer Review by Saturday Submit the Peer Evaluation spreadsheet by Sunday

Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Course Element	% of Grade	Due Dates
Discussions (10)	30%	Weekly
Leadership Taxonomy	15%	Week 1 (Sunday)
Analysis Papers (2)	15%	1 st Paper – Week 2 (Sunday) 2 nd Paper – Week 4 (Sunday)
Group Analysis Report	10%	Week 3 (Sunday)
Final Group Project Presentation	20%	Week 5 (Wednesday)
Peer Review	5%	Week 5 (Saturday)
Peer Evaluations	5%	Week 5 (Sunday)

The Discussion is the heart of the course where students and faculty have a chance to interact, explore new ideas, reframe or challenge old ones. The Discussion reflects the student's engagement with the class and the course material and, as such, is a key component of his or her grade.

The final course grading criteria is described in the table below.

Letter Grade	Grade %	Description
A	94 – 100%	Very Good to Excellent. Comprehensive knowledge and understanding of the subject matter.
A-	90 – 93%	
B+	87 – 89%	Good. Moderately broad knowledge and understanding of the subject matter.
B	83 – 86%	
B-	80 – 82%	
C+	77 – 79%	Satisfactory. Reasonable knowledge and understanding of the subject matter.
C	73 – 76%	
C-	70 – 72%	
D	60 – 69%	Marginal. Minimum knowledge and understanding of subject matter.
F	Below 60%	Failing. Unacceptable level of knowledge and understanding of subject matter.

Make-Up Exams or Assignments

To be determined by the instructor on a one-to-one basis.

Reasonable Accommodations Policy – Individuals with Disabilities

NECB does not discriminate against individuals on the basis of physical or mental disability and is fully committed to providing reasonable accommodations, including appropriate auxiliary aids and services, to qualified individuals with a disability, unless providing such accommodations would result in an undue burden or fundamentally alter the nature of the relevant program, benefit, or service provided by NECB. To request an auxiliary aid or service please contact the VP for Academic Affairs at NECB, 10 High Street, Boston, MA 02110

Individuals requesting an auxiliary aid or service will need to complete an Application for Auxiliary Aid. To enable NECB to timely provide an auxiliary aid or service, NECB requests that individuals complete and submit the Application for Auxiliary Aid six weeks before the first day of classes, or as soon as practicable. Disagreements regarding an appropriate auxiliary aid and alleged violations of this policy may be raised pursuant to NECB's grievance procedures.

Course Policies and Procedures

Learner Success Guidelines

These policies and guidelines will help you complete this course more successfully:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments and take the Mid Term and the Final Exam by the posted due dates and times.
- Check your emails daily.
- Put your first and last name and your course number (i.e., Joan Brown, ENG101), on each of the emails you send to your Professor and/or other NECB staff.
- Participate fully in all threaded discussions.
- Contact the help desk by email (preferable) at support@necb.edu for resolutions to your technology problems.
- Contact your Professor (by telephone or by email) if you have questions about an assignment or need additional help completing your work successfully.
- Academic dishonesty is grounds for dismissal from the program.

Student Attendance

It is strongly **recommended** that students post class introductions the first day of class. In line with the College's Add/Drop Policy, it is **required** that students post attendance (log into the class and introduce themselves) within the first three days of the term. Students who are registered for a course must officially withdraw from the course within the first three days of the Term if they do not plan on continuing in the course. Registered students are not automatically withdrawn from any course. Students who withdraw from the course after the third day (Wednesday) will be subject to partial to full tuition charges as outlined in the College's Withdrawal Policy. NECB's add/drop and withdrawal policies can be reviewed on NECB's website in the Academic Catalog or Student Handbook.

Additional Expectations

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one unit to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire

class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the professor and make arrangement accordingly, if appropriate.

Asynchronous and Synchronous Work

All required work for the course may be done asynchronously; i.e., students can login to the course, read/download materials, post to the Discussions, and submit assignments throughout the course week. Please carefully follow syllabus and the weekly checklists to help manage your time throughout the course week; once we enter week 2 or 3, students typically become much more comfortable with the pace and flow of the course.

Feedback

You can expect frequent and consistent feedback from your instructor.

Academic Honesty, Student Integrity & Plagiarism

Academic honesty and student integrity are of fundamental importance at NECB. We want students to understand this clearly. Every member of the NECB Community is expected to maintain the highest standards of academic honesty. Plagiarism or self-plagiarism in any form is a serious violation of those standards and will not be tolerated at NECB.

A student shall not receive credit for work that is not the product of a student's own effort. A student's name on any written document constitutes a statement that the work is the result of the student's own thought and study, stated in the student's own words, and produced without the assistance of others, except in quotes, in-text citations, footnotes or references with appropriate acknowledgement of the source. Students must be aware that material (including ideas, phrases, sentences, etc.) taken from the College's eLibrary, the Internet and other resources must be appropriately cited using APA Style Guidelines in any written work turned in for any NECB class.

'Self Plagiarism' or submitting one's own work to more than one course is absolutely prohibited by NECB. NECB does not allow a student to turn in the same assignment to more than one course without prior explicit written permission from the instructor of the second course. The reason for this is that a grade and credit for completed work has already been previously received in a course. If a student submits work to a second course, the student is expecting to receive credit twice for a previously submitted assignment. In addition, a student is not allowed to submit work that has been completed in collaboration with someone else without prior explicit permission from the instructor. (This excludes 'group work' within a course as part of the course requirements.)

Failure to properly cite resources may result in a referral from the instructor to the Vice-President of Academic Affairs. The outcome of this action may involve academic and disciplinary sanctions, which could include but not be limited to such penalties as receiving no credit for the assignment in question, receiving no credit for the related course or suspension or dismissal from NECB.

Caveat

The above schedule, content, and procedures in this course are subject to change in the subject field, changes in the knowledge base or other unforeseen circumstances.