Course Objectives

Marketing is focused on growing your business. Marketing addresses the design and implementation of strategies that create, build and sustain value for the firm's customers and captures a portion of that value for the firm. Successful design and implementation of marketing strategies involve the identification and measurement of customers' needs and wants, selection of appropriate customer segments for targeting the firm's marketing efforts, and the development and delivery of strategies that satisfy customers' needs and achieve the firm's performance objectives.

The course utilizes multiple teaching methods in class focused on case discussion, activities in class, and coursework outside of class including preparing exercises, simulations, and group discussions. Cases simulate real-world marketing problems and as such, they are often characterized by uncertainty and incomplete information. Case discussions will provide you with the opportunity to experience solving marketing problems while developing, presenting and defending your recommendations.

Materials

Course Assignments and Schedule: A tentative course schedule is included beginning on page 4 of this syllabus. The final course schedule will be posted through modules on Canvas.

Course Packet (provided)
- Cases & readings
- Marketing simulation
- MBTN (Management-By-The-Numbers) modules. User IDs and passwords will be emailed by MBTN directly to all registered students

Lecture Notes: Slides with key frameworks will be available before each class session. Complete PowerPoint slides presented in class will be available on Canvas after each class session. Additional handouts and readings will be assigned during the semester
Recommended Readings: Additional readings which will enhance your understanding of marketing management and business in general.

- Thiel, Peter, **Zero to One: Notes on Startups, or How to Build the Future**, Crown Business, 2014.

Assessment

<table>
<thead>
<tr>
<th>Assessment Category</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class contribution: including quality of in-class contribution and contribution through Canvas discussions (Individual)</td>
<td>10%</td>
</tr>
<tr>
<td>Exercises (Individual)</td>
<td>35%</td>
</tr>
<tr>
<td>Individual contribution on Group Marketing Project: based on individual and peer group feedback (Individual)</td>
<td>5%</td>
</tr>
<tr>
<td>Individual Peer Review of Group Marketing Project Submissions (Individual)</td>
<td>5%</td>
</tr>
<tr>
<td>Customer Centricity Simulation (Group)</td>
<td>15%</td>
</tr>
<tr>
<td>Group Marketing Project (Group)</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The MBA Programs Committee approved the following target grade distribution for all Core and Flex Core courses: A (4.0) 25%, A- (3.67) 20%, B+ (3.33) 15%, B (3.0) 35%, B- or below (2.67) 5%. This course uses the target distribution as a guideline for establishing final grades by ranking total scores within the class. There is no predetermined letter-grade distribution. The class’s overall performance will determine score cut-offs for letter grades. You must earn a minimum of 70% of the total points for the course to receive a passing grade.

Attendance at class sessions is important due to the interactive nature of the course. You must be present for more than half the class to be counted as present. It is not necessary to notify your instructor when you will miss a class session. You may miss two class sessions for any reason including interviewing, business
travel, family emergencies, university sponsored activities, etc. Missing a third class session will result in loss of your class contribution score. If you miss a fourth class session for any reason, you will not receive credit for this course.

**CLASS CONTRIBUTION (10%)**

Some of general criteria for evaluating effective class contribution during class discussions include but are not limited to the following:

- Does the student make *quality* points? Note that your grade will not be a function solely of the amount of airtime you consume. Concise and insightful comments backed by analysis are required for higher scores.
- Does the student participate? For others to learn from your experience, you *must* participate - which means actively offering your insights and constructive criticism.

The elements considered in scoring class contribution are: Do your comments indicate that you prepared the materials for the day? In a case discussion, do you go beyond repetition of case facts to analysis and recommendations? Do your comments and questions show evidence of assimilating and integrating what has been covered in the course so far? Are you a good listener – do you listen to what others are saying and contribute constructively to enhancing the discussion? Do you make insightful comments or ask thought-provoking questions? Have you contributed to the learning in the room? *Raising your hand will be recognized as class contribution, even if in the flow of the conversation you are not called upon.*

If you do not feel adequately prepared to participate in the discussion and do not want to be called upon, please let me know at the beginning of the class. Likewise, if you prefer to not be called on at all during the semester except when you raise your hand, notify your instructor by email requesting an accommodation.

**Canvas Discussion Board Contribution:** You can earn additional credit for the day by discussing the lecture, readings, and/or related topics on the Discussion Board in Canvas. You may feel that you had an important comment that you were not able to bring up in class. On those days, you can earn credit for sharing your ideas/discussing the topic on the Discussion Board.

The thread for this discussion will be titled "Session # Additional Discussion". The instructions in the thread are:

This discussion thread has two purposes:

1) it can be used by students who miss a class. If you miss class, you can receive contribution credit for the day by discussing, *in some depth*, what you saw as key concepts from the lecture/readings/case discussion that you missed and perhaps bring in additional material from another article you have found that addresses similar content.

2) it can be used by students who were in class but would like to add to the discussion. For example, you may feel that you had an important comment that you were not able to bring up in class. In this case, you can earn an additional contribution credit for the session.

Note that to receive credit, your contributions must be completed before the start of the following class.
INDIVIDUAL CONTRIBUTION ON GROUP MARKETING PROJECT (5%)

Throughout this course you will work in a group on a marketing project, more details on this Group Marketing Project (GMP) are below. During the course you will have opportunity to provide feedback to your instructor about your own contributions towards the process and deliverables for your GMP and evaluate the contributions of your peers. Individual scoring for your will consider your self-evaluation, completion of required peer review assignments, and ratings from your peers.

INDIVIDUAL PEER REVIEW OF GROUP MARKETING PROJECT SUBMISSIONS (5%)

You will be assigned Group Marketing Project (GMP) submissions for market assessment, discussion guide, and the final presentation to evaluate and rank. Full credit for completing peer rankings on time and feedback which demonstrate thoughtful evaluation.

EXERCISES (35%)

Prior to each class session you will be asked to complete an exercise with one or several parts. The purpose of these exercises is to give you the opportunity to consider specific problems prior to the discussion in class. Depending on the topic of the session these exercises may require detailed quantitative calculation or qualitative analysis of a specific marketing problem.

For each assignment, you will be required to submit responses online through Canvas and/or using the web link in the exercise. You must save a copy of your exercise submissions and bring a printed copy to class along with any readings and cases assigned for the class session.

Each session’s exercise will be worth up to 10 points. Since the purpose of the exercises is to give you an opportunity to consider concepts, grading of the exercises will be gentle. If you show that you have made a reasonable attempt at the assignment you will receive at least 7 points. Scores above 7 points will have reserved for exercise submission that show exceptional keenness on a given assignment (for example: exceptional accuracy, completeness, or thoughtful analysis, depending on the assignment).

For input into calculating your final grade, we will drop your two lowest exercise scores. This gives students flexibility should they happen to miss an assignment due to external constraints or demands. Late assignments will not be accepted.

CUSTOMER CENTRICITY SIMULATION (15%)

Customer Centricity Simulation is a highly interactive simulation where you play the role of Chief Marketing Officer at a 3D printing company tasked with driving business growth away from a product-centric strategy to a customer-centric one. Equipped with an interactive Customer Relationship Management (CRM) dashboard, as a group you will gather and analyze customer behavior data to identify, grow, and sustain a profitable customer base while increasing your organization’s market value. In addition to high-level dashboard summaries, you may optionally download detailed information on individual customers and track their behavior over time. You will use data analytics to build a customer-centered strategy, develop a customer base, adapt to competitive threats, consider the role of branding, and explore the relationship between customer equity and market valuation.

Your score for the simulation will be a group score based on your group ranking on firm market valuation and customer equity and written write-up of the results of your simulation.
GROUP MARKETING PROJECT (30%)

The group marketing project (GMP) is an opportunity for students to learn how to analyze a market, evaluate competitors, gain experience in gathering market insights by interviewing customers, develop customer personas, and diagram the customer buying process.

The project has five steps; select a business-to-business market and a company that competes in that market, conduct a market assessment, develop a discussion guide to interview customers of the company, complete two customer interviews per student, and prepare a final presentation with buyer personas, buying process diagrams, and recommendations for the company. Students will view and rank presentations.

FINAL EXAMINATION

There is no final examination in this course.

REQUESTS FOR SCORING REVIEW

After receiving a score for anything in the course, you have 7 calendar days after the score is posted on Canvas to email a written request for review of the score to the instructor. Your request for scoring review must include your original submission and a detailed explanation as to specifically what you would like reviewed and why it should be reviewed. Scoring reviews may result in an increase or decrease in your score or no change. Any grade review pertaining to a team score must be submitted by the team based on consensus within the team and any score increase or decrease based on a review of a team score will apply to all team members.

NO LAPTOP COMPUTERS OPEN IN CLASS

Laptop computers should not be open during class except if your instructor has specified laptop use for a class activity. You are welcome to use tablets such as iPads, Microsoft Surface, Android, smartphones, or any device that lays flat on the table during class, but no laptop computers or other devices with a screen that rises above the desktop. This no laptop policy is based on a large body of academic research which shows that students have a better learning experience, retain more of the material, and have greater satisfaction with the course when they don’t use laptop computers in class. If you have a special need to use a laptop computer in class, email your instructor to request an accommodation.

PLAGIARISM DETECTION TOOL

Students should be aware that some assignments may be submitted through a plagiarism detection tool such as Turnitin.com. Turnitin is a software resource intended to address plagiarism and improper citation. The software works by cross referencing submitted materials with an archived database of journals, essay, newspaper articles, books, and other published work. In addition, other methods may be used to determine the originality of the paper. This software is not intended to replace or substitute for the faculty member’s judgement regarding detection of plagiarism.
Instructor Bio

Ben Bentzin is a Lecturer in Marketing at the University of Texas at Austin McCombs School of Business and marketing practitioner as co-founder/CEO of Interactive Health Technologies, LLC, www.ihtusa.com, an Austin company using digital technology to empower primary, secondary, and university students to self-manage their health and wellness. In his previous ten-year career as a Dell Inc. executive, Ben Bentzin had various responsibilities for marketing, product development and e-commerce, including heading marketing for Dell's consumer/small business division, product marketing for Dell Dimension and Dell Latitude brand computers, and development of business to business e-commerce.

Ben currently serves on the board of The Austin Symphony Orchestra and the Board of Visitors of the UT McDonald Observatory. Ben’s past volunteer roles have included adult leadership for Boy Scout Troop 990 and serving on the boards of Austin public radio stations KUT/KUTX, the Center for Child Protection, and Ballet Austin, as well as chairman of the board of the Long Center for the Performing Arts and campaign Chairman for the United Way of the Capital Area.

Ben Bentzin holds an M.B.A in marketing and strategic management from the Wharton School at the University of Pennsylvania and a B.S. in Finance from Arizona State University.
## Tentative Class Schedule

This is a tentative class schedule. Readings and assignments will be posted as modules on Canvas. Use Canvas as your guide to when readings and assignments are due.

<table>
<thead>
<tr>
<th>Class / Date</th>
<th>Learning Objectives</th>
<th>Readings</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| Class 1 - Thu, Aug-16 1:00pm - 5:00pm | Framework for Marketing  
· Strategic marketing framework  
· Customer benefits perceived vs. actual benefits delivered  
· Managing uncertainty  
· Introduce Group Marketing Project (GMP) | · Canvas: Course Syllabus  
· Canvas: Columbia-Case Method in Marketing  
Additional readings:  
· Read online: B2B Marketing: What Makes It Special?; https://www.b2binternational.com/publications/b2b-marketing/ | Pre-class Exercise Exercise 1 |
| Class 2 - Sat, Aug-18 8:00am - 12:00pm | Segmentation  
· Define markets and segments  
· Why and how to segment markets  
· Using personas to describe segments  
· Introduce Group Marketing Project  
· Canvas: Creating Your Ideal Customer Persona  
· Read online: https://www.adweek.com/digital/76-marketing-execs-say-they-dont-target-behavioral-data-156408/  
· Sim: Foreground Reading and Customer Interview Videos | Exercise 2 |
| Class 3 - Fri, Aug 31-1 1:30pm - 5:30pm | Targeting and Positioning  
- How to select target segment  
- How and why to develop a value proposition (positioning)  
- The role of branding in business-to-business markets | Additional readings:  
- **Sim**: Das Narayandas, "Marketing Simulation: Managing Segments and Customers V2" HBP No. 7018-HTM-ENG (2012)  
- Review: Marketing Reading-Segmentation and Targeting from Class 2  
| Class 4 - Fri, Sep-14 8:00am-12:00pm | Evaluating Opportunities  
- Process for evaluating business opportunities  
- Overcoming barriers to "crossing the chasm" to bring a product to the mainstream market  
- Methods for assessing customer needs  
- Developing a customer discussion guide  
Additional readings:  
Read online: 10 steps for forecasting demand and revenues for new products [https://www.anaplan.com/blog/ten-steps-for-forecasting-demand-and-revenues-for-new-products/](https://www.anaplan.com/blog/ten-steps-for-forecasting-demand-and-revenues-for-new-products/) | Exercise 4 |
| Class 5 - Sat, Sep-15 1:00pm - 5:00pm | Product Distribution  
- Whether and how to extend a product line  
- Creating customer value  
- Managing channels of distribution  
Additional readings:  
| Class 6 - Sat, Sep-29 1:00pm - 5:00pm | Pricing  
- How pricing strategies evolve in response to competition  
- Pricing as a critical junction between pricing and selling  
- How pricing strategies evolve in highly competitive markets  
- Overview pros and cons of pricing approaches  
- Four step process for setting prices | · CP: Case: Benson P. Shapiro, Frank V. Cespedes, & Alisa Zalosh, “SafeBlend Fracturing” HBP No. 914513-PDF-ENG (2014)  
· Read online: Startup Cardinal Sins -- Under-Pricing Your Product Offering; Forbes; September 24, 2014; [http://onforb.es/1UJZeSi](http://onforb.es/1UJZeSi)  
Additional readings:  
· Read online: How Companies Can Get Smart About Raising Prices. [http://online.wsj.com/article/SB10001424127887323734304578543202877975478.html](http://online.wsj.com/article/SB10001424127887323734304578543202877975478.html)  
· Online: TED talk: [http://www.ted.com/talks/dan_ariely_asks_are_we_in_control_of_our_own_decisions.html](http://www.ted.com/talks/dan_ariely_asks_are_we_in_control_of_our_own_decisions.html) | Exercise 6 |
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class 7</td>
<td>Sat, Oct-13</td>
<td>8:00am - 12:00pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customer Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>· Identifying key assumptions and sensitivities in forecasts</td>
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<tr>
<td></td>
<td></td>
<td>· Acquisition, development, and retention of customers</td>
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<tr>
<td></td>
<td></td>
<td>· Customer lifetime value models</td>
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</tbody>
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| Class 8      | Fri, Oct-26   | 1:30pm - 5:30pm                                                          |
|              |               | Customer Centricity                                                       |
|              |               | · Account management selling models as a disciplined process              |
|              |               | · Sales management and marketing-sales                                   |

|--------------|-------------------------------------------------------------------------------------------------------------------|

**Additional readings:**
- Read online: McKinsey & Company - Driving intelligent growth with Customer Value Maximization [link]
- Read online: Abdul, T.K. How to choose the right forecasting technique. Harvard Business Review, July 1971. [link]
- Read online: 10 steps for forecasting demand and revenues for new products [link]

| Exercise 7   |                                                                 |
| Class 9 - Fri, Nov-9 8:00am - 12:00pm | Marketing Communications | · Digital media to create awareness and consideration  
· Metrics for assessing promotions  
· Integrated marketing communications  
· Development and use of customer funnel  
| --- | --- | --- |
· CP: Jill Avery & Thales S. Teixeira, “Marketing Reading: Marketing Communications,” HBP No. 8186-HTM-ENG (2016)  
· Online: How Online & Offline Marketing Can Work Together [Infographic] https://blog.hubspot.com/marketing/online-offline-marketing-together  
| Class 10 - Sat, Nov-10 1:00pm - 5:00pm | Marketing and Sales Management  
- Account management selling models as a disciplined process  
- Sales management and marketing-sales integration  
· **CP:** Ryan Fuller, “3 Behaviors That Drive Successful Salespeople,” HBP No. H00Y9U-PDF-ENG (2014)  
Additional readings:  
- **UT Libraries:** Strategic account management: customer value creation through customer alignment; *Journal of Business & Industrial Marketing*; 2006, Vol. 21 Issue 6, pp.376 - 385 | Exercise 9 |
| --- | --- | --- | --- |
| Class 11 - Fri, Nov-30 1:00pm - 5:00pm | Applying Marketing Strategy  
- Review of segmentation and targeting  
- Framework for writing a marketing plan | · **Sim:** Das Narayandas, “Marketing Simulation: Managing Segments and Customers V2” HBP No. 7018-HTM-ENG (2012)  
· **Review:** Marketing Reading-Segmentation and Targeting (8219-HTM-ENG) (from class 1)  
Additional readings:  
- **Read online:** Jacques, F, “Even Commodities Have Customers” (May 2007) Harvard Business Review [https://hbr.org/2007/05/even-commodities-have-customers](https://hbr.org/2007/05/even-commodities-have-customers)  
- **Read online:** [https://blog.kissmetrics.com/ultimate-competitive-advantage/](https://blog.kissmetrics.com/ultimate-competitive-advantage/)  
Group Marketing Project Submission |

**Readings key:**  
- **Canvas:** Found in a module on Canvas  
- **CP:** Licensed materials found in a module on Canvas  
- **Read online:** Click through the URL listed with the reading, if the URL doesn’t work you can also Google the title of the reading
• **UT Libraries**: Enter the title of the reading into the "Find an Article using scoUT" search box found on the UT Libraries website [http://www.lib.utexas.edu](http://www.lib.utexas.edu), after entering your EID and password you will be able to download a PDF of the reading.

• **WSJ**: Wall Street Journal, subscription required, if you don’t have a Wall Street Journal subscription, enter the title of the reading into the Google search bar, clicking through the link in the Google results will give you free access to the reading.

• **Sim**: online simulations, which include PDF and video instruction.
McCombs Classroom Professionalism Policy

The highest professional standards are expected of all members of the McCombs community. The collective class reputation and the value of the Texas MBA experience hinges on this.

You should treat the Texas MBA classroom as you would a corporate boardroom.

Faculty are expected to be professional and prepared to deliver value for each class session. Students are expected to be professional in all respects.

The Texas MBA classroom experience is enhanced when:

- **Students arrive on time.** On time arrival ensures that classes can start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
- **Students display their name cards.** This permits fellow students and faculty to learn names, enhancing opportunities for community building and evaluation of in-class contributions.
- **Students are fully prepared for each class.** Much of the learning in the Texas MBA program takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.
- **Students respect the views and opinions of their colleagues.** Disagreement and debate are encouraged. Intolerance for the views of others is unacceptable.
- **Students do not confuse the classroom for the cafeteria.** The classroom (boardroom) is not the place to eat your breakfast tacos, wraps, sweet potato fries, or otherwise set up for a picnic. Please plan accordingly. Recognizing that back-to-back classes sometimes take place over the lunch hour, energy bars and similar snacks are permitted. Please be respectful of your fellow students and faculty in your choices.
- **Students minimize unscheduled personal breaks.** The learning environment improves when disruptions are limited.
- **Students attend the class section to which they are registered.** Learning is enhanced when class sizes are optimized. Limits are set to ensure a quality experience. When section hopping takes place some classes become too large and it becomes difficult to contribute. When they are too small, the breadth of experience and opinion suffers.
- **Technology is used to enhance the class experience.** When students are surfing the web, responding to e-mail, instant messaging each other, and otherwise not devoting their full attention to the topic at hand they are doing themselves and their peers a major disservice. Those around them face additional distraction. Fellow students cannot benefit from the insights of the students who are not engaged. Faculty office hours are spent going over class material with students who chose not to pay attention, rather than truly adding value by helping students who want a better understanding of the material or want to explore the issues in more depth. Students with real needs may not be able to obtain adequate help if faculty time is spent repeating what was said in class. There are often cases where learning is enhanced by the use of technology in class. Faculty will let you know when it is appropriate.
- **Phones and wireless devices are turned off.** We’ve all heard the annoying ringing in the middle of a meeting. Not only is it not professional, it cuts off the flow of discussion when the search for the offender begins. When a true need to communicate with someone outside of class exists (e.g., for some medical need) please inform the professor prior to class.

Remember, you are competing for the best faculty McCombs has to offer. Your professionalism and activity in class contributes to your success in attracting the best faculty to this program.
Academic Dishonesty

I have no tolerance for acts of academic dishonesty. Such acts damage the reputation of the school and the degree and demean the honest efforts of the majority of students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

The responsibilities for both students and faculty with regard to the Honor System are described on the final pages of this syllabus. As the instructor for this course, I agree to observe all the faculty responsibilities described therein. As a Texas MBA student, you agree to observe all of the student responsibilities of the Honor Code. If the application of the Honor System to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification.

As specific guidance for this course, you should consider the writing of all examinations to be an individual effort. Group preparation for examinations is acceptable and encouraged. Out of class assignments are to be turned in individually but I encourage you to work together in answering the questions. You should, however, develop your own answer and not cut and paste the work of others.

Students with Disabilities

Upon request, the University of Texas at Austin provides appropriate academic accommodations for qualified students with disabilities. Services for Students with Disabilities (SSD) is housed in the Office of the Dean of Students, located on the fourth floor of the Student Services Building. Information on how to register, downloadable forms, including guidelines for documentation, accommodation request letters, and releases of information are available online at http://deanofstudents.utexas.edu/ssd/index.php. Please do not hesitate to contact SSD at (512) 471-6259, VP: (512) 232-2937 or via e-mail if you have any questions.

Honor Code Purpose

Academic honor, trust and integrity are fundamental to The University of Texas at Austin McCombs School of Business community. They contribute directly to the quality of your education and reach far beyond the campus to your overall standing within the business community. The University of Texas at Austin McCombs School of Business Honor System promotes academic honor, trust and integrity throughout the Graduate School of Business. The Honor System relies upon The University of Texas Student Standards of Conduct (Chapter 11 of the Institutional Rules on Student Service and Activities) for enforcement, but promotes ideals that are higher than merely enforceable standards. Every student is responsible for understanding and abiding by the provisions of the Honor System and the University of Texas Student Standards of Conduct. The University expects all students to obey the law, show respect for other members of the university community, perform contractual obligations, maintain absolute integrity and the highest standard of individual honor in scholastic work, and observe the highest standards of conduct. Ignorance of the Honor System or The University of Texas Student Standards of Conduct is not an acceptable excuse for violations under any circumstances.

The effectiveness of the Honor System results solely from the wholehearted and uncompromising support of each member of the McCombs School of Business community. Each member must abide by the Honor System and must be intolerant of any violations. The system is only as effective as you make it.
Faculty Involvement in the Honor System

The University of Texas at Austin McCombs School of Business Faculty's commitment to the Honor System is critical to its success. It is imperative that faculty make their expectations clear to all students. They must also respond to accusations of cheating or other misconduct by students in a timely, discrete and fair manner. We urge faculty members to promote awareness of the importance of integrity through in-class discussions and assignments throughout the semester.

Expectations Under the Honor System

Standards

If a student is uncertain about the standards of conduct in a particular setting, he or she should ask the relevant faculty member for clarification to ensure his or her conduct falls within the expected scope of honor, trust and integrity as promoted by the Honor System. This applies to all tests, papers and group and individual work. Questions about appropriate behavior during the job search should be addressed to a professional member of the Career Management Office. Below are some of the specific examples of violations of the Honor System.

Lying

Lying is any deliberate attempt to deceive another by stating an untruth, or by any direct form of communication to include the telling of a partial truth. Lying includes the use or omission of any information with the intent to deceive or mislead. Examples of lying include, but are not limited to, providing a false excuse for why a test was missed or presenting false information to a recruiter.

Stealing

Stealing is wrongfully taking, obtaining, withholding, defacing or destroying any person's money, personal property, article or service, under any circumstances. Examples of stealing include, but are not limited to, removing course material from the library or hiding it from others, removing material from another person's mail folder, securing for one's self unattended items such as calculators, books, book bags or other personal property. Another form of stealing is the duplication of copyrighted material beyond the reasonable bounds of "fair use." Defacing (e.g., "marking up" or highlighting) library books is also considered stealing, because, through a willful act, the value of another's property is decreased. (See the appendix for a detailed explanation of "fair use.")

Cheating

Cheating is wrongfully and unfairly acting out of self-interest for personal gain by seeking or accepting an unauthorized advantage over one's peers. Examples include, but are not limited to, obtaining questions or answers to tests or quizzes, and getting assistance on case write-ups or other projects beyond what is authorized by the assigning instructor. It is also cheating to accept the benefit(s) of another person's theft(s) even if not actively sought. For instance, if one continues to be attentive to an overhead conversation about a test or case write-up even if initial exposure to such information was accidental and beyond the control of the student in question, one is also cheating. If a student overhears a conversation or any information that any faculty member might reasonably wish to withhold from the student, the student should inform the faculty member(s) of the information and circumstance under which it was overheard.
**Actions Required for Responding to Suspected and Known Violations**

As stated, everyone must abide by the Honor System and be intolerant of violations. If you suspect a violation has occurred, you should first speak to the suspected violator in an attempt to determine if an infraction has taken place. If, after doing so, you still believe that a violation has occurred, you must tell the suspected violator that he or she must report himself or herself to the course professor or Associate Dean of the McCombs School of Business. If the individual fails to report himself or herself within 48 hours, it then becomes your obligation to report the infraction to the course professor or the Associate Dean of the McCombs School of Business. Remember that although you are not required by regulation to take any action, our Honor System is only as effective as you make it. If you remain silent when you suspect or know of a violation, you are approving of such dishonorable conduct as the community standard. You are thereby precipitating a repetition of such violations.

**The Honor Pledge**

The University of Texas at Austin McCombs School of Business requires each enrolled student to adopt the Honor System. The Honor Pledge best describes the conduct promoted by the Honor System. It is as follows:

"I affirm that I belong to the honorable community of The University of Texas at Austin Graduate School of Business. I will not lie, cheat or steal, nor will I tolerate those who do."

"I pledge my full support to the Honor System. I agree to be bound at all times by the Honor System and understand that any violation may result in my dismissal from the McCombs School of Business."

The following pages provide specific guidance about the Standard of Academic Integrity at the University of Texas at Austin. Please read it carefully and feel free to ask me any questions you might have.
The Standard of Academic Integrity

A fundamental principle for any educational institution, academic integrity is highly valued and seriously regarded at The University of Texas at Austin, as emphasized in the standards of conduct. More specifically, you and other students are expected to “maintain absolute integrity and a high standard of individual honor in scholastic work” undertaken at the University (Sec. 11-801, Institutional Rules on Student Services and Activities). This is a very basic expectation that is further reinforced by the University's Honor Code. At a minimum, you should complete any assignments, exams, and other scholastic endeavors with the utmost honesty, which requires you to:

- acknowledge the contributions of other sources to your scholastic efforts;
- complete your assignments independently unless expressly authorized to seek or obtain assistance in preparing them;
- follow instructions for assignments and exams, and observe the standards of your academic discipline; and
- avoid engaging in any form of academic dishonesty on behalf of yourself or another student.

For the official policies on academic integrity and scholastic dishonesty, please refer to Chapter 11 of the Institutional Rules on Student Services and Activities.

What is Scholastic Dishonesty?

In promoting a high standard of academic integrity, the University broadly defines scholastic dishonesty—basically, all conduct that violates this standard, including any act designed to give an unfair or undeserved academic advantage, such as:

- Cheating
- Plagiarism
- Unauthorized Collaboration
- Collusion
- Falsifying Academic Records
- Misrepresenting Facts (e.g., providing false information to postpone an exam, obtain an extended deadline for an assignment, or even gain an unearned financial benefit)
- Any other acts (or attempted acts) that violate the basic standard of academic integrity (e.g., multiple submissions—submitting essentially the same written assignment for two courses without authorization to do so)

Several types of scholastic dishonesty—unauthorized collaboration, plagiarism, and multiple submissions—are discussed in more detail on this Web site to correct common misperceptions about these particular offenses and suggest ways to avoid committing them.

For the University's official definition of scholastic dishonesty, see Section 11-802, Institutional Rules on Student Services and Activities.

Unauthorized Collaboration

If you work with another person on an assignment for credit without the instructor's permission to do so, you are engaging in unauthorized collaboration.
This common form of academic dishonesty can occur with all types of scholastic work—papers, homework, tests (take-home or in-class), lab reports, computer programming projects, or any other assignments to be submitted for credit.

For the University's official definitions of unauthorized collaboration and the related offense of collusion, see Sections 11-802(c)(6) & 11-802(e), Institutional Rules on Student Services and Activities.

Some students mistakenly assume that they can work together on an assignment as long as the instructor has not expressly prohibited collaborative efforts.

Actually, students are expected to complete assignments independently unless the course instructor indicates otherwise. So working together on assignments is not permitted unless the instructor specifically approves of any such collaboration.

Unfortunately, students who engage in unauthorized collaboration tend to justify doing so through various rationalizations. For example, some argue that they contributed to the work, and others maintain that working together on an assignment "helped them learn better."

The instructor—not the student—determines the purpose of a particular assignment and the acceptable method for completing it. Unless working together on an assignment has been specifically authorized, always assume it is not allowed.

Many educators do value group assignments and other collaborative efforts, recognizing their potential for developing and enhancing specific learning skills. And course requirements in some classes do consist primarily of group assignments. But the expectation of individual work is the prevailing norm in many classes, consistent with the presumption of original work that remains a fundamental tenet of scholarship in the American educational system.

Some students incorrectly assume that the degree of any permissible collaboration is basically the same for all classes.

The extent of any permissible collaboration can vary widely from one class to the next, even from one project to the next within the same class.

Be sure to distinguish between collaboration that is authorized for a particular assignment and unauthorized collaboration that is undertaken for the sake of expedience or convenience to benefit you and/or another student. By failing to make this key distinction, you are much more likely to engage in unauthorized collaboration. To avoid any such outcome, always seek clarification from the instructor.

Unauthorized collaboration can also occur in conjunction with group projects.

How so? If the degree or type of collaboration exceeds the parameters expressly approved by the instructor. An instructor may allow (or even expect) students to work together on one stage of a group project but require independent work on other phases. Any such distinctions should be strictly observed.

Providing another student unauthorized assistance on an assignment is also a violation, even without the prospect of benefiting yourself.

If an instructor did not authorize students to work together on a particular assignment and you help a student complete that assignment, you are providing unauthorized assistance and, in effect, facilitating an act of academic dishonesty. Equally important, you can be held accountable for doing so.
• For similar reasons, you should not allow another student access to your drafted or completed assignments unless the instructor has permitted those materials to be shared in that manner.

Plagiarism

Plagiarism is another serious violation of academic integrity. In simplest terms, this occurs if you represent as your own work any material that was obtained from another source, regardless how or where you acquired it.

• Plagiarism can occur with all types of media—scholarly or non-academic, published or unpublished—written publications, Internet sources, oral presentations, illustrations, computer code, scientific data or analyses, music, art, and other forms of expression. (See Section 11-802(d) of the Institutional Rules on Student Services and Activities for the University's official definition of plagiarism.)

• Borrowed material from written works can include entire papers, one or more paragraphs, single phrases, or any other excerpts from a variety of sources such as books, journal articles, magazines, downloaded Internet documents, purchased papers from commercial writing services, papers obtained from other students (including homework assignments), etc.

• As a general rule, the use of any borrowed material results in plagiarism if the original source is not properly acknowledged. So you can be held accountable for plagiarizing material in either a final submission of an assignment or a draft that is being submitted to an instructor for review, comments, and/or approval.

Using verbatim material (e.g., exact words) without proper attribution (or credit) constitutes the most blatant form of plagiarism. However, other types of material can be plagiarized as well, such as ideas drawn from an original source or even its structure (e.g., sentence construction or line of argument).

• Improper or insufficient paraphrasing often accounts for this type of plagiarism. (See additional information on paraphrasing.)

Plagiarism can be committed intentionally or unintentionally.

• Strictly speaking, any use of material from another source without proper attribution constitutes plagiarism, regardless why that occurred, and any such conduct violates accepted standards of academic integrity.

• Some students deliberately plagiarize, often rationalizing this misconduct with a variety of excuses: falling behind and succumbing to the pressures of meeting deadlines; feeling overworked and wishing to reduce their workloads; compensating for actual (or perceived) academic or language deficiencies; and/or justifying plagiarism on other grounds.

• But some students commit plagiarism without intending to do so, often stumbling into negligent plagiarism as a result of sloppy notetaking, insufficient paraphrasing, and/or ineffective proofreading. Those problems, however, neither justify nor excuse this breach of academic standards. By misunderstanding the meaning of plagiarism and/or failing to cite sources accurately, you are much more likely to commit this violation. Avoiding that outcome requires, at a minimum, a clear understanding of plagiarism and the appropriate techniques for scholarly attribution. (See related information on paraphrasing; notetaking and proofreading; and acknowledging and citing sources.)

By merely changing a few words or rearranging several words or sentences, you are not paraphrasing. Making minor revisions to borrowed text amounts to plagiarism.
• Even if properly cited, a "paraphrase" that is too similar to the original source's wording and/or structure is, in fact, plagiarized. (See additional information on **paraphrasing**.)

Remember, your instructors should be able to clearly identify which materials (e.g., words and ideas) are your own and which originated with other sources.

• That cannot be accomplished without proper attribution. You must give credit where it is due, acknowledging the sources of any borrowed passages, ideas, or other types of materials, and enclosing any verbatim excerpts with quotation marks (using block indentation for longer passages).

**Plagiarism & Unauthorized Collaboration**

*Plagiarism* and *Unauthorized collaboration* are often committed jointly.

By submitting *as your own work* any unattributed material that you obtained from other sources (including the contributions of another student who assisted you in preparing a homework assignment), you have committed plagiarism. And if the instructor did not authorize students to work together on the assignment, you have also engaged in unauthorized collaboration. Both violations contribute to the same fundamental deception—representing material obtained from another source as your own work.

Group efforts that extend beyond the limits approved by an instructor frequently involve plagiarism in addition to unauthorized collaboration. For example, an instructor may allow students to work together while researching a subject, but require each student to write a separate report. If the students collaborate while writing their reports and then submit the products of those joint efforts as individual works, they are guilty of unauthorized collaboration as well as plagiarism. In other words, the students collaborated on the written assignment without authorization to do so, and also failed to acknowledge the other students' contributions to their own individual reports.

**Multiple Submissions**

*Submitting the same paper (or other type of assignment) for two courses without prior approval represents another form of academic dishonesty.*

You may not submit a substantially similar paper or project for credit in two (or more) courses unless expressly authorized to do so by your instructor(s). (See *Section 11-802(b)* of the *Institutional Rules on Student Services and Activities* for the University's official definition of scholastic dishonesty.)

You may, however, re-work or supplement previous work on a topic with the instructor's approval.

**Some students mistakenly assume that they are entitled to submit the same paper (or other assignment) for two (or more) classes simply because they authored the original work.**

Unfortunately, students with this viewpoint tend to overlook the relevant ethical and academic issues, focusing instead on their own "authorship" of the original material and personal interest in receiving essentially double credit for a single effort.

Unauthorized multiple submissions are inherently deceptive. After all, an instructor reasonably assumes that any completed assignments being submitted for credit were actually prepared for that course. Mindful of that assumption, students who "recycle" their own papers from one course to another make an effort to convey that impression. For instance, a student may revise the original title page or imply through some other means that he or she wrote the paper for that particular course, sometimes to the extent of discussing
a "proposed" paper topic with the instructor or presenting a "draft" of the paper before submitting the "recycled" work for credit.

The issue of plagiarism is also relevant. If, for example, you previously prepared a paper for one course and then submit it for credit in another course without citing the initial work, you are committing plagiarism—essentially "self-plagiarism"—the term used by some institutions. Recall the broad scope of plagiarism: all types of materials can be plagiarized, including unpublished works, even papers you previously wrote.

Another problem concerns the resulting "unfair academic advantage" that is specifically referenced in the University's definition of scholastic dishonesty. If you submit a paper for one course that you prepared and submitted for another class, you are simply better situated to devote more time and energy toward fulfilling other requirements for the subsequent course than would be available to classmates who are completing all course requirements during that semester. In effect, you would be gaining an unfair academic advantage, which constitutes academic dishonesty as it is defined on this campus.

Some students, of course, do recognize one or more of these ethical issues, but still refrain from citing their authorship of prior papers to avoid earning reduced (or zero) credit for the same works in other classes. That underlying motivation further illustrates the deceptive nature of unauthorized multiple submissions.

An additional issue concerns the problematic minimal efforts involved in "recycling" papers (or other prepared assignments). Exerting minimal effort basically undercuts the curricular objectives associated with a particular assignment and the course itself. Likewise, the practice of "recycling" papers subverts important learning goals for individual degree programs and higher education in general, such as the mastery of specific skills that students should acquire and develop in preparing written assignments. This demanding but necessary process is somewhat analogous to the required regimen of athletes, like the numerous laps and other repetitive training exercises that runners must successfully complete to prepare adequately for a marathon.