

12-15-2010

Minutes, Crummer Graduate School of Business Faculty Meeting, Wednesday, December 15, 2010

Crummer Graduate School of Business Faculty
Rollins College

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**Roy E. Crummer Graduate School of Business
Rollins College
Faculty Meeting Agenda
Room 107 – 1:30 / 3:00**



Whatever your celebration, make it healthy and happy!

Welcome.....Craig McAllaster

Review/Approval of Minutes.....Craig McAllaster

Overview presentation on Marketing.Mark Johnston and Jule Gassenheimer

Curriculum Committee UpdateHenrique Correa

- Introduction to strategy MGT 502
- Business English evaluation and coaching
- The “Incomplete” grade at Crummer
- **Please see attached notes from the Committee**

Other Business.....Craig McAllaster

- The MBA Oath project is moving forward, the next planning meeting will be on January 19th.
- For the third consecutive year a business case written by Ilan Alon and Allen Kupetz has been recognized as one of the best-selling cases worldwide. *Ruth’s Chris – The High Stakes of International Expansion* has sold over 7,300 copies.
- Mary Conway Dato-on has been appointed to the review board for the Journal of Social Enterprise and Entrepreneurship.

Adjournment.....Craig McAllaster

**Next Faculty Meeting
January 18, 2011
10:00am
Room 107**

HAPPY NEW YEAR

**Faculty Meeting – Room 107
Wednesday, December 15th, 2010
1:30pm – 3:00pm**

Crummer Faculty & Staff Present:

Alice Argeros, Susan Bach, Lynda Boyce, Jackie Brito, Pam Clark, Steve Gauthier, Donald Hale, Margaret Linnane, Cheryl Mall, Craig McAllaster, Erica Sorrell, Samuel Certo, Mary Conway Dato-on, Henrique Correa, David Currie, Jule Gassenheimer, Jim Gilbert, Bill Grimm, Mark Johnston, Halil Kiyamaz, Allen Kupetz, Kyle Meyer, Bob Prescott, Jane Reimers, Bill Seyfried, Keith Whittingham

Welcome.....Craig McAllaster

Approval of MinutesCraig McAllaster

Overview Presentation on Marketing.....Mark Johnston and Jule Gassenheimer
Please see attached Power Point Presentation

Curriculum Committee Update.....Henrique Correa
Please see attached File titled: CC Summary

Other Business.....Craig McAllaster

- The MBA Oath project is moving forward, the next planning meeting will be on January 19th
- Grades are due Tuesday, Dec 21st at 9:00am

Adjournment.....Craig McAllaster

**Next Faculty Meeting Tuesday January 18th
Room 108
10:00am – 12:00pm**

MARKETING MANAGEMENT

MKT 501

Jule Gassenheimer

Mark Johnston

Course Description in Catalog

- Marketing is an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.
- The marketing management course provides the opportunity for students to gain the knowledge and skills necessary to understand the critical role of marketing in successful organizations.
- Particular attention is paid to segmentation analysis, target markets, and positioning as well as to the role the marketing mix elements of product, supply chain, marketing communication, and pricing play in developing marketing strategies and programs.

Course objectives

- Develop an understanding of marketing concepts
- Understand the relationships among marketing environments and business opportunities
- Understand competitors and competitive strategies
- Develop analytical skills in designing and implementing strategies for target markets.

Partial List of Topics

- Strategic Focus

- Marketing Strategy
- Environmental Analysis
- Competitive Analysis
- Consumer Behavior
- Marketing Research
- Business to Business Marketing

- Tactical Focus

- Product development and strategy
- Branding
- Pricing
- Supply Chain
- Retailing/e-tailing
- Marketing Communications

Linkage to Other Core Areas

- **Business Strategy**
 - Strategic Fit
 - Customer Centric
 - Competitive Analysis
 - Situation Analysis
- **Operations Management/Distribution**
 - Supply Chain
 - Retailing/E-tailing
 - Product development
- **Accounting**
 - Pricing
 - Cost Analysis
- **Finance**
 - Performance Metrics
- **Economics**
 - Market Demand
 - Price Elasticity
- **Quantitative Analysis**
 - Market Research
 - Marketing Information Systems

Course Pedagogy

- Application Papers
 - Students transfer concepts and thought structures from readings and class discussion to specific companies in designated industries.
- Quiz/Exam
 - Closed book/notes, application oriented
 - Short scenarios
 - 3 page mini cases
- Marketing Plan
 - Semester long project designed to have students bring together all class material
 - Real clients
 - 20 to 30 page report and give a presentation
- Case Analysis – not used in all classes
 - Analysis of “live” cases involving current companies and industries

Course Evaluation

- Class Participation
- Quiz/Exam Scores
- Marketing Plan
- Application Papers
- Case Analysis Presentation (not used in all classes)

Crummer Curriculum Committee (for the minutes of the Dec 15, 2010 Faculty meeting)

1. Introduction to Strategy – MGT 502

The Curriculum Committee enquired the Faculty as to the interest of exploring different possibilities for teaching SMBA and PMBA students early in their curricula content that currently is only taught to the EA-MBAs in their MGT 502 – Introduction to Strategy class. The reason for the inquiry is that some Faculty members expressed that their “functional” classes (such Operations Management, Marketing Management and Financial Management) taught to S’s and P’s could also benefit from the fact that students knew basic business analytical models when they took functional classes (as apparently the EAs currently do). This way they could better understand where the functional issues being discussed in their (functional) classes would fit in the overall business models previously studied.

The Faculty agreed that this issue should be better studied. The Curriculum Committee will work on it and will bring options/ a proposal for Faculty to discuss in one of the Faculty meetings of spring 2011.

2. Business English writing coaching for Crummer students

The Curriculum Committee adjusted the previously presented proposal so that the expressed Faculty concerns were addressed. The outline of the adjusted proposal for a pilot project is below and was approved by Faculty to be implemented:

- a) We propose that a pilot test of the business English writing coaching is done with the EA-MBA18 students who will start their program in Spring 2011;
- b) The writing coach will be invited to the first Crummer Faculty meeting of Spring 2011 so that our Faculty can discuss with him/her basic guidelines regarding the evaluation and coaching our students;
- c) During orientation, students will be asked to write a 45 minute in class essay about a topic to be determined. Students should not know the topic beforehand;
- d) The essays will then be sent to the writing coach for evaluation and the students in need of coaching will be identified; the coach will prescribe the appropriate number of coaching sessions and activities to be performed;
- e) Students identified as in need of coaching will be strongly encouraged to go through the complete coaching program prescribed to them;
- f) By the end of the Spring term we will assess the effectiveness of the ‘encouragement’. If only a smaller than acceptable percentage of the students in need of coaching actually attend the coaching sessions and perform the activities prescribed, then other forms of incentives may be included in the program. If needed, the curriculum committee will then propose alternative forms of incentives to the Faculty.

3. The grade of “Incomplete” (“I”) and the current requirements

The Curriculum Committee looked into the definition and rules for the application of the “Incomplete” grade following concern expressed by Dr Gilbert in a past Faculty meeting. The Committee found that there are two slightly different definitions and rules related to the “Incomplete” grade: one in the Rollins College handbook and another one, less restrictive in the Crummer handbook.

The curriculum committee proposed and the Faculty accepted, that we keep using the definition given in the Crummer handbook for the assignment of “I” grades which seem to give our Faculty more control and flexibility in its application. Additionally, the Crummer School definition is the one our students sign up for when they enter our programs.

Academic Policies

Continuous Matriculation

The MBA Programs are structured so that each class of students progresses through the program as a group. A student who must drop out of the program for any reason will be allowed to re-enter the program with a class that has completed the same course work. As long as a student remains with their same entrance class the agreed tuition cost will not change. Students rejoining the program after any absence will be assessed tuition at the current rate upon re-entry. Additionally, students re-entering the program after an absence are responsible for supplying their own laptop computer that has been approved by information technology. The degree candidate will be allowed six (6) years within which to complete the degree requirements. Failure to complete the degree in that time period will require a new program of study designating the requirements for the degree that exists at the time. Only when students have completed all required courses may they vary their schedule from that of their assigned class. When selecting elective courses, MBA students may choose any elective course offered in either the day or evening program.

Transfer Credits

A student may transfer up to six credit hours of course material to their Crummer School Program of Study. These hours must be graduate-level courses completed within the last six years from a school accredited by AACSB International, and the student must have earned a grade of "B" or higher. Approval from the Program Director must be obtained prior to enrolling in the course. Courses may not be taken at another school while enrolled at the Crummer School unless special permission is granted in advance. To submit an outside course for approval students must submit the following materials to the Professional MBA Program office before enrolling: a current course description and a current syllabus. After completing an approved course, an Outside Course Transfer form, accompanied by an official transcript showing the courses to be transferred must be submitted to the student records office.

Course Overloads

Professional MBA students may not seek to register for a course overload (more than two courses per term) until all required courses have been completed. Students seeking overload must have a minimum grade point average of 3.6 and approval from the Professional MBA Program office.

Scholastic Requirements

Degree candidates are required to complete all course requirements with a minimum grade point average of 2.85. A student with a grade point average of at least 2.85 is considered in good standing. Any student whose average drops below 2.85 will be placed on probation. If the average drops below 2.5, the student is automatically dismissed. Students who complete at least six credits in a given term and who achieve at least a 3.6 grade point average are placed on the Dean's List for that term. Students who complete their MBA program with a cumulative grade point average of 3.85 or higher will receive the distinction of graduating with honors. Students who graduate in the top twenty percent of their class in terms of cumulative grade point average will be inducted into Beta Gamma Sigma (BGS), the leading national business honor society. BGS status is calculated at the end of the fall term preceding spring commencement; calculations at that time include students who have completed degree requirements 1(one) term prior to commencement, and those who will be finishing in the term directly following commencement.

Grades

Grades are reported as follows:

- A: indicates consistently excellent work
- B: indicates work of the quality normally expected of a graduate student
- C: indicates work that is below the quality expected in graduate study
- F: indicates work that is unacceptable in graduate study
- I: Incomplete indicates that the student and instructor have signed a written agreement that outstanding work will be completed and the grade changed to A, B, C or F by the mid-term point of the following term
- W: Withdrawal
- CR, NCR: credit or no credit may only be assigned for specifically designated courses.

Grades A, B, and C may be modified by a plus or minus as appropriate. The following quality points are assigned for each terms letter grade: A 4.00, A- 3.67, B+ 3.33, B 3.00, B- 2.67, C+ 2.33, C 2.00, C- 1.67, F 0.00.

Grade Appeal Process

The review process established to ensure a fair hearing in cases of grade disputes is as follows:

1. Students must meet with the instructor to determine whether an error has been made or the instructor wishes to reconsider the grade.
2. Students who still question their grades after consultation with the instructor should document their reasons for the grade dispute and submit documentation to their Program Director. All grade disputes are decided by a faculty committee who submit their decisions to the Dean. The Dean's Office will communicate the final decision to the student.

instructor of the substance of the student's appeal. The department chair acts as a mediator to attempt to resolve any disagreements and consults with the instructor about the grading process. Only the course instructor has the authority to change the grade at this point. (Should the instructor be the chair of the department, a tenured member of the department will be selected by the department to serve as mediator. If this is not possible, then the Dean of Student Affairs will serve in this capacity.)

Perceived or actual differences in grading policies or standards between instructors, which are not a violation of College policies, are not a basis for further appeal. Further appeals beyond the chair of the department will be allowed only when the student can furnish evidence that the final grade was affected by the student's opinion or conduct in matters unrelated to academic standards, bias based upon matters unrelated to academic standards, or the failure of the instructor to follow his or her own stated policies or College policies. The Dean of Students, President of the Faculty, and chair of the faculty members department (should the instructor be the chair of the department, a tenured member of the department or division will be selected by the department) must agree by two-thirds that it can be plausibly argued that these conditions are met in order for the appeal to proceed to the Academic Affairs Committee.

If these conditions are met, the student may proceed with the appeal to the Academic Affairs Committee by submitting a letter describing the situation to the Dean of Student Affairs. This appeal must be made within one (1) year of the conclusion of the course. The Dean will request from the department chair a written account of the mediation process described above and its results, if any. The Dean may also request any other appropriate documentation. The Dean prepares all documents related to the case for submission to the Academic Affairs Committee. These documents are made available to the student and instructor to review and respond. Their responses, if any, are included with the materials submitted to the Academic Affairs Committee. The Dean of the Faculty shall receive the recommendation of the Academic Affairs Committee, review all documents, and make additional inquiries if necessary before reaching a decision. After such review, the decision of the Dean of the Faculty is final.

INCOMPLETE WORK

A mark of 'I,' indicating that the work of a course is incomplete, may be assigned only when serious and compelling circumstances beyond the control of the student -- such as illness or necessary absence from the campus -- have made it impossible for the student to complete the course work within the normal period. Students are responsible for completing the Contract for an Incomplete Grade form available in the Office of Student Records. Students contracting for a mark of 'I' in the fall term must complete the course work no later than the end of the second week of the succeeding spring term. Students contracting for an 'I' in the spring term must complete the work no later than the end of the second week of the succeeding fall term. Failure to complete the course in the designated time will result in a grade of 'F.'

Faculty may not assign a grade of 'I' without the Contract for an Incomplete Grade, nor may a faculty member not assign a grade, a de facto Incomplete. Faculty who fail to submit a grade for a student by the deadline set by the College will be penalized at the discretion of the Dean.

ACADEMIC WARNING, PROBATION, SUSPENSION, AND DISMISSAL

Students who fail to meet minimum academic standards at the end of any term are placed on academic warning or probation, academic suspension, or are dismissed permanently from the College. Students on academic warning or probation are required to enroll in a minimum academic load of sixteen (16) semester hours (except when waived by academic appeal), and may not normally withdraw from a course nor take a course on a credit/no-credit basis.

Minimum Academic Standards

Students who maintain a cumulative Grade Point Average (GPA) of at least 2.00, but whose previous term GPA falls below 2.00 but above 1.25, will be placed on Academic Warning. Any student whose cumulative GPA falls below 2.00, or whose previous term GPA falls at or below 1.25, will be placed on



1000 Holt Avenue – Box 2713
 Winter Park, FL 32789
 Phone: 407-646-2144 · Fax: 407-646-1576

CONTRACT FOR AN INCOMPLETE GRADE

To be completed by the student:

Student Name: _____ Rollins ID: _____

TERM: <input type="checkbox"/> Fall <input type="checkbox"/> Spring YEAR: _____	CRN No.: _____ Course No.: _____ Sect. No.: _____ Course Title: _____
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Reason for incomplete: _____

Student Signature: _____ Date: _____

To be completed by the instructor:

In order to remove the incomplete, the following course work must be completed: _____

THE DATE BY WHICH COURSE WORK MUST BE COMPLETED: _____

NOTE TO INSTRUCTOR: The instructor is responsible for submitting a change of grade form for the above course by the deadline date noted but **not later than the end of the second week of the next full semester.**

Student Signature: _____ Date: _____

Instructor Signature: _____ Date: _____