

**The University of Florida**  
School of Human Health and Performance  
Department of Sport Management  
**Spring Semester, 2024**

**SPM3306: Sport Marketing**  
**ONLINE**

**Instructor:** Christina M. Ramos

**Cell Phone:** 352-283-0468

**E-mail:** [cmramos@ufl.edu](mailto:cmramos@ufl.edu) or RamosChristina@yahoo.com

**Office hours:** By scheduled appointment (**zoom meetings and/or phone calls are preferred**)

It is your right as a student to have full access to the instructor during normal work hours. I am glad to talk with you about the class or any assignments. Please contact me if you ever have any questions or concerns about anything related to the course. I am happy to help and look forward to discussing and reviewing.

**I. Course Aims and Objectives**

The course offers a broad introduction to the basic concepts of marketing in sport. Special emphasis will be placed on the following areas: the marketing concept, the marketing mix, consumer behavior, psychological thought processes of consumers, market segmentation, positioning, strategic planning and the development of a comprehensive marketing plan. Students will be challenged to interpret these marketing concepts and to formulate creative applications to a wide range of industries including, but not limited to the sport industry and the health fitness maintenance, business sectors of the economy, and current events in the industry. One of the main objectives of this course is to develop fundamental skills of marketing analysis and managerial decision making. The other goal of the course is to prepare you for a potential career in sport marketing.

Having completed this course, the student is expected to:

- Understand unique nature of sport-derived products.
- Develop skills of critical analysis and problem solving.
- Understand the role of marketing in the business of sport and be able to identify it.
- Apply marketing theory and concepts to what marketers do in "the real world."
- Conduct primary and secondary marketing analysis to develop strategic plans.
- Clearly write and present a report with recommendations that can be incorporated into strategic plans or other marketing actions.

**II. Course Textbook**

**Required text:**

Mullin, B. J., Hardy, S., & Sutton, W. A. *Sport Marketing*, Champaign, IL: Human Kinetics

**Optional Supplements – Business Periodicals (free to access):**

- *Advertising Age*
- *Street & Smith’s Sports Business Journal*

Reading from current business news periodicals (e.g., *Sports Business Journal*, *Advertising Age*, *Wall Street Journal*, *Business Week*, *Harvard Business Review*, *Forbes*, *Economist*, *Fortune*, ESPN, etc.) is strongly recommended. The articles will help you see how the marketing concepts you learn in the course are applied in the “real world.”

**Optional Supplements – Peer-Reviewed Journals (available to students at no cost):**

- *Sport Marketing Quarterly*
- *Journal of Advertising*
- *European Sport Marketing Quarterly*

Reading from journals other than those required is also very much encouraged. Consider the following as only suggestive: *Journal of Marketing*, *Journal of Consumer Research*, *Journal of the Academy of Marketing Science*, *Journal of Sport Management*, *Sport Marketing Quarterly*, *Sport Management Review*, *Journal of Advertising*, and *European Sport Marketing Quarterly*. Students should be or should become familiar with electronic databases such as ABI Inform, Business Monitor Online, EBSCO and PsycInfo. Virtually any marketing-related publication (popular press or peer-reviewed articles) is available electronically through the UF library at no cost to UF students.

**Library Resources:**

For research help, contact Leilani Freund ([leifreu@uflib.ufl.edu](mailto:leifreu@uflib.ufl.edu); 352-273-2622), Sport Management Librarian. UF Business Library resource, Statista: <http://businesslibrary.uflib.ufl.edu/statista>.

**III. Grading**

**Grading Standards:**

94%-100%	A	74%-76.9%	C
90%-93.9%	A-	70%-73.9%	C-
87%-89.9%	B+	67%-69.9%	D+
84%-86.9%	B	64%-66.9%	D
80%-83.9%	B-	60%-63.9%	D-
77%-79.9%	C+	59.9% and below	E

**Grade Composition:**

Final course grades will be based on the accumulated points, out of a total of 200, based on the individual weight of each of the following:

<u>Item</u>	<u>Points</u>	<u>Percentage</u>
Course Participation	20	10%
Weekly Sports Marketing Articles	20	10%
Current Event Presentation	10	5%
Exam 1	40	20%
Group Project	40	20%
Weekly Discussion Board Postings	20	10%
Final Exam	50	25%
<b>Totals</b>	<b>200</b>	<b>100%</b>

Information on current UF grading policies for assigning grade points is located here: <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

**General Guidelines for Written Assignments**

- Written work: All written work is due by stated deadlines. All documents must be submitted via Canvas. Submissions late by 10 minutes will lose 30% of the assignment’s total points. Any work later than that will lose 50% of the points.
- Please review your work prior to submitting to ensure it is college level work. An excessive number of typos and misspellings, or multiple grammatical errors will significantly lower your final grade.
- All course assignments must relate back to the course content to further the course learning objectives. Grade will be reduced if failure to do so.
- Failure in following guidelines will significantly lower your final grade.

**Course Participation (10%):** Students are required to watch each lecture and actively participate in class activities and discussion boards within each module to reinforce the learning of sports marketing principles. It is essential that students participate in online course discussions, complete all assignments and participate in all group activities. Students are also encouraged to be fully engaged in the learning experience: (a) asking thoughtful and thought-provoking questions, (b) offering insightful observations about the topic being discussed, and (c) furthering the discussion and interaction with classmates with appropriate examples.

Note: Students must submit relevant UF approved documentation in advance in order to receive an excused absence.

Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

This is a fully online course in which all of the instructional materials and activities are delivered via Canvas, and/or other internet-based media. This course will consist of online lectures with a surplus of student participation thru various assignments and discussion board conversations.

This course utilizes the following tools:

1. Canvas
2. Internet
3. Video Player
4. Email
5. Discussion Boards
7. PDF viewer
8. Honorlock Proctoring Software

**Current Event Presentation (Oral & Written) (5%):** At the beginning of the semester (after drop/add) students will be assigned due dates for the current event presentation. These presentations are due on Friday in lieu of the weekly article submission. Please upload this presentation into both assignment portals (Current Event Presentation AND Article Assignment). The current event presentation should be recorded and submitted via Canvas to share with the class. The recording should include your slide presentation along with your voice presenting the information. It is your choice whether or not to show your face in the presentation. Free software is available to UF students to record the presentation including Zoom and Voice Thread to name a few.

Each student should find a current article from a reputable source that is related to the sport marketing industry that relates to current course topic/module. Some useful resources might be *Street & Smith's Sports Business Journal*, databases available through the UF Libraries, newspaper such as *The New York Times*, *USA Today*, *The Wall Street Journal*, magazines such as *Sports Illustrated*, *Forbes*, or websites such as ESPN.com, CBSSports.com, etc. All students must submit their unique articles in writing to the professor for approval to ensure it is appropriate for the course. Students will be contacted if they need to find another article. Failure to comply this rule will cause a 2-point reduction.

In addition to the presentation, a written assignment (1,000-word limit excluding appendix, references) should be submitted and must include the following:

- |  |                    |
|--|--------------------|
| 1. Summary of the article  | 2/10 points        |
| 2. How it relates to the topic in the course                     | 2/10 points        |
| 3. Three thought-provoking discussion questions on the topic     | 1/10 points        |
| 4. Your own critical analysis/findings to the questions above    | 4/10 points        |
| <u>5. Reference and copy of the original article in appendix</u> | <u>1/10 points</u> |

**Total: 10 points**

Note: Written assignment is due on the date you are scheduled to present (an electronic submission to Canvas). Failure to present on the scheduled date without written notification in

advance will lose 50% of the points.

**Weekly Sports Marketing Articles (10%):** Every Friday, students must submit a sports marketing article related to the course content during the module each week via Canvas. All articles must be provided from legitimate sources as outlined in the syllabus (see: optional supplements). In addition, each weekly article must be related to the most recent module/topic that was discussed in the course. For week 1, students should submit a general sports marketing article. With each article, students must discuss the top three takeaways that this article provided as it relates to sports marketing topics. Students must also summarize their thoughts on the article. Note: this does not mean that you should summarize the article; students should write statements as to what they believe and what their preference is (e.g. why or why not they agree or disagree, if they would do things differently or the same, and how they would respond if they were a fan, athlete, league, sports property, or brand.). The focus should be on created a very brief 2-3 sentence summary of the article to share with the class, an explanation of how and why this is relevant to the current course content, and use critical analysis to discuss the topic and further learning outcomes by asking three thought-provoking questions.

**Weekly Discussion Board Postings (10%):** Discussion Forums will be utilized in this course. After the drop/add period ends, students will be divided into discussion board groups and should only post in their specified group.

Keep in mind that your discussion forum postings will likely be seen by other members of the course. Care should be taken when determining what to post.

Discussions will center upon course lectures, textbook reading, course lectures, personal reflection, additional research, and interaction with peers. Students are expected to be actively engaged in each topic.

Discussion Forum Expectations and Requirements:

- Discussion Grading
  1. Students are expected to post a minimum of three (3) times per week for each discussion topic.
  2. The approximate length of a response is a minimum of 500 words (not including citations).
  3. Students should strive to advance the discussion due to their posts and push each other to analyze each topic.
- Students will post in discussion boards throughout the duration of each module and should post on various dates so posts are not all concentrated in one day. Each student is required to post a minimum of three (3) college level posts per module.
- The first post is due no later than the required deadline. The final two posts are due by the end date and time. Students are encouraged to submit their discussion board posts PRIOR to the deadlines and should be encouraged to comment with other students within their group.
- Students should strive to provide comprehensive responses and should utilize outside resources, with APA formatted citations.

- Grading of discussions is subjective in nature the professor will be following all forums. Grades will be posted at the end of each discussion topic/module. If students request specific feedback on their posts, they can email the instructor for individual feedback.
- Grades will be determined by the quality of posts. Students should strive for college level posts in a level three category (see below).
- Level I: Post does not meet the minimum word requirement, does not feature any citations or outside resources, and is based on past experience and personal opinion.
- Level II: Post is based on research from class resources and outside resources, which are cited. Post may or may not meet minimum word requirement but is not a thorough explanation of the topic to advance the discussion board and allow group members to comment and further expand.
- Level III: Post exceeds the minimum word requirement, combines personal analysis, course material and a minimum of three outside sources, which are cited properly. The post also receives a reaction from classmates and furthers the discussion and topic at hand.

**Posting Tips\*:**

- Postings should be evenly distributed during the discussion period (not concentrated all on one day or at the beginning and/or end of the period).
- Your first post should address the discussion topic as thoroughly as possible in the space allowed.
- Your second and subsequent posts should be thoughtful responses to a previous posting by another group member. Avoid postings that are limited to "I agree" or "great idea", etc. If you agree (or disagree) with a posting then say why you agree by supporting your statement with concepts from the readings or by bringing in a related example or experience.
- Moving the discussion forward toward a greater understanding of the topic being discussed and/or building the knowledge base of the class is highly encouraged.
- Respectful questioning of peers (and responses to questions posed by others) will also advance the discussion.
- It may be easier to craft your discussion in Word or a similar program, and simply copy & paste your posting into the discussion board.

\*These bullets were adapted from:

Gilbert, P. & Dabbagh, N. (2005). How to structure online discussions for meaningful discourse: A case study. *British Journal of Educational Technology*, v36, n1, pp. 5-18.

**Exams:** Honorlock will proctor your exams this semester. Honorlock is an online proctoring service that allows you to take your exam from the comfort of your home. You DO NOT need to create an account, download software or schedule an appointment in advance. Honorlock is available 24/7 and all that is needed is a computer, a working webcam, and a stable Internet connection.

To get started, you will need Google Chrome and to download the Honorlock Chrome Extension. You can download the extension at [www.honorlock.com/extension/install](http://www.honorlock.com/extension/install). When you are ready to test, log into Canvas, go to your course, and click on your exam. Clicking "Launch Proctoring" will begin the Honorlock authentication process, where you will take a picture of yourself, show

your ID, and complete a scan of your room. Honorlock will be recording your exam session by webcam as well as recording your screen. Honorlock also has an integrity algorithm that can detect search-engine use, so please do not attempt to search for answers, even if it's on a secondary device. Honorlock support is available 24/7/365. If you encounter any issues, you may contact them by live chat, phone (844-243-2500), and/or email (support@honorlock.com).

**Exams I - Midterm (20%) & Final Exam (25%):** There will be two exams, which will comprise 45% of your final grade. Everything discussed in class (including current event presentations and guest lectures) and in the assigned readings may appear on the exam. A makeup exam must be requested in writing and will require written medical proof or University paperwork. No requests to retake the exam will be granted.

- **Midterm Exam: February 26, 2024 from 8:00AM-11:59PM EST**
- **Final Exam: April 29 from 8:00AM-11:59PM EST**

**Group Project – Sport Marketing Plan (20%):** The purpose of this assignment is to give students the opportunity to create a marketing plan for a newly created football team.

Each group will develop a marketing plan for their new professional football team in the USA – each group must sign up to select a city to open their team, but no group can pick the same city. Students must select a team name and location for approval by **Wednesday, February 16, 2024**

Each group must give a 20-minute presentation that focuses on their marketing plan – the presentation should be recorded using VoiceThread, Zoom, or any other online recording platform. Each group will also submit a 10-12 page written paper that addresses all areas, whether they are covered in the presentation or not. This does not have to be in a traditional paper format, but all areas must be covered. The groups may or may not have enough time to discuss all of the below areas during their presentation but must discuss the highlights of the team marketing plan.

**Your Marketing Plan should include the following:**

1. General Information
  - Team Name
  - Logo & Mascot
  - Team Colors
  - Hat Design/Jersey Design
    - Be creative & original with the above list, but remember too creative or too original will restrict sales (not too many teams sport pink and green, and it's for a reason)
    - Think about what will make me buy these products after the inaugural season is over
  - Stadium Seating Capacity & Breakdown (General seating, club, suite)
    - Look at typical stadiums and make your assumptions
    - Will you add any unique touches to the stadium?

## 2. Pricing

- What will you charge for ticket prices? Club seats? Suites? Etc.?
  - Is that higher, lower, or the same as similar teams and why?
  - What types of season ticket packages will you offer?
  - Will you charge for PSLs?
  - Make sure that all pricing is logical and in-line with current trends and teams within the area. Do not just copy prices from another team. This will be noted as plagiarism.
- What will you charge for concessions? Alcohol?
  - Is that higher, lower, or the same as similar teams and why?
  - Will you offer different food in the club and suite level than the general seating? Why? What? How?
  - Make sure that this pricing is in-line with league and team trends within your area.

## 3. Promotional Plan (local, national, international)

- If local (why not expand?); If national (different campaigns for different regions?)
  - How would strategies differ for the different regions?
- What is your promotional strategy?
  - Slogans, advertisements, etc.
  - Will you focus on player, team, excitement of going to a game, etc.?
- How will you get your message across?
  - What mediums (print, television, internet, etc.) will you use and how will you use them?
- What types of promotions will you use to entice fans to come to specific games?
  - Bobble heads, free hats, schedule magnets, etc.

## 4. Sponsorships

- What corporate sponsorships do you think you will be able to obtain?
  - Remember to ensure that partnerships are realistic and obtainable based on supporting team/league data
  - Look locally and nationally
  - What will you offer in return for these sponsorships?
    - Will they be able to have corporate events at the stadium?  
Promotional nights? Be coupled with specific marketing programs (i.e. Baseball 101, etc.)?
- How much and how long will these contracts be for?
  - This will require research, this should not just be based on anecdotal evidence, but facts gleaned either from MLB information, salient articles, or research journals (how to access these journals will be covered in class)
  - This must be realistic and based upon the current economic market

## 5. Target market

- Who is it and why?
  - Does this make sense?
- Supporting Data



- This will require research, this should not just be based on anecdotal evidence, but facts gleaned either from company information, salient articles, or research journals (how to access these journals was covered in class)
6. A presentation of a Timeline for implementation/plan of action.
  7. A discussion of methods of Evaluating the plan/marketing strategies (e.g., sales analysis, # attendance, brand awareness).

*The marketing plan should be thorough and detailed enough so that the organization to which it is submitted could actually implement the plan based on the information and suggestions contained therein.*

### ***Recorded Presentation of Marketing Plans***

- Students should be prepared to make a recorded 20-minute video presentation showcasing your Power Point presentation (or similar software). Any group exceeding their time limit will be penalized. Presentations must be professional. You should treat this experience like a competition (you will be competing against other “agencies” to win the “contract”). The group that wins will be awarded extra credit points for the project. Grades will be determined by the quality of work and presentation, not solely by the competition, and assigned at the instructor’s discretion. Additionally, all group members will have the opportunity to evaluate their colleagues’ performances. Each group member must contribute to the oral presentation. Recorded presentations are due on **APRIL 24, 2024 by 11:59PM EST**

### ***Written guidelines for Marketing Plans***

- The marketing plan should be approximately **10~12 pages (not including title page, references, figures, or tables)**, typed and double spaced with pages numbered.
- You should be creative and innovative, using any graphics that will supplement your ideas, and the overall presentation of the plan.
- Each group member is expected to contribute to the overall written plan in an equitable manner. At the conclusion of the presentations, each student will be asked to evaluate the contribution of each group member to the written plan.
- The marketing plan is worth 100 points and will be graded based on the content/substance, accuracy of information, creativity, integration of strategic marketing concepts, and overall presentation of the information.
- **FINAL GROUP PROJECT DUE – WEDNESDAY, APRIL 24 BY 11:59PM EST**
- Each group should submit one copy of the written plan and one electronic file (email attachment). Please ensure that all group members who participated are listed on the cover page.
- Please complete and submit your peer evaluation (optional). Students who would like to comment on the participation (or lack thereof) by classmates/group members are welcome to send a confidential note to the professor via email.
- All assignments must be turned in via Canvas.
- All assignments and exam dates are subject to change **with notice** from the instructor.

### **Working as a Team**

All team members will receive the same mark for both oral and written group work unless a specific request is made with the instructor and/or the peer evaluations reveal that certain members did not meet performance standards. Supporting evidence must be provided, including but not limited to meeting notes and attendance, drafts, collected secondary data, emails, Canvas/text messages, and other group members reporting the same problem(s) about certain group members.

**Extra Credit:** There will be several chances for the extra credits throughout the semester. For instance, students will be able to obtain extra credits from research participation, extra current event presentation (if needed), and outstanding class participation, and drawing significant research questions, etc.

### **IV. Academic integrity statement**

All students must follow the University of Florida Honor Code:

*“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity. On my honor, I have neither given nor received unauthorized aid in doing this assignment. The university requires all members of its community to be honest in all endeavors. A fundamental principle is that the whole process of learning and pursuit of knowledge is diminished by cheating, plagiarism and other acts of academic dishonesty.”*

Each student has a responsibility to understand, accept, and comply with the University and College’s standards of academic conduct. Examples of academic misconduct:

- Cheating: Use or attempted use of unauthorized materials, student aids or information in any academic exercise.
- Collusion: Aid or attempt to aid another student in committing academic misconduct.
- Interference: Preventing another student’s work from being completed.
- Plagiarism: Use of ideas, words or statement of another person without giving credit to that person.
- Violations will not be tolerated and may result in penalties that may include (but are not limited to): A zero on the exam/project, a failing class grade, community service, university expulsion.
- Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean, Student Honor Council or Student Conduct and Conflict Resolution in the Dean of Students Office.

## V. Religious Holiday Statement

At the University of Florida, students and faculty work together to allow students the opportunity to observe the holy days of his or her faith. A student should inform the faculty member of the religious observances of his or her faith that will conflict with class attendance, with tests or examinations, or with other class activities prior to the class or occurrence of that test or activity. The faculty member is then obligated to accommodate that particular student's religious observances. Because students represent a myriad of cultures and many faiths, the University of Florida is not able to assure that scheduled academic activities do not conflict with the holy days of all religious groups. Accordingly, individual students should make their need for an excused absence known in advance of the scheduled activities.

The Florida Board of Education and state law govern university policy regarding observance of religious holidays.

### **The following guidelines apply:**

- Students, upon prior notification to their instructors, shall be excused from class or other scheduled academic activity to observe a religious holy day of their faith.
- Students shall be permitted a reasonable amount of time to make up the material or activities covered in their absence.
- Students shall not be penalized due to absence from class or other scheduled academic activity because of religious observances.
- If a faculty member is informed of or is aware that a significant number of students are likely to be absent from class because of a religious observance, the faculty member should not schedule a major exam or other academic event at that time.
- A student who is to be excused from class for a religious observance is not required to provide a second party certification of the reason for the absence. Furthermore, a student who believes that he or she has been unreasonably denied an education benefit due to religious beliefs or practices may seek redress through the student grievance procedure.
- It is the policy of the University of Florida to make every reasonable effort to allow members of the University community to observe their religious holidays without academic penalty. Absence from classes or examinations for religious reasons does not relieve you from responsibility for any part of the course work assigned while absent. If you expect to miss a class, exam, or other assignment as a consequence of religious observance, you shall be provided with a reasonable alternative opportunity to complete such academic responsibilities without penalty, unless it interferes unreasonably with the rest of the class. It is your obligation to provide me with reasonable notice of the dates of religious holidays on which you will be absent. Such notice must be given by the end of the fourth week of a full term or by the end of the third week of a half term.

## **VI. Accommodations for Students with Disabilities**

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester. Some aspects of this course, the assignments, the in-class activities, or the way I teach may be modified to facilitate your participation and progress. Be assured that I will treat any information about your disability as private and confidential. Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center. Click [here](#) to get started with the Disability Resource Center. It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

## **VII. Course Evaluation / GatorEvals**

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

## **VIII. Class Schedule Change**

The instructor reserves the right to make changes to the syllabus and outline as the class progresses and circumstances arise. Students will be given as much advance notice of any changes in advance. However, certain circumstances may arise where university-wide, we are given short notice and a quick turn-around time. Your patience is greatly appreciated during these times.

## Spring 2024 Class Schedule:

	<b>Week Of</b>	<b>Topic</b>
		Module 1
1	Jan. 8	Discussion Board Topic 1– due Jan. 13 Article 1 due Jan. 12 by midnight
		Module 2
2	Jan. 15	<b><i>Martin Luther King Day – January 15 (OBSERVED)</i></b> Discussion Board - first post due Jan. 118 by midnight; Final two posts due no later than Jan. 21 at midnight. Article 2 due Jan. 20 by midnight.
		Module 3
3	Jan. 22	Discussion Board – first post due Jan. 24 by midnight; Final two posts due no later than Jan. 28 at midnight. Article 3 due Jan. 26 by midnight.
		Module 4
4	Jan. 29	Discussion Board – first post due Jan. 31 by midnight; Final two posts due no later than Feb. 4 at midnight. Article 4 due Feb. 2 by midnight.
		Module 5
5	Feb. 5	Discussion Board – first post due Feb. 2 by midnight; Final two posts due no later than Feb. 5 at midnight. Deadline to sign up for Group Project City & Team (Feb. 2) Article 5 Feb. 4 by midnight.
		Module 6
6	Feb. 12	Discussion Board – first post due Feb. 14 by midnight; Final two posts due no later than Feb. 18 at midnight. Deadline to sign up for Group Project City & Team (Feb. 16) Article 6 due Feb. 16 by midnight.
		Module 7
7	Feb. 19	Discussion Board – first post due Feb. 21 by midnight; Final two posts due no later than Feb. 25 at midnight. Article 7 due Mar. 1 by midnight.
		Module 8
8	Feb. 26	<b>Midterm Exam – Monday, February 26 at 8:00am-11:59pm EST (online exam proctored by HonorLock)</b> Discussion Board – first post due Feb. 28 by midnight; Final two posts due no later than Mar. 3 at midnight. Article 8 due Mar. 1 by midnight.
		Module 9 & WORK ON GROUP PROJECTS
9	Mar. 4	Discussion Board – first post due Mar. 6 by midnight; Final two posts due no later than Mar. 8 at midnight. Article 9 due Mar. 8 by midnight. Work on Group Project – Submit Updates March 6 by midnight
10	Mar. 11	<b><i>Spring Break (March 9-16) Observed</i></b>

11	Mar. 18	<p>Module 10 &amp; WORK ON GROUP PROJECTS            Discussion Board – first post due Mar. 20 by midnight;            Final two posts due no later than Mar. 24 at midnight.            Article 10 due Mar. 22 by midnight.</p>
12	Mar. 25	<p>Module 11 &amp; WORK ON GROUP PROJECTS            Discussion Board – first post due Mar. 27 by midnight;            Final two posts due no later than Mar. 31 at midnight.            Article 11 due Mar. 29 by midnight.</p>
13	Apr. 1	<p>Module 12 &amp; WORK ON GROUP PROJECTS            Discussion Board – first post due Apr. 3 by midnight;            Final two posts due no later than Apr. 7 at midnight.            Article 12 due Apr. 5 by midnight.</p>
14	Apr. 8	<p>Module 13 &amp; WORK ON GROUP PROJECTS            Discussion Board – first post due Apr. 10 by midnight;            Final two posts due no later than Apr. 14 at midnight.            Article 13 due Apr. 12.</p>
15	Apr. 15	<p>Module 14 &amp; WORK ON GROUP PROJECTS            Discussion Board – first post due Apr. 17 by midnight; Final two posts due Apr. 21 by midnight.            Article 14 due by Apr. 19 by midnight.</p>
16	Apr. 22	<p>Module 15 &amp; WORK ON GROUP PROJECTS            Last week to submit late assignments (with excused absences for partial credit)  <b>FINAL GROUP PROJECT DUE – WEDNESDAY, APRIL 24 BY 11:59PM EST</b>  <b>FINAL EXAM – MONDAY, APRIL 29 FROM 8:00AM-11:59PM EST (online exam proctored by HonorLock)</b></p>

**\*\*Each student will be assigned a date to submit their recorded article presentation.**

**\* This syllabus is a guide for the course and is subject to change with advance notice.**