



MKTG 4330-002 Strategic Brand
Management, Summer 1 2026 :Room BLB 010
Tuesday / Thursday: 11:00 am to 2:50 pm

Instructor: Professor Terrence Suber

Office Location: 358E BLB **Phone Number:** 940-565-3091

Office Hours: Tuesday/Thursday 10 am to 11 am or (By Appointment)

Email: terrence.suber@unt.edu

Communication Expectations: Students can contact the professor via UNT email at the address provided. Do not contact the Professor by Canvas email. Please be polite, professional and detailed. Students are required to utilize the UNT email account assigned to them by the University. It is the student's responsibility to activate the account and keep it current. Communication and appointment setting with students will occur via the UNT email system. I strongly advise checking your UNT email daily.

I will primarily communicate with you via Announcements in Canvas. Please ensure that you have set up Canvas to automatically email/notify you (at your most frequently used email address) whenever I post an announcement. If you need help with this, please read the document "[How do I set my Canvas notification preferences as a student?](https://j.mp/3iEkFt6)" (<https://j.mp/3iEkFt6>)

Did you know that you can also receive Canvas notifications via text messages (SMS)? Please follow these [directions](https://j.mp/3iExhjV) if you wish to set that up. (<https://j.mp/3iExhjV>).

Welcome to UNT!

As members of the UNT community, we have all made a commitment to be part of an institution that respects and values the identities of the students and employees with whom we interact. UNT does not tolerate identity-based discrimination, harassment, and retaliation. UNT's full Non-Discrimination Policy can be found in the UNT Policies section of the syllabus.

Course Description

Course concentrates on strategic and operational issues related to brand management—an important aspect of marketing management—its integration in the organization, management of a brand portfolio, environmental scanning, creation and delivery of consumer value, budgeting, planning, and control issues. Specific topic areas include research, data management, analyses for planning and decision-making. Additional topics include decisions concerning product/service offerings, pricing, communication (advertising, sales promotion, sponsorship, and publicity), channels, ethics, and global implications, among others.

Course Prerequisites or Other Restrictions

MKTG 3650 or MKTG 3651 and MKTG 3700 (may be taken concurrently)

Course Objectives

By the end of this course, students will be able to:

1. Understand the role of brands in customer decision-making and creating shareholder value.
2. Apply core branding principles to analyze and solve complex brand management problems.
3. Create effective brand strategies, including positioning, differentiation, and brand architecture.
4. Understand the challenges and opportunities of branding in a global marketplace.

Materials

Keller, K. L., & Swaminathan, V. (2020). *Strategic Brand Management*. Pearson. ISBN: 9781292314969. 5th edition.

Teaching Philosophy

It is my desire as an educator to help students meet their fullest potential by bringing industry knowledge and experience into the classroom coupled with practical “real world” application.

Course Technology & Skills

Minimum Technology Requirements

- Canvas Learning Management System
- UNT Email
- Microsoft Office 365: <https://outlook.office.com/>
- Google Docs: <https://docs.google.com/>
- Zoom App: <https://zoom.us/>
- Adobe Reader: <https://get.adobe.com/reader/>
- Computer with an Internet connection
- Web-camera and/or ability to videoconference and record videos
- Web Browser such as:
- Google Chrome: <https://www.google.com/chrome/>
- Mozilla Firefox: <https://www.mozilla.org/en-US/firefox/new/>

Computer Skills & Digital Literacy

- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs
- Using presentation and graphics programs

Technical Assistance

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

UNT Help Desk: [UIT Student Help Desk site](http://www.unt.edu/helpdesk/index.htm) (<http://www.unt.edu/helpdesk/index.htm>)

Email: helpdesk@unt.edu

Phone: 940-565-2324

Telephone Availability:

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

For additional support, visit [Canvas Technical Help](https://community.canvaslms.com/docs/DOC-10554-4212710328)
(<https://community.canvaslms.com/docs/DOC-10554-4212710328>)

Rules of Engagement

Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- Speak from personal experiences. Use “I” statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual’s experiences.
- Use your critical thinking skills to challenge other people’s ideas, instead of attacking individuals.
- Avoid using all caps while communicating digitally. This may be interpreted as “YELLING!”
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using “text-talk” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type. See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (<https://clear.unt.edu/online-communication-tips>) for more information.

Course Requirements

The final grade will be determined based on exams, quizzes, class participation, and assignments.

Exams (200 points Total)

The course has two (2) major required exams (100 points each): a midterm and final exam. The exams will be used to assess your understanding of the terminology and concepts covered in the course.

Assignments

Assignments will consist of a current article review, final project and final project presentation.

Current Article Review Guidelines (4 Article Reviews 100 points each total 400 points)

Students must find a newspaper, magazine or journal article no more than 12 months old that relates to the chapter being studied. The student will prepare a 3-minute synopsis of the article to be given verbally during class. The synopsis should include a **minimum of 2 concepts/key terms related** to the chapter.

Final Group Project (200 points)

Students will create groups to work on this project. You will be allowed to choose your own groups. Please be sure to put together a team that will work well together in terms of schedules, skillsets, goals, etc. All groups must be formed, and potential brands identified by Week 2.

Your assignment is to select a real brand and conduct an audit of that brand. Every group must audit a different brand, so final brand approval from me is necessary. Feel free to pick a service (e.g., non-profit or for-profit) or product (e.g., consumer, technology, etc.) brand. You can choose a brand that you think is currently very strong, one that you think might be currently underperforming, or one that triggers your interest.

The goal of the brand audit is to assess the brand's sources of equity and suggest ways to improve and/or leverage that equity. Each team's audit must include a brand inventory (comprehensive summary of the existing marketing and branding program) and brand exploratory (the result of empirical research), followed by recommendations for brand strategy and strategy implementation.

Final Group Presentation

Each team will present its brand audit during the Week 5 class session. Prepare as if you were an outside consulting group presenting your recommendations for the brand's next steps to the brand's senior leaders. Realize that to convince your audience of your

proposal, you will need to substantiate your recommendations with a clear understanding of the brand and empirical insights. Be sure to leverage key course concepts in your analysis and recommendations. Finally, your presentation must be vivid and engaging.

Attendance/Course Participation (200 points)

Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. As part of your learning experience in this course, you will be required to participate in several in-class and online discussions.

Assignment	Points of Final Grade
Exams (Mid-Term & Final Exam)	200
Assignments (4 Article Reviews)	400
Group Project	200
Attendance & Course Participation	200
Total	1000

Grading Points

- A = 900-1000
- B = 800-890
- C = 700-790
- D = 600-690
- F = 0-599

Course Evaluation

Student Perceptions of Teaching (SPOT) is the student evaluation system for UNT and allows students the ability to confidentially provide constructive feedback to their instructor and department to improve the quality of student experiences in the course.

Course Policies

Assignment Policy

Most, but not all, quizzes and assignments for the module/week will be **due by Sunday at 11:59PM**. All written assignments should be submitted as a .doc or .pdf file. Please refer to the course schedule for the actual start and end dates for each module/week.

The University is committed to providing a reliable online system to all users.

However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324

and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

Examination Policy

For those students who have a legitimate, documented, University approved excuse for missing an exam or quiz, a make-up attempt will be offered. If you lose your Internet connection during an exam, please be sure to contact me immediately. If you have issues accessing Canvas, please contact the Student Helpdesk and document the remedy ticket number before contacting me.

Instructor Responsibilities and Feedback

- My responsibilities in the course are: (1) helping students grow and learn, (2) providing clear instructions for projects and assessments, (3) answering questions about assignments, (4) identifying additional resources as necessary, (5) providing grading rubrics, and (6) reviewing and updating course content, etc.
- You will be evaluated through classroom discussions, presentations, papers, and exams. The average email response time is 24-48hrs. Most assignments will be graded within a week of their submission.

Late Work

All work must be completed as scheduled. Late assignments will not be accepted and will result in a grade of 0 unless special arrangements are made with the instructor. Students who anticipate any difficulties in this class due to personal circumstances should discuss these matters in advance with the instructor.

Attendance Policy

This is face-to-face instruction with online learning activities. Regular class attendance and informed participation is required. Excessive absences could cause one to be automatically dropped from the course with an undesirable grade. If you expect to be absent for an extended period, please let me know AS SOON AS POSSIBLE. It is the responsibility of the student to inform me about their absences. Visit the [University of North Texas' Attendance Policy](http://policy.unt.edu/policy/15-2-) (<http://policy.unt.edu/policy/15-2->) to learn more.

Class Participation

Students are expected to be prepared by reading the appropriate materials so that they can participate in group discussions and other works assigned in the class. In organizations where more work is done in teams, an important part of a person's contribution is the way he or she participates in meetings. The percentage of the grade assigned to course participation is partially designed to encourage you to enhance and test your abilities in this area. Participation concerns both quality and quantity.

Syllabus Change Policy

The instructor reserves the right to make changes to this course schedule. It is the student's responsibility to make note of these changes as announced in class or to be aware of these changes as they are posted in Canvas.

UNT Policies

Academic Integrity Policy

The policies stated here are taken from the University of North Texas Student Guidebook (for more details please see - <http://vpaa.unt.edu/academic-integrity.htm>). You are responsible for information published by the university in its official publication/website.

Scholastic integrity must be exhibited in your academic work, conduct, and methods. Academic work for which you receive an individual grade must be your original, individual effort. Although you may discuss assignments with others, the work you submit for a grade must be solely your own. If, in the instructor's opinion, any evidence exists that all or part of the work you submit for grading is that of another person, you (and the other person) will be given a zero for the assignment. This is one form of scholastic dishonesty. A second incident of academic misconduct will result in a grade of F in this course. You (and anyone involved with you) will be given an F in this course, if you are found to have cheated on an exam or collaborated on an assignment with another student. Further action on incidents of scholastic misconduct will be referred to the dean of Students.

The term cheating includes, but not limited to, (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university. The term plagiarism includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full or clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.) See following websites for more details:

https://vpaa.unt.edu/sites/default/files/IMCE/inserts/opr0007/academic_integrity_module_for_canvas.pdf and <https://vpaa.unt.edu/ss/integrity>

ADA Policy

The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodations. Please see the instructor as soon as possible to discuss this matter.

Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies,

procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

Acceptable Student Behavior

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT's [Code of Student Conduct](https://deanofstudents.unt.edu/conduct) (<https://deanofstudents.unt.edu/conduct>) to learn more.

Access to Information - Eagle Connect

Students' access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to a student's

Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail [Eagle Connect](https://it.unt.edu/eagleconnect) (<https://it.unt.edu/eagleconnect>).

Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. Students will receive an email from "UNT SPOT Course Evaluations via IASystem

Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the [SPOT website](http://spot.unt.edu/) (<http://spot.unt.edu/>) or email spot@unt.edu.

Survivor Advocacy

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct. Federal laws and UNT policies prohibit discrimination on the basis of sex as well as sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking and/or sexual assault, there are campus resources available to provide support and assistance. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565-2648.

Important Notice for F-1 Students taking Distance Education Courses

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the [Electronic Code of Federal Regulations website](http://www.ecfr.gov/) (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on- line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

Student Verification

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See [UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses](https://policy.unt.edu/policy/07-002) (<https://policy.unt.edu/policy/07-002>).

Use of Student Work

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission. Download the UNT System Permission, Waiver and Release Form

Transmission and Recording of Student Images in Electronically-Delivered Courses

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also

advised to provide accommodation for students who do not wish to appear in class recordings.

Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's

Academic Support & Student Services

Student Support Services

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- [Student Health and Wellness Center](https://studentaffairs.unt.edu/student-health-and-wellness-center) (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (<https://studentaffairs.unt.edu/care>)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Chosen Names

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

**UNT eUIDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

Additional Student Support Services

- [Registrar](https://registrar.unt.edu/registration) (https://registrar.unt.edu/registration)
- [Financial Aid](https://financialaid.unt.edu/) (https://financialaid.unt.edu/)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (https://studentaffairs.unt.edu/student-legal-services)
- [Career Center](https://studentaffairs.unt.edu/career-center) (https://studentaffairs.unt.edu/career-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [UNT Food Pantry](https://studentaffairs.unt.edu/desresources/programs/food-pantry/index.html) (https://studentaffairs.unt.edu/desresources/programs/food-pantry/index.html)

Academic Support Services

- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (https://clear.unt.edu/canvas/student-resources)
- [Academic Success Center](https://success.unt.edu/asc) (https://success.unt.edu/asc)
- [UNT Libraries](https://library.unt.edu/) (https://library.unt.edu/)
- [Writing Lab](http://writingcenter.unt.edu/) (http://writingcenter.unt.edu/)

Tentative Course Schedule

Week 1	May 18-24 Chapter 1 Brands and Brand Management Chapter 2 Customer-Based Brand Equity and Brand Positioning Chapter 3 Brand Resonance and Brand Value Chain
Week 2	May 25-May 31 Chapter 4 Choosing Brand Elements to Build Brand Equity Chapter 5 Designing Marketing Programs to Build Brand Equity Chapter 6 Integrating Marketing Communications to Build Brand Equity
Week 3	June 1-June 7 Chapter 7 Branding in the Digital Era Chapter 9 Developing a Brand Equity Measurement and Management System Chapter 10 Measuring Sources of Brand Equity: Capturing Customer Mind-Set.
Week 4	June 8-June 14 Chapter 12 Designing and Implementing Brand Architecture Strategies Chapter 14 Managing Brands Over Time Chapter 15 Managing Brands Over Geographic Boundaries and Market Segments

Week 5 **June 15-June 19**
Final Project Presentation
Final Exam

Deviation

The instructor reserves the right to make changes to this course schedule. It is the student's responsibility to make note of these changes as announced in class or to be aware of these changes as they are posted in the learning management system.

Other Course Policies

Netiquette

Students are expected to be respectful of peers' opinions expressed in the discussion postings. Written text can easily be misinterpreted, so if you feel particularly strong about a point, it may be best to write it out first as a draft and then review it before posting it. Also remember to read your messages aloud for clarity before hitting the send/submit button and to avoid the excessive use of exclamation points.

Email Requirement

Students are required to utilize the UNT email account assigned to them by the University. It is the student's responsibility to activate the account and keep it current. Communication and appointment setting with students will occur via the UNT email system. I strongly advise checking your UNT email daily.

Incomplete Grade

An Incomplete Grade ("I") is a non-punitive grade given only during the last one-fourth of a term/semester and only if a student (1) is passing the course and (2) has a justifiable and documented reason, beyond the control of the student (such as serious illness or military service), for not completing the work on schedule. The student must arrange with the instructor to finish the course at a later date by completing specific requirements. These requirements must be listed on a Request for Grade of Incomplete form signed by the instructor, student, and department chair; and also entered on the grade roster by the instructor. Grades of "I" assigned to an undergraduate course at the end of the Fall 2007 semester and later, will default to "F" unless the instructor has designated a different automatic grade.

A student may remove a grade of "I" within one year by completing the stipulated work. After completion of the stipulated work the instructor of record records the final grade on a UNT Grade Change Form and obtains the department chair's signature. The instructor's academic dean completes processing with the Registrar's Office, where the grade point average is adjusted accordingly. For undergraduate courses taken Fall 2007 or later, if a student does not complete the stipulated work within the time specified, the grade will default to F unless the instructor has designated a different automatic grade. The GPA is adjusted accordingly, and the student will be subject to academic penalty should any exist.

