

DBLN BUSN 3372

International Marketing

Course Description

This International Marketing course will help you develop an understanding of the scope and challenges of marketing in the international context. The course examines how the global dimensions technology, research, capital investment and production impact marketing, distribution and communication networks. The breadth of this course will provide insights into the increasingly interdependent global economic and physical environment and its impact on international marketing. Globalisation has led to increasing interdependence. 'Connecting the dots' has thus become essential to the survival and success of businesses, even those not operating in the international arena. By examining these linkages, the students will gain an understanding of how companies develop strategic plans that are competitive to survive and succeed in these global markets. The unique localised content provided by the CAPA centres will present further regional insights into the key issues surrounding marketing from an international perspective.

Localised Context

With its global presence, CAPA offers students the opportunity to enrich their academic experience by exposing and exploring the localised context of the CAPA Dublin Centre.

Ireland is a small open economy, and its financial well-being depends largely on international trade and influenced by global markets. As one of the 27 member states of the European Union (EU), Ireland has a modern economy based on free trade and foreign direct investment (fdi) as the pathways to growth. Ireland's high competitiveness rankings is attributed to three key areas including access to talent, openness to foreign ideas and agility to respond to new challenges.

Dublin is an entrepreneurial city and home to many of the world's top players in technology, finance, professional services, and science & health. The vibrant culture, creative economy, and business friendly environment makes it the ideal location for students to immerse themselves while exploring a city that consistently ranks as a one the top European cities of culture and competitiveness.

Course Aims

The more general aims of this course are to:

- Provide an understanding of the scope and function of international marketing theory and practice.
- Increase knowledge and skills to help in developing international market entry strategies.

- Develop skills related to the analysis of international marketing data, in particular the use of secondary data in assessing the international marketing opportunities.

Students should emerge from this course as knowledgeable business managers, capable of formulating marketing objectives, collecting and analysing data, and completing international marketing research projects. Hopefully, students will learn a great deal about international and global marketing and will be able to apply their knowledge in their personal, disciplinary, and professional endeavors. Ideally, they should gain valuable experience and knowledge and enjoy themselves in the process.

Requirements and Prerequisites

Students must have a business or marketing background and have taken a course in introductory marketing. The course emphasizes this academic area from a global perspective. Students with a high degree of motivation and desire to learn about the international and global aspects of business will benefit from this course.

Learning Outcomes

After taking this course, students should be able to:

- Understand the scope and challenges of international marketing, and the interplay between political globalisation and development and operation of key political institutions at local, regional, national and supranational scales.
- Recognise the cultural environment of global markets, business and management approaches
- Develop an understanding of the political environment within which international marketing operates and appreciation of dimensions of diversity and of the interplay among them, including ethnicity, sexuality and gender
- Gain perspectives to assess global market opportunities and threats
- Develop an analytical toolbox for international marketing analysis
- Gain an understanding of regional issues in global marketing - the Americas. Asia-Pacific & Europe. Africa & the Middle East
- Develop an understanding of global consumer and B2B marketing strategies

Class Methodology

This class will be participative and will require students to contribute individually and as part of a team. The course content and delivery will create a framework where students reflect critically on the weekly discussion topics. The students will be expected to devote an hour per day keeping up with the current global issues in international business, politics and society. Expected reading sources should include *Bloomberg Business*, *The Economist*, *Financial Times* and *The Irish Times*. The teaching and learning methods will be a blend of the following:

- Lectures
- Reflections & observations
- Readings on current topics
- Class discussions and case studies
- Student presentations and two research papers.

Active Learning

CEA CAPA courses are designed to include a variety of active learning components that will take you out of the classroom and allow you to explore your local host city.

Dublin is consistently ranked as one of the best cities in the world to do business. The lifestyle and opportunities Dublin provides, attracts both homegrown and international talent to this diverse and energetic city. Dublin's well-educated, English-speaking workforce and strong ties to the EU and US make this city the ideal place for students to immerse themselves in a rich contextual environment to apply the learning outcomes from this course in their workplace. Clusters of both Irish and international players across a range of industries including technology, financial services, professional services, life sciences, logistics and storage, arts and recreation, provide an ideal learning environment for scholars of international business. Findings and observations from these experiences can be used to enrich the content of your project and research papers.

Mid-Term & Final Assessment

3

Midterm research paper: **35%**

Final Project and Presentation **40%** (Written work 30% and End Term Presentation 10%)

Engagement & case study analytical comments:**25%**

(including two presentations in weeks 4 and 9, each presentation 5% and 15% for class participation and case study analytical comments)

Students must complete all required components for this course by the established deadlines. Failure to do so will result in a reduction of the course grade and may result in a grade of F for the course in question.

Mid-term Research Paper: 35% weight

Mid-term research paper submission deadline: **Week 6.**

This will be an individual assignment to be submitted prior to the mid-term break and will cover the week 1-6 class topics. The mid-term research paper questions will be assigned in Week 1, giving you one month for preparation. You are required to present an analytical commentary by applying the various readings for the course. The assessment of your mid-term paper will be based on your application of the theories, examples and content of the weekly seminars and class discussions as well as the course reading material.

Engagement & Case Study Analytical Comments: 25% weight

The class participation assessment component includes preparation for the weekly classes and the quality (rather than quantity) of your participation. There will be case studies assigned for class discussion each week. You are required to work closely with your final research project partners in preparing for these class discussions. It is important to cover the reading assignments in advance of the weekly class. This will allow us to focus selectively on the key material and raise

the level of class discussion. You will be graded for this assessment component based on your level of preparedness and quality of class interventions.

Localised Context: The students are required to identify relevant research paper topics within the localised context of Ireland and Europe to benefit from their presence in Dublin and Europe. These research paper topics should be discussed with the lecturer in advance. Preparatory work would include developing good reading sources such as the Irish Times, Enterprise Ireland Reports and Publications, *Financial Times*, the *Economist*, to gain a better understanding of the localised context.

Grade Breakdown and Assessment of Learning Outcomes

Assessment Task	Grade %	Learning Outcomes	Due Date
Class participation/Small group discussions (including two presentations in weeks 4 and 9)	25%	a,b,c,d	Weekly
Mid-term research paper	35%	a,b,c,d,e	Week 6
Final Project and oral presentation (written work 20% + oral presentation 10%) 1 x 20-25 min. group presentation	40%	All	Week 13 (presentation) Week 14 (Group Report)

Assignments

(Midterm research paper - **Due In week 6**)

- A) Visit the home pages of one or more multinational firms you are interested in. Follow the links J- to find out about the company's products, pricing, distribution, and marketing communications strategies. Do a search of the web for other information about the companies. Your report should focus on any country of your choice, except US.

Based on your findings, answer the following questions:

1. What is the organisation's business? What is the overall purpose of the organisation? What does the organisation hope to achieve?
2. What customer does the business want to serve?
3. What elements of the web page specifically reflect the business of the organisation? How is the web page designed to attract the organisation's customers?
4. Do you think the marketing strategies and other activities of the firm are consistent with its mission? Why do you think feel this way?
5. Develop a report based on your findings and conclusions about the firm (**3000 words, therefore +/-10% tolerance level**)

You are required to use sound and relevant international marketing theories to underpin your work. *Therefore, it is imperative that you demonstrate thorough knowledge and understanding of international marketing concepts and theories within the context (Submission must be hard copy and electronic copy via Turnitin in Canvas due Week 6)* Use referencing sources - use 4-5 relevant articles (web sites are not included on the list)

This assessment designed to test students':

- Ability to demonstrate a clear understanding of international marketing principles.
- Ability to apply theory to practical examples and situations
- Ability to include a degree of originality in the answer
- Basic research and information retrieval techniques
- Ability to produce a comprehensive synthesis of the argument within the given space limitations
- Reference skills (see APA referencing style)
- Ability to produce and present work of a high academic standard

Group Presentation- Week 4 (5%)

The purpose of this presentation is to begin to develop an understanding of a culture other than your own and how customer differences lead to changes in the ways international marketing strategies and socially responsible decision marketing can be implemented in that culture. Culture is inextricably linked to market segmentation and positioning strategies in a given marketing context. To this effect, you are required to critically undertake the following tasks.

1. As part of a small group, select a country you would like to know more about and a product you think could be successful in that market. As a first step, gather information about the country. You will probably need to investigate other sources of information, such as books and magazines found in your library, or access information from the web (country and product information).
2. Prepare a summary of your findings that includes the following:

- a. An overall description of the country, including such factors as its history, economy, religions and so on, that might affect marketing of the product you have selected
- b. A description of the cultural values and business ethics dominant in the country.
- c. The current status of this product in the country.
- d. Your recommendations for a product strategy (product design, package, brand name, price and so on)
- e. Your recommendations for promotional strategies.

Develop a class presentation (20 - 25 minutes) that includes four major parts:

- a. Introduction - a brief overview of the country, product and problem studied.
- b. Business ethics, cultural values, religions, economy etc
- c. Methodology: the type of research used, the techniques used to gather the data (and why they were chosen - primary and secondary approaches)
- d. Results - a compilation of the findings, including cultural values, business ethics, product differences etc.
- e. Recommendations: a list of recommendations for actions management that might be based on the conclusions drawn from the study.
- f. References - lists of journal papers, textbooks etc

You are required to hand in hard copy of your presentation slides to me before your presentation

Group Presentation (2) - week 9 (5%)

You are required to choose two or three international brands from the following sectors: **fast food, fashion, airlines, grocery, beverages, entertainment, automobile**. Therefore, your presentation should focus on two or three brands only (2 or 3 brands collectively). Go to their websites and click through to a selection of their national sites in countries with a different socio- economic profile to your own. Critically analyse what is common between the product lines and the promotional messages between the different countries in which the company operates. Then try and identify ways in which the product offerings have been adapted to meet local conditions. **Your report should be supported with relevant international marketing theories.**

You are required to prepare 20 -25 minutes power point presentation on your findings. You may consider the following points:

1. Focus/Background of organisations/brands
2. Marketing research overview
3. Major findings
4. Conclusion
5. References

Final Project Assessment and Grading (30% on the written Report, 10% on the Presentation. Total of 40%)

The group project will expect in-depth engagement with relevant international marketing knowledge and will help students build skills required for collaborative and multidisciplinary work. The group project involves the development of an international marketing plan for an actual company. In general, the international marketing plan will involve the development of a strategic plan for a 'real' company that is considering (a) entering a new country, or (b) considering the entry of a new product/service to an existing international market, or (c) both. Many firms, when going global, need to gather information pertaining to the environment, competition, infrastructure, and specific product/market marketing

strategies when entering a country. More specifically, the international marketing plan will need to be comprised of sections on Cultural Analysis, Economic Analysis, Market Audit and Competitive Market Analysis, and Preliminary Marketing Plan. Student groups are expected to develop a detailed market entry plan that will involve making decisions on issues such as:

- local partners;
- mode of entry;
- positioning;
- the 4 P's (product, place, promotion and price), including the extent of standardisation vs. adaptation with respect to domestic or other international marketing plans already in place; and
- managing, measuring and controlling the international marketing effort.

Students are expected to form project groups (3-4 students per group only) and to *identify a company within the first three (3) weeks of class*. The company may be large or small, local or international, have existing products/services or considering new products/services. Students *will not* be permitted to work on fictitious companies.

Students are expected to utilise numerous data sources in compiling their project, such as government (country) and non-government sources (UN, Worldbank, IMF, etc.), internal company records, consulting, legal and advertising firms, country-specific internet sites, trade statistics, embassy resources, etc. By the third week of class **groups are expected to submit a project proposal** that includes: overview of the company partner, product/services involved, country in which company is considering entering, sources of information expecting to be used, and allocation of tasks among group members. **This proposal should be no more than three (3) pages in length**. While this proposal is not assigned project assessment marks, the lecturer uses this proposal to determine the feasibility in the student group project, and reserves the right to ask student groups to revise their proposal and/or clarify certain aspects of the proposal prior to commencing data collection.

The final report should be **3,000 words** (10% +/- tolerance level and double spacing), *excluding appendices and references*. The emphasis is not on bulk writing but clearly expressed and supported arguments, as well as creative ideas. Make sure the report is a coherent argument from start to finish. You should not leave the reader to make inferences from what you have written. This means that the argument and data you use to support your points should be made explicit. As well, you must include detailed supplementary material in appendices to support the analysis presented in your entry plan. Students are expected to acknowledge the source of ideas and expressions used in all academic work, using APA referencing system. **Each group is expected to summarise the content of their report in a power point presentation. The presentation should be between 15-20 mins.**

Top tips for the course

On the assessment in general:

- Ensure you have read the assessment instructions carefully and that you have answered all the questions/points as required.

On the Research Paper

- Use referencing sources - **use 4-5 articles** (web sites are not included on the list)
- Adopt a standard referencing system (APA referencing style is recommended)
- Have an introduction and a conclusion paragraph at the beginning and the end respectively.
Be careful with your writing style, avoid being too colloquial
- Do not write in first person (e.g. I am) develop your own 'bank' of useful sentence links (following on from...; it could be suggested/said/argued...;etc)
- Ensure the links between theory and the examples are established clearly
- Use short examples, whenever possible, to illustrate your points

Course Materials and Required Readings:

Cateora. P. Gilly, M and Graham. J (2013) *International Marketing*. 16 Edition, New York: McGraw-Hill
ISBN: 007715956X

The book is available from McGraw-Hill for electronic download at a 20% student discount by using the link below:

http://www.coursesmart.co.uk/IR/4905885/007715956x?_hdv=6.8

Supplementary Readings

Keegan, W and Green, M (2015) *Global Marketing*. 8th Edition. London: Pearson
Global Marketing, London: Pearson Hall

McDonald. M, Frow, P and Payne, A (2011) *Marketing Plans for Services*. Chichester: Wiley

Mandatory reading journal papers

The following selected papers should be read and incorporated into your research papers and presentations:

Backhaus. K. Muhlfeld. K and Van Doorn, J (2001) Consumer perspectives on standardization in International Advertising: A student sample. *Journal of Advertising Research*, pp. 53 - 61

Cayla, J and Arnould, E (2008) A Cultural Approach to Branding in the Global Marketplace, *Journal of International Marketing*, Vol. 16. No. 4

Kumar. V (2014) Understanding cultural differences in innovation: a conceptual framework and future research directions. *Journal of International Marketing*, Vol. 22. No. 3 pp. 1- 29

Matusitz, J (2010) Disneyland Paris: a case analysis demonstrating how glocalization works. *Journal of Strategic Marketing*, Vol. 18, No.3 pp 223 -237

Ozuem. W. O'Keeffe. A. and Lancaster. G (2015) Leadership Marketing: an exploratory study. *Journal of Strategic Marketing*, Vol 23

Ozuem. W. Thomas. T and Lancaster. G (2015) The Influence of customer loyalty on small island economies: an empirical and exploratory study. *Journal of Strategic Marketing*, Vol 23

Singh. J.. Scriven. J.. Clemente. M.. Lomax, W and Wright, M (2012) New Brand Extensions: Patterns of Success and Failure, *Journal of Advertising Research*, pp. 234 - 242

Srnka. K (2004) Culture's Role in Marketers' Ethical Decision Making: an integrated theoretical framework, *Academy of Marketing Science Review*. Vo. 21. No.1

Useful discipline specific academic journals include (all available online via library):

- European Journal of Marketing
- International Business Review
- International Journal of Research in Marketing
- International Marketing Review
- Journal of Global Marketing
- Journal of International Business Studies

- Journal of International Management
- Journal of International Marketing
- Journal of Marketing
- Journal of Marketing Management
- Journal of Strategic Marketing
- Journal of the Academy of Marketing Science
- Management International Review
- Marketing Theory

Other resources that students should consult to aid the learning process include:

American Marketing Association: <http://www.marketingpower.com/>

Marketing Magazine <http://www.marketingmagazine.co.uk>

Marketing Science Institute: <http://www.msi.org>

Marketing Today: <http://www.marketingtoday.co>

Marketing Week: <http://www.marketingweek.co.uk/>

World Advertising Research Centre: <http://www.warc.com/>

Chartered Institute of Marketing: <http://www.cim.co.uk>

Weekly Course Schedule

Week	Topic
Week 1	<p>In-class activity</p> <ul style="list-style-type: none"> · Course overview & review of assessment guidelines · Research project requirements - localised context · Scope & Challenge of International Marketing · Dynamic Environment of International Trade · Readings: CGG 1 & 2 · <i>In-class activity- Apple versus Samsung: The Battle for Smartphone Supremacy Heats up</i> · <i>Out-of-class activity</i> <ul style="list-style-type: none"> o William, L (1993). "Changing Dimensions of International Marketing Management." <i>Journal of International Marketing</i> 1, no. 3, pp. 93-103.
Week 2	<p>How Cultural Differences affect Organisations</p> <ul style="list-style-type: none"> · Readings: CGG 3, 4 & 5 · Cultural Environment of Global Markets · History & Geography: The Foundations of Culture · Cultural Dynamics in Assessing Global Markets · Dynamics of Global Population Trends · Culture, Management Style & Business Systems · In-class activity: Soccer and the Fashion World · <i>Out-of-class activity</i> <ul style="list-style-type: none"> o Jacobs. Laurence E., Charles Keown. Reginald Worthley, and Kyung-I Ghymn. "Cross-Cultural Colour Comparisons: Global Marketers Beware!" <i>International Marketing Review</i> 8. no. 3 (1991). pp. 21-30
Week 3	<p>How Cultural Differences affect Organisations</p> <ul style="list-style-type: none"> · Readings: CGG 3, 4 & 5 · Cultural Environment of Global Markets · History & Geography: The Foundations of Culture · Cultural Dynamics in Assessing Global Markets · Dynamics of Global Population Trends · Culture, Management Style & Business Systems · In-class activity: Soccer and the Fashion World · <i>Out-of-class activity</i> <ul style="list-style-type: none"> o Jacobs. Laurence E., Charles Keown. Reginald Worthley, and Kyung-I Ghymn. "Cross-Cultural Colour Comparisons: Global Marketers Beware!" <i>International Marketing Review</i> 8. no. 3 (1991). pp. 21-30

<p>Week 4</p>	<p>Assessing Global Market Opportunities is. > Readings: CGG 4 ^ > Developing a Global Vision through Marketing Research</p> <ul style="list-style-type: none"> · Defining the Problem & Establishing Research Objectives · Issues with Primary & Secondary Data · Problems with Data Analysis & Interpretation · In-class activity <ul style="list-style-type: none"> o <i>Research Helps Whirlpool Keep Its Cool at Home, Act Local in Emerging Markets</i> o Group Presentation (1) · Out of class activity: <ul style="list-style-type: none"> o Kumar, V (2014) Understanding cultural differences in innovation: a conceptual framework and future research directions. <i>Journal of International Marketing</i>, Vol. 22. No. 3 pp. 1- 29
<p>Week 5</p>	<p>The Political & International Legal Environment The Economic, Political & International Legal Environment</p> <ul style="list-style-type: none"> · Readings: CGG 6 & 7 · The Political Environment: A Critical Concern · Political Risks of Global Business · The International Legal Environment: Playing by the Rules · Bases for Legal Systems & International Dispute Resolution · Protection of Intellectual Property Rights · In class activity: World Trade Goes Bananas · Out-of class activity <ul style="list-style-type: none"> o Ozuem. W. O’Keeffe. A. and Lancaster. G (2015) Leadership Marketing: an exploratory study, <i>Journal of Strategic Marketing</i>, Vol 23
<p>Week 6</p>	<p>The Political & International Legal Environment The Economic, Political & International Legal Environment</p> <ul style="list-style-type: none"> · Readings: CGG 6 & 7 · The Political Environment: A Critical Concern · Political Risks of Global Business · The International Legal Environment: Playing by the Rules · Bases for Legal Systems & International Dispute Resolution · Protection of Intellectual Property Rights · In class activity: World Trade Goes Bananas · Out-of class activity <ul style="list-style-type: none"> o Ozuem. W. O’Keeffe. A. and Lancaster. G (2015) Leadership Marketing: an exploratory study, <i>Journal of Strategic Marketing</i>, Vol 23

	<p>1) Field Study 2) Mid term paper submission due</p>
Week 7	Mid-Term
Week 8	<p>Regional Focus: Part 2 - Europe, Africa & the Middle East (EAME)</p> <ul style="list-style-type: none"> · Readings: CGG 10 · Economic, Political, Geographic & Cultural Factors · Patterns for Multinational Cooperation · Europe: European Integration, European Union, Eastern Europe & Baltic States, The Commonwealth of Independent States · Africa: Middle East & North Africa · Implications of Market Integration · In-class activity: Might Free Trade Bring Peace to the Middle East · Out-of class activity Czinkota, M R (1995). "The World Trade Organization - Perspectives and Prospects," <i>Journal of International Marketing</i> 3, no. 1, pp. 85-92
Week 9	<p>Regional Focus: Part 3 - Asia Pacific Region</p> <ul style="list-style-type: none"> · Readings: CGG 11 · Dynamic Growth in the Asia-Pacific Region: Greater China, India, Japan, the Four 'Asian Tigers,' South-East Asia · Bottom-of-the-Pyramid Markets · Asia-Pacific Trade Associations: ASEAN, APEC · Focus on Diversity within China · In-class activity: UAE'S Tourism and Conservation efforts · Out-of class activity: <ul style="list-style-type: none"> o Backhaus. K. Muhlfeld. K and Van Doorn, J (2001) Consumer perspectives on standardization in International Advertising: A student sample. <i>Journal of Advertising Research</i>, pp. 53 - 61 o Group Presentation (2)
Week 10	<p>Field Study: TBC</p> <ul style="list-style-type: none"> · Differentiate among trademark pre-emption, counterfeiting, piracy, and suggest ways in which firms can seek to minimize each of these · Identify the strengths and weaknesses of global brands versus of local brands · Explain how culture can affect key aspects of international brands · Out-of class activity <ul style="list-style-type: none"> o Cayla. J and Arnould. E (2008) A Cultural Approach to Branding in the Global Marketplace. <i>Journal of International Marketing</i>, Vol. 16. No. 4
Week 11	<p>Developing Global Marketing Strategies</p> <ul style="list-style-type: none"> · Readings: CGG 12,13 & 14

	<ul style="list-style-type: none"> · Global Marketing Management · Planning for Global Markets · Alternative Market Entry Strategies · Products and Services for Global Customers · Products & Culture <hr/> <ul style="list-style-type: none"> Products & Services for Business: the B2B Markets · Pricing and International Negotiation · <i>In-class activity</i> <ul style="list-style-type: none"> o <i>Jaguar's Passage to India</i> o <i>Can Interbrew sell more beer to the heavy drinking Czechs?</i> · <i>Out-of class activity</i> <ul style="list-style-type: none"> o Srnka, K (2004) Culture's Role in Marketers' Ethical Decision Making: an integrated theoretical framework. <i>Academy of Marketing Science Review</i>. Vo. 21. No.1
Week 12	<p>International Marketing Channels. Communications & Advertising</p> <ul style="list-style-type: none"> · Readings: CGG 15 & 16 · Channel-of-Distribution Structures · Alternative Middleman Choices · Cost Factors in Choice of Channels · Channel Management · The Internet as a Channel · Advertising Strategy & Goals · Media Planning & Message Management · <i>In class activity: Samsung: Launching People</i> · <i>Out-of class activity:</i> <ul style="list-style-type: none"> o <i>Ozuem, W, Howell, K and Lancaster, G (2008) Communicating in the new interactive marketplace, European Journal of Marketing, 42: 9/10</i>
Week 13	<p>Pricing for International Markets & International Negotiations</p> <ul style="list-style-type: none"> · Readings: CGG 18 & 19 · Pricing Policy · Approaches to International Pricing · Leasing in International Markets · Foreign Commercial Payments · Dangers of Stereotypes · Pervasive Impact of culture in International Negotiations · Creative Solutions in International Negotiations · <i>In class activity: America's Cuban Conundrum; and Gambling Goes Global on the Internet</i> · <i>Out-of class activity: Vogel, D (1992). "The Globalization of Business Ethics: Why America Remains Distinctive." California Management Review 35, no. 1, pp. 30-49</i> <p>Final Group Project Presentation/Feedback</p>
Week 14	Synthesis and Review. Final Group Project due

Presentation Grading Criteria

Students' Names:

Conceptual awareness (40%)	F	D	C/C+	B-/B	B+	A-	A
Applied concepts to their product or brand – conceptual understanding							
Undertaken application and some brief analysis of International issues							
Appropriate referencing (you are required to use APA)							
Creativity & appropriateness of campaign ideas							
Style/clarity of expression (20%)							
Clearly spoken							
Easy to follow							
Eye contact with audience							
Enthusiastic							
Use of visual aids (20%)							
Graphics featured key points and limited text Appropriate props introduced							
Explained purpose & helped illustrate point being made							
Ability to answer questions (20%)							
Confident/at ease							
Fielded questions honestly							
Group as a whole able to answer any questions/support each other appropriately							
Group as a whole able to ask appropriate questions							
Other Comments:							
Final Grade:							

CEA CAPA Academic Policies

To see all CEA CAPA academic policies outlined, please use the following links. Students are expected to review and understand all CEA CAPA student policies, including the academic policies outlined online. CEA CAPA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time.

Class & Instructor Policies can be found [here](#)
 General Academic Policies can be found [here](#)