The mission of the Stillman School of Business is to enrich each student’s life through an ethics-centered education focusing on transforming concepts into business practice.
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**Class Meetings, Office Hours and Final Exams**

The academic calendar specifies the number of required class meetings for each semester as well as the time and date of final examinations for all graduate and undergraduate classes. The Seton Hall University Faculty Guide clearly states that faculty members are obligated to follow the university calendar (Section 7.2 e) and must meet each class as scheduled (Section 7.3 b. 3).

Thus, all instructors are expected to hold class on each designated meeting date (or, in the alternative, to make up the class or designate a qualified substitute) and to give final examinations at the appropriate date and time during finals week. Either an in-class examination or a final class meeting must be scheduled for the appropriate date and time during finals week. Faculty are not permitted to give exams early in an effort to conclude the course prior to the date of the scheduled final examination. The detailed exam schedule, including the date and time of the exam is posted by the Registrar’s Office prior to the start of the semester.

In accordance with the Faculty Guide, full-time faculty members must schedule office hours for at least three hours per week. Scheduled office hours should be posted on each faculty member’s office door and listed on each course syllabus. If a faculty member is unable to meet his/her office hours on a particular date, he or she should notify the departmental secretary and ask that a note be posted on his/her office door to advise students of the cancellation. In addition, as a courtesy to students, it would be a good idea to post an announcement of the cancellation of office hours in the course Blackboard portal. Finally, in order to create an environment that encourages student/faculty interaction, faculty members should keep their office doors open during their posted office hours.

In light of their obligation to meet each class as scheduled and to be available for regular office hours, faculty members **should not schedule vacation time that will conflict with class meetings** during a semester in which they are teaching. In addition, faculty members generally should be present to proctor their own examinations. In the event that a faculty member must be absent from a scheduled in-class examination, that faculty member must arrange for an appropriate individual to proctor the exam and should specifically provide for a method by which questions that arise during the exam can be resolved. Departmental secretaries should not be used as proctors for in-class exams or make-up exams.

Any departures from these policies should be for extraordinary circumstances only and must have the prior approval of the Department Chair and the Associate Dean for Undergraduate & MBA Curricula. All faculty members are obliged to notify their Department Chairs of classes from which they will be absent.
E-mail Communication

SHU e-mail is the official method of communication within the School and University, and many important notices and reminders are issued via the e-mail system. **All Stillman instructors, including both full-time and adjunct faculty, should regularly check their SHU e-mail accounts.** In addition, because both undergraduate and graduate students are told that they are responsible for checking their SHU e-mail, faculty generally should direct communications with students to their SHU e-mail addresses instead of their personal or professional e-mail accounts.

Faculty and students can have e-mail messages from their Seton Hall University e-mail accounts directed to their personal e-mail accounts by making arrangements with the Seton Hall University Technology Help Desk at (973) 275-2222. Any problems with SHU e-mail accounts also should be directed to the Technology Help Desk.

Consistent with the School’s core values of integrity and professionalism, faculty should require that e-mail communications from students be prepared in a professional manner, with an appropriate greeting, subject line and text that is properly capitalized and punctuated.

Course Syllabi

Course syllabi should be distributed during the first class meeting. The immediate presentation of specific course guidelines and expectations reduces students’ uncertainty and sets a tone that it is time to “get to work.”

The course syllabus should include the following items:

- Meeting days and times.
- Building and classroom number.
- Your telephone and e-mail address; your secretary’s telephone and e-mail address.
- Office hours (at least 3 hours per week should be scheduled).
- The mission of the Stillman School of Business:

  The mission of the Stillman School of Business is to enrich each student’s life through an ethics-centered education focusing on transforming concepts into business practice.

- Instructors teaching courses in Accounting should also include the Accounting Department’s mission:

  The mission of the Department of Accounting and Taxation is to prepare students to assume roles as accounting professionals in a global society and to advance the body of knowledge in the discipline. Our curricula, delivered in an environment characterized by small classes and extensive faculty-student engagement, provide innovative and high-quality educational experiences that emphasize technical knowledge, analytical and communication skills, proficiency in information technology, and ethics. Our programs
are strengthened both by the contributions made by our industry partners and the ethical philosophy of the University.

- Course description, including number of credit hours and course prerequisites.
- Required texts and supplements.
- The specific competencies to be covered in the course, along with a short description of how those competencies are to be developed or enhanced.
- Deadline for course withdrawals. (The deadline for course withdrawals in the Fall/Spring semester is generally Friday of the eighth week of classes.)
- Methods to be used in evaluation and grading, including your specific policies with respect to class participation and extra credit, if any.
- Policies regarding late work and make-up examinations.
- Penalties for actions that constitute academic dishonesty. Please see the subsection on “Academic Dishonesty” (see Table of Contents).
- An outline of class activities and topical coverage by date, including scheduled examination dates and due dates for assigned work.

Appendix A lists the specific competencies that are associated with each undergraduate core course. Appendix B provides a description of the M.B.A. program competencies.

**Syllabus Repository**

The Stillman Syllabus Repository is an electronic database that contains syllabi for all courses offered by the Stillman School. The Repository can be accessed, while on campus, from the Lotus Notes Workspace. An electronic version of all completed course syllabi should be sent directly to both Ms. Melody Puliti (pulitime@shu.edu) and to the appropriate department chair within one week of the start of classes so that syllabi can be loaded into the Stillman Syllabus Repository in a timely manner. Adjunct professors must deliver their course syllabus to Ms. Puliti in order to receive their parking permit. Department chairs should check to make sure that adjunct professors submit their syllabi to Ms. Puliti.

**Course Rosters and Prerequisites**

Information on class enrollments and summary or detailed class lists can be obtained from the Banner system. Instructors also can obtain a current class roster for any course they are teaching by accessing the Blackboard portal for that particular course.

While screening for course prerequisites is conducted by the Registrar’s Office and our Student Information Office (JH 526), please scan your rosters for any cases that might suggest that prerequisite requirements have not been fulfilled (e.g., sophomores enrolled in a senior-level class). If you encounter a situation that appears to be a violation, please inform the student of the prerequisite requirements and notify the Associate Dean of Academic Services by e-mail (or, copy the Associate Dean on an e-mail message to the student). In addition, please be sure to remind students of the course prerequisites on the first day of class as you review the syllabus with them.
Closed Courses

Faculty members should consult with their department chairs and the Student Information Office (JH 526 or 973-761-9222) before signing students into closed course sections. In many cases, the Student Information Office will have a wait list for students wishing to enroll in closed sections.

Book Orders

Detailed instructions for placing textbook orders with the SHU Bookstore can be found at the following URL:

http://tinyurl.com/nje56ak

You should confirm that your books and additional course materials have arrived at the bookstore and are consistent with the order that you placed. You can verify the information that the SHU Bookstore has available for your course online by accessing the following URL:

http://www.bkstr.com/setonhallstore/shop/books/textbooks-and-course-materials

At this point, if you enter the specific information for your class, you will be given the textbook information for the course. You also may want to stop by in person to make sure that the appropriate texts and materials are in stock.

Classroom Facilities and Media Equipment

Media equipment and computer lab facilities are available, by advance reservation only, from the Media Services department of the Teaching, Learning & Technology Center (TLTC). A minimum of two business days notice must be given for any equipment or facility use request. Public labs can only be reserved for actual instruction time involving the use of the lab computers. Instructions for making media equipment or lab reservations, as well as a listing of available equipment and lab facilities, can be found on the TLTC Web site at http://www.shu.edu/offices/technology/classroom-and-event-support.cfm

Instructors are encouraged to stop by their assigned classrooms prior to the beginning of classes to verify that the assigned space is sufficient for their needs and the size of the class. All requests for classroom changes should be directed to the Stillman School’s Director of Scheduling and Analysis.

Accommodations for Students with Disabilities

Faculty are expected to make recommended accommodations for those students with documented learning or test-taking disabilities to the extent that these accommodations are feasible and do not substantially compromise the academic standards of the course or degree
program. Students are expected to communicate any special needs or requests for accommodation directly to their instructors. Questions about appropriate accommodations for disabled students should be directed to the Office of Disability Support Services at 973-313-6003.

**Teacher/Course Evaluations**

The faculty of the Stillman School has established a process whereby each course is evaluated using a standard instrument. In this way, important information can be obtained to improve the teaching/learning environment. All faculty members are obliged to follow this process. As each semester draws to a close, faculty members will receive notice as to when their evaluations will take place. Feedback on course evaluations is then given to faculty members approximately four weeks after the conclusion of the semester.

**Submitting Final Grades**

All instructors are required to submit grades electronically via the University’s Banner system. To log in to the system, you must enter the SHU PirateNet portal (just as you would to access your Blackboard course portals and Outlook e-mail). Your username is an eight-letter combination that consists of the first six letters of your last name followed by the first two letters of your first name (all in lowercase). Your password is initially set as the first four letters of your last name (all caps), then the last four digits of your Social Security Number, and the # sign.

Log in to PirateNet

1. From the “Banner Self-Service” panel, click on the “Banner Self-Service” icon.
2. Click on the link “Faculty and Advisers.”
3. Select “Submit Final Grades.”

Information on letter grades and associated quality point weights for undergraduate and graduate courses can be found in the applicable University catalogue.

The Stillman School takes great pride in the fact that it has maintained a track record of 100% grades in “on time.” This is just another way we make manifest our commitment to professionalism in our work as teachers.

**Academic Dishonesty**

If a faculty member determines that an incident of academic dishonesty has occurred and that incident is serious enough to alter the student’s grade, then the faculty member should notify the Dean’s Office so that a note documenting the occurrence can be placed in the student’s file.
Incidents of academic dishonesty by a non-Stillman-School student will be reported to the student’s dean.

A repeat incident of academic dishonesty by a Stillman School student will result in expulsion from the Stillman School and the University.

A repeat incident of academic dishonesty by a non-Stillman student will result in that student being prohibited from taking classes in the Stillman School.

The Dean’s Office will undertake the responsibility of enforcing the regulations regarding repeat incidents.

All syllabi should include a general statement about academic integrity and a statement that describes the consequences associated with the commission of an act of academic dishonesty.

Acts of academic dishonesty include, but are not limited to, the following:

- copying, sharing or obtaining information from any unauthorized source during projects, examinations, or quizzes;
- copying from or unauthorized sharing of homework assignments with another student;
- failing to properly cite sources (including ideas and phrases taken from articles, books, the Internet, etc.);
- attempting to take credit for the intellectual creation of another person as one’s own work;
- falsifying information;
- giving or receiving information about or during a test, quiz or assignment to other students.

**Students “Auditing” a Course**

Students may register to “audit” a course. Under this arrangement, the student pays the university $100 per credit and any required fees to sit in on a specific class. The student generally does not complete the work requirements for the course and is not evaluated by the instructor. An instructor does not receive compensation when a student audits his or her course.

**Independent Study/Directed Research**

Subject to the approval of their department chairs, faculty members may elect to supervise students in the completion of 1, 2, or 3-credit independent study courses. In order to register for an independent study course, the student and the supervising faculty member must complete an “Application for Independent Study” form that details the work requirements to be completed for the project/course. After this form has been submitted to the Student
Information Office and approved by the Associate Dean of Academic Services, the student will be permitted to register for the Independent Study course via an electronic account permit.

Faculty are paid $33/credit for each Independent Study Course that they supervise ($60/credit in summer sessions). Payment is made only after a grade for the course has been submitted. In order to be paid, the supervising faculty member must submit a copy of the completed grade roster for each student supervised to the Associate Dean of Academic Services.

**Incomplete**

Faculty members should assign a grade of “Incomplete” or “I” only in circumstances when an unavoidable situation prevents a student from completing a specific portion of the requirements of a course during the normal semester time frame. Assignment of a grade of “I” gives the student extra time to make up unfinished work. Ordinarily, faculty members should assign the “I” grade only in cases where the student regularly participated in course activities prior to the occurrence of the event or situation that led to his/her inability to complete course requirements.

A grade of “Incomplete” cannot be entered via the University’s online grading system. Instead, in order for the Incomplete to be processed, the student and faculty member must fill out and sign a course adjustment form requesting the “I” grade. The form requires that the faculty member specify a due date for the outstanding work. While the University default deadline for this make-up work is one year, faculty are encouraged to specify as short a completion period as necessary.

The Stillman School also requires that requests for Incompletes with due dates more than one month after the end of the semester be accompanied by a form documenting the details of the student’s situation. The course adjustment form requesting the grade of “I” as well as the accompanying documentation form, if required, must be forwarded to the Associate Dean of Academic Services for approval.

Please keep in mind that different departments may have different procedures/requirements for granting Incompletes. If your department chair has not expressly given you the authorization to grant Incompletes, please consult him or her for guidance. This is especially important if you will not be here in future semesters or if the course is not offered every semester.

If a grade of “I” is not resolved within the time allotted (one year), this grade will be changed automatically and permanently to an “F.”

There have been some rare occasions when faculty have agreed to let a student take more than one year to complete course requirements. In such a case, the office of the Associate Dean of Academic Services must be notified in writing of the exception in advance of the expiration of the one-year period. Questions about these procedures or student requests should be directed to the Associate Dean of Academic Services.
Grade and Other Academic Disputes

Students have the right to appeal grades and other academic decisions made by faculty members. A request for a grade change must be made in writing to the instructor no later than four months from the date of the submission of the final grade in the course. If the matter is not resolved within 10 days from the submission of the request for change, the student has recourse to the University Academic Grievance Policy (SHU Undergraduate & Graduate Catalogues).

The Academic Grievance Process is described in detail in the Seton Hall University Student Handbook (the Student Handbook is published annually by the Division of Student Affairs and can also be accessed from the SHU main Web page). The process requires that the student first communicate with the faculty member in an attempt to resolve the dispute in a satisfactory manner. If a mutually acceptable resolution cannot be achieved, the student must then present the issue to the appropriate department chair. If the department chair is unable to facilitate a satisfactory resolution of the dispute, the process continues with the student making a formal request to the Dean for a face-to-face hearing mediated by a designated Stillman School faculty member. If necessary, the mediation hearing may be followed by a formal grievance hearing, the findings of which can be appealed to the provost. Here is a link to the Student Handbook.


Inquiries from Parents/Guardians

Occasionally, a student’s parent or guardian will contact a faculty member and ask to discuss his/her student’s status in a course. As most students are 18 or older, parents/guardians do not have a guaranteed right to information about their students. However, students and their parents/guardians may mutually agree to allow University officials to freely discuss particulars of a student’s record with the parents or guardians.

Before you speak with a parent/guardian about specifics (e.g., attendance, grades or other matters) you MUST confirm that the parent/guardian has a Family Educational Rights and Privacy Act (FERPA) waiver on file with the University. You should ask the parent/guardian to provide you with his/her four-digit PIN and verify this PIN with the Associate Dean of Academic Services. If the parent/guardian does not have the right to specific information afforded by the waiver, you may speak to him or her only in general terms (e.g., “all students must earn an average of 60% to pass the course”). Please feel free to contact the Associate Dean of Academic Services for additional guidance.
Early Alert System (COMPASS)

Seton Hall University is proud to introduce the new COMPASS platform for faculty and advisors, a convenient way to alert and support students. Faculty can provide students with instant, positive feedback, identify students who need extra support, and seamlessly engage students with campus resources. COMPASS helps Seton Hall students succeed!

COMPASS enables you to perform these key actions to Identify, Communicate with, and Support your Students

- Issue an Alert - When you have a concern about a student, or wish to send encouragement, raise an alert to communicate your observations.
- Record Attendance - Use Compass to track course attendance in a secure, central place.
- Respond to Progress Report Campaigns - Alerts and positive feedback can be raised by submitting a progress report. You will receive an email reminder when there is a new progress report to complete.

How to login to COMPASS:

- Open Google Chrome or Mozilla Firefox
- Go to www.shu.edu
- Click on PirateNet
- Type in your credentials
- Click on the COMPASS icon
- Hover over the left hand “Menu” bar for options
### Appendix A – Undergraduate Core Course Competency Matrix

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Change Management</th>
<th>Communication</th>
<th>Critical Thinking</th>
<th>Ethics &amp; Social Responsibility</th>
<th>Teamwork</th>
<th>Technology</th>
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<td>BACC 2104: Managerial Accounting</td>
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<td>BFIN 2201: Business Finance</td>
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</table>
Appendix B – MBA Learning Goals & Objectives

1. **Functional Knowledge of Business Enterprises** - to demonstrate a fundamental understanding of functional areas in business and a deeper understanding in one's concentration; to be able to apply this knowledge in an integrative manner to effectively develop solutions for business enterprises.
   - Accounting
   - Economics
   - Finance
   - Legal Environment of Business
   - Management
   - Marketing

2. **Analytical and Critical Thinking** - to be able to identify relevant issues, apply qualitative and quantitative problem solving tools, and recommend appropriate actions in analyzing business problems.
   - Apply critical thinking skills in identifying, analyzing, and solving complex business problems.
   - Select and apply appropriate qualitative and quantitative analytical tools, and clearly identify the assumptions and limitations of their analyses.
   - Articulate and justify recommended solutions.

3. **Global Management** - to be able to anticipate, identify, and respond to changes in global environments and strategically leverage international opportunities.
   - Recognize and critically analyze the contribution of the cultural, political, economic, and legal domains in managing international business.
   - Demonstrate an understanding of the interdependencies between these domains and how they impact business operations.
   - Evaluate and leverage the opportunities, and manage the risks, associated with managing international business when examining multi-national strategies.

4. **Communication** - to be able to write, speak, and present effectively and persuasively in a wide variety of business settings with diverse audiences.
   - Write concisely, correctly, clearly, and effectively.
   - Make oral presentations in a persuasive manner that acknowledges and respects the diversity of audiences.
   - Employ the above skills in all business meetings and situations.

5. **Teamwork and Leadership** - to be able to work collaboratively and effectively in a diverse and multi-functional team environment; to enable students as leaders who can inspire others to achieve their fullest potential.
   - Provide clear direction, instill a sense of purpose and motivate a team to successfully perform and achieve its objectives.
   - Work collaboratively within and across multi-functional/cultural groups to maximize team effectiveness in achieving shared goals.
· Identify and utilize the individual strengths and skills within the group that will enable members to maximize their contributions to the group’s success.

6. **Technology** - to understand how technology is used to support business decision making and strategy; to be skilled in the use of information technology resources.
   · Understand information systems concepts and methods, and the ways in which information technology is used for competitive advantage.
   · Identify and suggest appropriate managerial and organizational responses to issues associated with information systems.
   · Understand the major social and ethical issues associated with information systems.

7. **Ethics and Social Responsibility** - to be aware of ethical and social responsibility issues and their implications on business decision making; to develop an ethical mindset; to proactively identify, evaluate and address ethical challenges.
   · Identify ways in which business can be used as an engine for social and environmental change.
   · Analyze the ethical risks in a business situation.
   · Recommend how to manage the ethical risks in a business situation.

[Approved by the Stillman School’s Graduate Educational Policy Committee, January 27, 2010]