



Course	BA 4373 Global Strategy	
Term	Fall 2009	
Meetings	Mondays 7:00 – 9:45 PM	
Location	SOM 2.103	
Professor	Peter Petrik	Peter.Petrik@utdallas.edu
Office / Phone	SOM 2.712	972-883-5852 (No voicemail)
Office hours	By appointment	

General Course Information

Course Description	BA 4373 Global Strategy (3 semester hours) Study of the challenges that multinational firms face including managing across national borders, managing international strategic alliances, managing headquarters-subsidary relationships, and developing global capabilities.
Pre-requisites	BA 4371, MATH 1326 and MATH 2333
Required Text	Mike W. Peng, Global Strategy, 2nd edition, South-Western/Cengage Learning
Suggested Materials	Financial Times (periodical) is an excellent source of information on the topics that will be discussed in this course. Additional links to resources and relevant online articles will be provided through eLearning.
Course Objective	This course focuses on the strategic challenges confronting firms that compete in the global economy. A firm's strategy is its "theory" of how to gain competitive advantage and compete successfully in the marketplace. Strategic management is the process that managers, especially executives, develop and implement a firm's strategy. The objective is to have an enhanced understanding of the most fundamental question in strategic management: <i>What determines the international success and failure of companies?</i>
Learning Outcomes	The tools (models, frameworks, theories): understanding of underlying concepts that determine international success and failure of companies. The application: use and function of the tools in the real world; global awareness of cultures, customs, respect for vast differences.
Class Format	Class discussions of the respective chapter(s) will be based on the presentations provided by the textbook publisher. The presentations are available on eLearning for students to download. These will be mixed with other related issues with a strong emphasis on open discussion providing a forum for student questions and comments. Students are strongly encouraged to read the assignments prior to the class session. Most international business issues are non-routine and unstructured. This is your opportunity to use what you have learned in lecture and other classes to solve problems presented in the case. The quality of the case analysis usually determines the quality of the solutions. The primary responsibility for the quality of the case analysis comes from the student participants.

Academic Professionalism

You are expected to exhibit the highest level of professionalism and courtesy in and out of class. Some of the discussions may include controversial topics and you are expected to respect and attempt understanding of all views, including the ones not similar to your own.

- Turn off (do not merely silence) all cell phones, beepers, pagers, faxes, copiers, etc.
- Remove sunglasses and hats; professional dress is recommended.
- Use of a laptop for note-taking and strictly class-related activities is allowed.
- Arrive punctually to class, do not disrupt if you were delayed or have to leave early.
- Voice or video recording of lectures is prohibited.

Please be aware that anyone who commits an act of scholastic dishonesty is subject to disciplinary actions. Given that this course is writing-intensive, the primary concern is plagiarism – defined as not giving credit to others’ work and representing such work as one’s own. Operationally, if words are copied verbatim, they must be placed in quotation marks and properly documented – either in footnotes or with a reference list at the end of your work. Direct quotes should also provide a page number. Quotation marks and page numbers are not necessary when you paraphrase someone else’s work using your own words. Nevertheless, you should still give credit to the origin of these ideas. Failure to do so consists of plagiarism. See also <http://www.utdallas.edu/student/slife/dishonesty.html>

Weekly Calendar (minor changes may be made as the semester progresses)

Week of	Topic	Assignment due	Case Presentation
8/24	Course introduction, syllabus review, team formation		
8/31	Ch. 1	Read syllabus, research Li Ning, select teams	Li Ning (p. 7)
9/7	Labor Day (no class)		
9/14	Ch. 2	Individual Paper 1	Team 1: Automobiles (p. 33)
9/21	Ch. 3	Individual Paper 1	Team 2: Zara (p. 43)
9/28	Ch. 4	Individual Paper 1	Team 3: Big Pharma (p. 91)
10/5	Ch. 5	Individual Paper 1	Team 4: Mike Morris (p. 125)
10/12	Ch. 6	Individual Paper 1, Midterm grades posted	Team 5: Wal-Mart (p. 153)
10/19	Ch. 7	Read syllabus, Individual Paper 2	Team 6: Danone (p. 187)
10/26	Ch. 8	Individual Paper 2	Team 7: Google (p. 233)
11/2	Ch. 9	Individual Paper 2	Team 8: Chaebols (p. 283)
11/9	Ch. 10	Individual Paper 2, Term Case Study	Team 9: Toyota (p. 291)
11/16	Ch. 11	Term Project Presentations	Private Equity (p. 321)
11/23	Ch. 11	Term Project Presentations	As assigned
11/30	Ch. 12	Term Project Presentations	Salmon (p. 370)
12/7	Ch. 12	Term Project Presentations, Extra Credit	As assigned

Grading Weights		Final Grade	
Ongoing contribution to class discussions: Participation 1	10%	110-90%	A
Ongoing contribution to class discussions: Participation 2	10%	89-80	B
One-page Individual Paper 1	10%	79-70	C
One-page Individual Paper 2	10%	69-60	D
Team presentation	20%	Less than 60	F
Term project (written case study)	20%		
Term project (case study presentation)	20%		
Extra credit	5%		
Perfect attendance	5%		
Total	110%		

There will be no make-up assignments or special homework allowed. No special accommodations will be provided for travel, work, family, or other individual factors. As a fully accountable adult, you are responsible to deal with life events as they occur with all associated consequences related to this class.

Grievances and Grade Disputes

As in real life, your performance in this course will be subjectively evaluated by the professor and your peers. You are welcome to inquire about the techniques, reasons, and criteria used for your evaluation. You have the right to challenge a grade and ask for reevaluation of the score received. All requests will be carefully considered and reviewed. Note that upon completion of such evaluation the professor reserves the right to assign a higher or lower score for the challenged grade based on the presented arguments and any additional data gathered.

Class Participation (20% of total class grade)

Since the course is built almost exclusively around the case method, attendance and participation are very important and required of each student. As in the real world, the cases are rich in detail, yet open-ended and incomplete at the same time. Therefore, do not approach a case as you would a book chapter or a magazine article. Separate the presented facts from opinions of the author. Formulating your own opinion is required. In order to derive maximum benefit from the case method, it is essential that you mentally "get inside" the case.

You are required to attend class. Therefore, exclusive of the participation grade, you are allowed 2 (two) absences during the full semester. These absences can be used at your discretion without any pre-approval or formal excuse. Each absence in excess of two during the entire semester will result in a deduction of 5% from your final grade. These deductions are cumulative, therefore missing a total of 5 classes would result in a 15% deduction from your final grade.

As a further incentive to attend class, any student that attends all classes, always punctually arrives on time, and always stays for the duration of each class session will receive a 5% credit toward the total grade.

This course is your course - your input will determine your outcomes. Obviously, you cannot participate if you miss the class. Attendance is a prerequisite for earning a participation grade, but you will not receive a grade for just staying awake during the class. Your participation grade will suffer greatly if you simply show up and contribute nothing.

Class participation will be graded twice during the semester (midterm and final, for a 10% of total class grade potential each grading period) based on the subjective assessment of the professor. Given the extensive group-based work and the high-caliber of the students, my previous experience suggested that this is likely to be a key area of differentiation in your final grade.

You are expected to contribute material relevant to the topic being covered based on your personal and professional experiences. You are encouraged to apply the theories from the textbook to real-world examples that you research through suggested reading materials. Common sense, critical thinking and inquisitive analysis are strongly recommended. Further, providing substantiated practical recommendations for the discussion is expected. Thinking is encouraged!

Remember it is the quality of your participation, not the quantity (or "air time"), that will lead to good performance in class discussion. Healthy discussion is encouraged. The following criteria are employed:

- **Excellent** class participation: The student consistently attends class, consistently contributes to case discussions, and consistently demonstrates superior understanding and insights
- **Good** class participation: The student consistently attends class, consistently contributes to case discussions, and occasionally demonstrates superior understanding and insights
- **Mediocre** class participation: The student inconsistently attends class, inconsistently contributes to case discussions, and rarely demonstrates superior understanding and insights.

"Dos" for Case Discussions

- Keep an open mind
- Relate outside experience
- Be provocative and constructive
- Provide substantiated opinions and insights

"Don'ts" for Case Discussions

- Do not make sudden topic changes; recognize the flow of discussion
- Do not repeat yourself and others
- Do not "cut" others to "score points"
- Do not implicitly or explicitly attack viewpoints of other participants

Two (2) One-page Individual Papers (20% of total class grade)

This assignment is an **individual** project. A hardcopy is required at the **beginning** of the class when the pertinent topic is discussed. You will submit one (1) one-page individual paper in the first half of the course (before midterm), and one (1) one-page individual paper in the second half of the course. There is a limited number of papers accepted for each class. You **must** sign up through eLearning in advance to turn in your paper on a specific date. This helps to distribute the number of papers turned in throughout the semester. **You cannot submit this assignment on the same date as your team presentation.** Each paper is worth 10% of your total class grade.

You should address an issue directly related to the class topic to be discussed on the day you will submit the paper. You are encouraged to include prior class topics, but the focus of your paper should relate to the class topic being covered on the day you submit the paper.

Your assignment will resemble a one-page memo with the following graded elements:

- 1) Summary of a current international business event with pertinent background information (30%);
- 2) Applied demonstration of the business event to the class topic and relevant assessment (35%);
- 3) Opinion/analysis/possible solutions, including actionable recommendations and next steps (35%).

I have read the book and the theory of the topic presented and hopefully you have too. Do not simply repeat the book's description of the subject. Be sure to consistently quote your sources. Do not attempt to cover too broad of a topic. This is an executive summary that should focus on a specific issue. As an expert on certain debates, please be prepared to participate in these debates in class.

Stylistic requirements

- No cover page is necessary;
- Typed limit of one page, with one inch margin on four sides of the paper. If you have performed extensive outside research (such as recent Internet postings), you may attach one page as an appendix listing your resources;
- Ensure your name, email, class, section and topic are enclosed;
- The font size cannot be smaller than 10 (I am using Arial 10 point now);
- You may present your paper in paragraph form, in which case single space is allowed, or in outline form as bullet points. Whitespace is good. Remember, this is an executive summary.
- Check your spelling and grammar. Go visit the writing lab. Have someone else read your paper. If I am solving your grammatical puzzle, I am not focused on the content of your paper and your grade will suffer accordingly;
- While you may form study groups to discuss these questions, the paper should be written strictly on an individual basis.

Submission requirements

- Sign up through eLearning in advance to turn in your paper on a specific date.
- Submit a hardcopy in person by 7:00 PM in the classroom on the day of the class.
- Submit an electronic copy according to the instructions through **BOTH** eLearning and Turn-it-in.
- The eLearning home page of this course has TWO (2) distinct links for submission.
- Submit an electronic copy by attaching the file via eLearning by 6:00 PM on the day of the class.
- Submit an electronic copy by attaching the file via Turn-it-in by 6:00 PM on the day of the class.
- Any one form of late submission will incur a deduction of 20% of your grade for each 24-hour period, or a part thereof. Late submission deductions are cumulative. For example, a late assignment submission of hardcopy and through eLearning will result in deduction of 40% of your grade in the first 24 hours.

Team rules

All groups have hiring and firing capabilities. Individuals have the ability to resign a group. However, every student must belong to a group. If you have conflicts with your group, you may resign - but you must interview and find a position with another group. Conversely, groups may discharge members, but the student(s) fired from a group must find another group. I have found this method greatly reduces social loafing. You will be evaluated by your peers - no slackers allowed!

Team Case Presentation (20% of total class grade)

Students will be placed in groups of 3 students. As a group, you will present a debate based on a case related to the class topic as indicated in the weekly calendar. You will have 15 minutes (firm time limit)

and 6 slides. Slide 1 is a mandatory title slide with the topic, team number, names, and emails. Therefore you really only have 5 slides. Use the remaining slides to summarize the case and demonstrate how the case illustrates the chapter debate.

It is mandatory that all members of the group present the case. You are expected to deliver a professional presentation. All aspects of your delivery will be graded.

Please note that the key is not to be comprehensive. The case discussion led by the professor after your presentation involving the entire class will be comprehensive. Additional external research that supports the presentation or the debate is encouraged.

Do not attempt to summarize the entire case in your presentation. Only summarize the relevant information. Make your slides are creative, engaging, and readable – you will lose points if classmates sitting in the back row cannot read the slides you present. Although case discussion questions are helpful, do not attempt to answer them all. The key here is to focus on one debate (as suggested). You choose the most effective format to present the debate and engage the class.

Submit an electronic copy of the presentation via eLearning by 6:00 PM on the day of the class. Please prepare one hardcopy handout (6 slides printed on 1 sheet) for the professor.

Term Project

This project will require your team to write a case study that will consist of a case background (3-4 pages), analysis (3-4 pages), and recommendations (2-4 pages) – for a combined total of 10 pages excluding the title page and any attachments, such as figures, tables, appendix and references.

Follow the format of the cases that we study during the term. Your case study will have a main topic which your team will profile, analyze, and provide recommendations. Choose a current international business event that includes a difficult business decision within a specific industry, focused on a specific company or a division of one. This will serve as your case study foundation. Next I recommend you choose one of the topics covered throughout the semester. Apply the current international business to this topic as the core of your analysis, for which you will provide recommendations and possible solutions.

In the first part of this project, introduce the thesis and provide thorough background of the dilemma. Build up the main argument and support it with 2-3 other ones as building blocks. Factual research will be key. Next, analyze the information, provide different perspectives, possible actions taken in the past. In this section you will provide additional supporting materials and viewpoints, including your own professional analysis. Finally, in the closing section of the case study your team will outline strategic and tactical recommendations and possible solutions that will assist in proceeding with the presented business dilemma.

All together, the ideal length is 10 pages, excluding attachments such as figures and tables. In terms of the attachments, please be reasonable. Under no circumstances can the total report (all inclusive) exceed twenty (20) pages.

Outside research is expected. Please properly document your sources either in footnotes/endnotes or in (author name, year) format with a reference list attached at the end of your work. The best papers will show evidence of investigative efforts – research for additional information, interviews/phone calls/emails with managers. They will also be insightful, going beyond the most obvious lessons to draw out the story

behind the story. Careful editing is expected. Simply “cut and paste” sections written by different coauthors will result in a very poor grade.

Each team will be assigned a presentation date and time according to the weekly calendar. All students are expected to attend the entire class sessions and participate in the question & answer part of the presentation. Each team will have a maximum of 30 minutes for presentation which will include audience participation and time reserved for questions and answers. You do not need to stretch your presentation to fill the allotted time. Less is sometimes more. There should be a maximum of 15 slides. Slide 1 is a mandatory title slide, with all team member names and emails.

It is mandatory that all members of the group present the case. You are expected to deliver a professional presentation. All aspects of your delivery will be graded.

The term project will be evaluated along content, process dimensions, and presentation as follows:

Written Case Study (20% of total class grade)

- a) Clarity of the story line, effectiveness of the written communication (4%)
- b) Use of concepts and theories applied to the case (4%)
- c) Presentation of the critical issues, multiple viewpoints, supporting materials (6%)
- d) Reasonableness of analysis (6%)

Case Study Presentation (20% of total class grade)

- a) Effectiveness of the executive summary (2%)
- b) Professionalism, clarity of the story line, effectiveness of the oral communication (4%)
- c) Organization, flow, effectiveness of the audio/visual communication (4%)
- d) Delivery of the relevant issues and supporting materials (4%)
- e) Handling of questions and answers, audience engagement (4%)
- f) Time management (2%)

Stylistic requirements

- Check your spelling and grammar. Go visit the writing lab. Have someone else read your paper.
- Typed, one inch margin on four sides of the paper, double spaced;
- The font size cannot be smaller than 10 (I am using Arial 10 point now);
- Title page to include team member names, emails, class and topic;
- Title page to include a one-paragraph, double-spaced executive summary (less than 100 words);
- Presenting teams will submit a hardcopy of the case study presentation, and team evaluation (one per team member) at the beginning of the presentation to the professor.

Submission requirements - Written Case Study

- Submit the written case study to **BOTH** eLearning and Turn-it-in by 6:00 PM on November 9, 2009.eLearning
- Submit the hardcopy of the written case study in person by a team member by 7:00 PM in the classroom on November 9, 2009.
- The eLearning home page of this course has TWO (2) distinct links for submission.
- Any one form of late submission will incur a deduction of 20% of the grade for each 24-hour period, or a part thereof. Late submission deductions are cumulative.

Submission requirements - Case Study Presentation

- Submit the case study presentation to eLearning by 6:00 PM on the day of the presentation.
- Submit the hardcopy of the presentation in the classroom on the day of your team presentation.
- Any one form of late submission will incur a deduction of 20% of the grade for each 24-hour period, or a part thereof. Late submission deductions are cumulative.

Team member evaluation (Factor for term project)

At the end of the semester, each student will rate the performance of their fellow team members. This rating will become a mathematical factor for your Term Project grades. For example, if you were to receive a peer rating of 9/10 (90%), and a final grade of 19/20 (90%) on the written part of the Term Project, your individual grade for the Term Project would be $0.9 * 19 = 17.1$ (85.5%). The member evaluation will affect both the grade for the written case study and case study presentation.

This evaluation form is part of your class assignments, subject to specified deadlines and submission requirements. Failure to submit it according to the instructions will effectively eliminate the points you would earn from self evaluation (maximum 50 points).

Download, complete and submit the team member evaluation to eLearning by 6:00 PM on the day of your team presentation. No hard copy is required. The content of these evaluations will be held in strict confidence. Only final score summary and resulting percentage calculation will be made available.

Extra credit (up to 5 points of your total grade)

As an incentive to step outside of your student comfort zone, I would like to encourage you to take part in an experience that will shift your thinking and beliefs while earning you extra credit points.

The goal of the assignment is for you to do something you would normally not seek out. Remember, **WHAT** you do is only a part of this opportunity. **What** you do with it and **HOW** you get involved is what will make your experience worthwhile to have in the first place. The process and inner shift will result in an abundance of material for your paper.

- Choose a practical activity beyond the academic and work environment that will impact your real-world experience.
- Step outside of your personal, geographic, belief, or professional comfort zone.
- Be creative and original while keeping it a business or professional experience with an international aspect.
- I encourage you to give freely (volunteer) and collect only goodwill and experiences in return.

You may consider professional international events such as ones by the World Affairs Council or the North Texas Center for International Visitors. These are merely recommendations. I want you to get out, have fun, help others, learn in the process, and earn some extra credit points, too. Seek an opportunity to volunteer your time and skills and offer to assist in developing or putting on an event. Get behind the scenes, as that experience is more likely to leave a larger impact than merely listening to a presenter.

You will submit a one page paper electronically to eLearning by Sunday at 11:59 PM of the appropriate week noted in the Weekly Calendar. This assignment is subject to the same formatting criteria as individual papers described in the syllabus. This paper should briefly summarize the basics of your selected activity and **focus on describing the experience and transformation** that resulted from your participation.

You are in full control of the activity you choose and the resulting experiences. The professor is the sole and subjective evaluator of your practical involvement and will assign a grade of up to 5 points of your total semester grade. My hope is that the learning and personal shift experienced will greatly overshadow any letter grade you may receive as a result of the chosen activity. Your results will be proportional to your investment and level of involvement.

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other

words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **E**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student

has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment. If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Off-campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm. Additional information is available from the office of the school dean. Below is a description of any travel and/or risk-related activity associated with this course.