MKT 6322.0G1 Internet Business Models (Online)

School of Management The University of Texas at Dallas

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Course Information

Course

Course Number/Section MKT 6322.0G1

Course Title Internet Business Models
Term and Dates Spring 2011 (Jan. 10 – May 12)

Professor Contact Information

Professor B. P. S. Murthi Office Phone 972-883-6355 Cell Phone 214-850-3420

Email Address <u>murthi@utdallas.edu</u>

Office Location SOM 3.808
Online Office Hours Tuesday 4-6 pm

Other Information Please send email to the above address to get prompt response.

About the Instructor

B.P.S. Murthi is a Professor of Marketing and has been at UTD for the past 17 years. He obtained his doctoral degree from Carnegie-Mellon University, Pittsburgh, PA. His research deals with consumer promotions using analysis of scanner panel data, first-mover advantages, personalization on the Internet, and customer relationship management. He has taught the core marketing management, marketing research, and Internet business models in the MBA program and competitive strategy in the EMBA program. He was awarded the best graduate teacher award for the School of Management in 1997.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

Marketing management (MKT 6301)

Course Description

The Internet has dramatically altered the way marketing is done in a number of industries. In fact, most companies use the Internet as a part of their overall marketing strategy. The objective of this course is to train students to effectively market their products using the Internet. Students will be exposed to the new concepts, technologies, opportunities and the limitations of these strategies in conducting e-business. Topics that will be covered include e-business strategy, different revenue models, understanding online consumer behavior, customer relationship management, online auctions, community building, online communications and other online marketing tactics.

Student Learning Objectives/Outcomes

Upon completion of this course, students are expected to learn the following:

- Develop a marketing plan for attracting, targeting and retaining profitable customers online by developing communities, using personalization strategies, permission marketing, viral marketing, and other advertising strategies.
- Understand the value of clickstream data and how to analyze it.
- Understand key topics in e-commerce such as auctions, B2B exchanges, and open source software.

Required Textbooks and Materials

Required Texts

Internet Marketing & e-Commerce (2007) by Ward Hanson and Kirthi Kalyanam, Thomson South-Western, ISBN 13: 978-0-324-07477-2

Required Materials

Case packet of Harvard Business School Cases (6 cases)

YouTube, Google, and the Rise of Internet Video
UnMe Jeans: Branding in Web 2.0
HubSpot: Inbound Marketing and Web 2.0
HBS 9-509-049
HBS 9-509-049
HBS 9-508-102
HBS 9-508-102
KEL319
Pay Pal Merchant Services
Yesmail.com

KEL319
HBS 9-806-188
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Suggested Course Materials

There will be articles posted on eLearning that students are expected to read from time to time. Textbooks and some other bookstore materials can be ordered online through Off-Campus Books or the UTD Bookstore. They are also available in stock at both bookstores. To order Harvard cases online from their website and get 50% discount, I have created a course on hbsp.harvard.edu. I will email you instructions on how to purchase these cases.

Course Policies

Make-up exams

There will be **no** make-up exams.

Extra Credit

There will be **no** opportunity for extra credit.

Late Work

Late work is generally discouraged by all employers. Industry representatives complain that we do them a disservice by accepting late assignments. In the real world, there are major consequences for missed deadlines and we are expected to prepare you for that.

If there is a compelling reason (e.g. medical /unforeseen event (with proof)), I might consider a late submission.

Special Assignments

Students will work in groups to analyze cases and develop a marketing and business plan for an online website.

Class Participation

Students are required to login regularly to the online class site. The instructor will use the tracking feature in eLearning to monitor student activity. **Participation grades will be based on contribution of the student to class discussions as well as his/her contribution to group activities, which will be monitored by the instructor.** Students are also required to participate in all class activities such as discussion board activities, chat or conference sessions and group projects.

Virtual Classroom Citizenship

The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

Policy on Server Unavailability or Other Technical Difficulties

The university is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UTD eLearning Help Desk: http://www.utdallas.edu/elearninghelp, 1-866-588-3192. The instructor and the UTD eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

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Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirement must be met to enable a successful learning experience. Please review the important technical requirements and the web browser configuration information.

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Course Access and Navigation

This course was developed using a web course tool called eLearning. It is to be delivered entirely online. Students will use their UTD NetID account to login to the course at: http://elearning.utdallas.edu. Please see more details on course access and navigation information.

To get started with an eLearning course, please see the <u>Getting Started: Student eLearning</u> Orientation.

UTD provides eLearning technical support 24 hours a day and 7 days a week. The improved services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. The UTD user community can also access the support resources such as self-help resources and a Knowledge Base. Please use this link to access the UTD eLearning Support Center: http://www.utdallas.edu/elearninghelp.

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Communications

This eLearning course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. Please see more details about communication tool information.

Another communication tool available to students is live voice chat in the 3D virtual world of Second Life. Instructions for accessing the UTD SOM island in Second Life can be found at http://som.utdallas.edu/somResources/eLearning/faculty/secondLife.php.

Interaction with Instructor: The instructor will communicate with students mainly using the Announcements and Discussions tools. Students may send personal concerns or questions to the instructor at murthi@utdallas.edu. Please **do not** use the course Email tool for time sensitive queries. The instructor will reply to student emails or Discussion board messages within 3 working days under normal circumstances. Please read the syllabus and other communication materials before posting your questions.

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Student Resources

The following university resources are available to students:

UTD Distance Learning: http://www.utdallas.edu/oee/distance/students/cstudents.htm

McDermott Library: Distance Learners (UTD students who live outside the boundaries of Collin, Dallas, Denton, Rockwall, or Tarrant counties) will need a UTD-ID number to access all of the library's electronic resources (reserves, journal articles, ebooks, interlibrary loan) from off campus. For UTD students living within those counties who are taking online courses, a Comet

Card is required to check out materials at the McDermott Library. For more information on library resources go to http://www.utdallas.edu/library/distlearn/disted.htm

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Student Assessments

Grading Information

Weights

Class Participation	10 %
Case 1 (group)	15 %
Case 2 (group)	15 %
Online Midterm	20 %
Homework assignments	15%
Final Exam	25 %
Total	100%

Grading criteria

Scaled Score	Letter Equivalent
85 – 100	Α
70 – 85	В
50 – 70	С
Less than 50	F

Accessing Grades

Students can check their grades by clicking "My Grades" under Course Tools after the grade for each assessment task is released.

Assignments

Homework assignments will be posted online. **These are to be completed individually and not in groups**. Homework assignment will account for 15% of your total grade.

Case analysis

Students will forms groups of 4-5 people. Each group will be assigned a number.

<u>Odd numbered groups</u> will do an in depth analysis of two cases, namely, **UnMe Jeans** and **Paypal**. They will submit a written report 5-6 pages long which provides solutions to the issues raised in the case.

<u>Even numbered groups</u> will do an in depth analysis of two cases, namely, **HubSpot** and **BzzAgent**. They will submit a written report 5-6 pages long which provides solutions to the issues raised in the case.

Case Report – we will be discussing 7 cases over the course of the semester. The first two cases will be a practice cases. The practice case is intended to provide you with an exposure to case analyses and give you an idea of what is kind of analysis is expected.

Case reports must be turned in no later than 10 pm on the Monday of the week they are scheduled to be discussed.

Guidelines for Case Reports

Following are some guidelines for the written report.

Each group will submit one case analysis report not exceeding 5-6 **pages double spaced 12 pt.** (exhibits, figures, and tables can be attached to the report, if necessary). Note the following guidelines for case analysis:

- 1. You should analyze the case as though you were the company.
- 2. Divide the analysis into 5 main sections:
 - a. Problem statement (1/2 page)
 - b. Issues:
 - i. Consumer and demand analysis
 - ii. Competitor analysis
 - iii. Company strengths and weaknesses (SWOT)
 - c. Alternatives:
 - i. Economic evaluation
 - ii. Qualitative evaluation
 - iii. Marketing implications
 - d. Recommendations
 - i. Spell out details
 - e. Plan of action

Keep in mind that not every case will call for every subheading from the above list. Also other subheadings may be appropriate in some cases.

- 3. Your analysis should lead to a recommendation and a plan of action. Make a commitment and do not waffle. If you developed the plan clearly there should be no need to launch into an analytical style in this section.
- 4. DO NOT REPEAT CASE FACTS WITHOUT ANALYZING THEM OR USING THEM TO SUPPORT YOUR ARGUMENTS TO JUSTIFY YOUR RECOMMENDATIONS.
- 5. Spelling errors and poor sentence construction will result in lower grade. Keep in mind you are creating a managerial report.
- 6. In preparing for class skim the case one time. At the end of it, you should have a pretty good idea of the problem(s) facing the management team. Go back and read more carefully looking for facts and details that could help address the problems identified. Be sure to examine financial details of the company. Does the problem concern a big part of the firm or a small part, an established part or a new one, does it have to do with things going wrong or taking advantage of an opportunity? If necessary, organize data into a note or EXCEL chart. To help your learning think what is it that is puzzling, what information or knowledge don't you have but you would have liked to have. After the first few sessions, see if the case turns on any principle you have learnt or if the case is similar to another in some ways. At the end of the class you should expect to get some take away lessons or ideas or concepts.

The written case analysis report will be graded on the following criteria.

Problem statement	10 %
Understanding online behavior	10 %
Understanding competitive strengths and weaknesses	10 %
Firm's SWOT analysis (strengths, weaknesses, opportunities, threats)	10 %
Pros and cons of alternative strategies to resolve the problem in the case,	25 %
Analysis of possible solutions	
Marketing plan, Recommendations	25 %
Quality of discussion and report	10 %
Total	100%

Guidelines for Case Discussion

To facilitate the **case discussion** we will post questions on Tuesday morning and the case discussion will span over two or three days **(Tuesday-Thursday)**. Please read the guidelines for Case Discussion below for additional information.

After the case reports for the respective cases are turned in on Monday, we will have an online discussion in which every student will be required to participate. I will conduct the case discussions, typically over a two-three day period. I will post questions on the discussion board to initiate the discussion. It is your responsibility to follow the discussion on the board. Following are some additional guidelines to ensure that we have a meaningful discussion.

- 1. PLEASE POST YOUR ANSWERS IN THE APPROPRIATE THREAD, so that everybody is able to easily follow the discussions. The key to this is to make sure you "reply" to the right message.
- 2. Do not repeat something that others have already discussed. I have noticed in the past that several students (especially those who respond later in a discussion) answer questions without paying attention to any of the previously posted messages. As a result, they merely repeat what has already been said earlier. Such responses downgrade considerably the quality of the discussion for all concerned. To avoid this, **YOU MUST READ EXISTING POSTINGS IN A DISCUSSION FORUM** before you post your own comments. Note that, if necessary, you can paraphrase somebody else's comments if you wish to respond to them; I find that posting your response in the appropriate thread is usually enough in most circumstances. I will penalize those who merely repeat what has been said earlier.
- 3. BE BRIEF. I expect postings to be no more than 15 lines at most. If you wish to address several issues in the same posting, consider using a different posting for each issue.
- 4. In order to give all students an opportunity to participate, I do NOT expect each of you to respond to every question.
- 5. If you choose to disagree with the opinions of others, be prepared to justify your opinion with relevant facts or analysis. Please keep in mind that participation points will depend on the RELEVANCE of your contribution.

Formation of Groups

Groups will be assigned at the beginning of the class and will be announced under Announcements. The instructor may also use a group sign-up sheet to form groups for group assignments or projects. A private discussion area will be set up on the discussion board for internal group communications. A group chat room can also be created for each group to use. A web conference system is available for use. Teams can schedule a live web conference for team work. Please see communication tool information for instructions on making a reservation and other web conference information. Meeting spaces have also been set up on the UTD SOM island in the virtual world of Second Life. Instructions for accessing the island can be found at http://som.utdallas.edu/somResources/eLearning/faculty/secondLife.php.

Assignment submission instructions

You will submit your assignments (in the required file format with a simple file name and a file extension) by using the Assignments tool on the course site. Please see the Assignments link on the course menu or see the icon on the designated page. You can click each assignment name link and follow the on-screen instructions to upload and submit your file(s). Please refer to the Help menu for more information on using this tool. **Please note**: each assignment link will be deactivated after the assignment due time. After your submission is graded, you may click each assignment's "Graded" tab to check the results and feedback.

For the team project assignment, one group member will submit the case analysis assignment for the group and all group members will be able to view the results and feedback once it's been graded.

Online Midterm

There will be an online midterm with multiple-choice questions which will cover all modules until the date of the exam. You will use eLearning Quiz tool to complete your quizzes. Online Midterm will account for 20% of your grade.

Chapter Quizzes

There will be a quiz that needs to be completed at the end of each module. The quiz will consist of a few easy multiple choice questions. The objective of these quizzes is to keep you on pace with the schedule of classes. Chapter quizzes will account for 5% of your grade and are accounted for under Homework assignments. Some of these questions may appear in the exams. Each student must complete the chapter quiz in order to advance to the next module. (Note: some modules do not have chapter quiz.)

You can access the Online Midterm and Chapter Quizzes by clicking the Assessments link on the course menu or see the quiz/exam icon on the designated page. Each quiz is timed and can be accessed only one time within the scheduled time window. Please read the on-screen instructions carefully before you click "Begin Assessment". After each quiz is graded and released, you may go back to the Assessments page and click "View All Submissions" to review your exam results.

Proctored Final Exam Information

This course requires a proctored final examination. Students can take the exam on-campus by attending the exam sessions administered by SOM eLearning Team on Fri. May 6 or Sat. May 7, 2011. Students must bring a photo ID and check in at the SOM building lobby area (a table will be set up on the days of the exams) to be assigned to a classroom for the exam..

Students who are not able to attend the on-campus exam session can arrange an individual proctored exam with a testing service of their choice at a date within this required exam time window: May 5 - May 7. Students who find UTD geographically inconvenient may use a preapproved testing service at a convenient location. All individually arranged proctored exams must be completed within the stated exam time window. Student using an outside testing service must inform the instructor, as well as the SOM eLearning Team (som-elearning@utdallas.edu). A proctored exam form must be completed and sent back to the SOM eLearningTeam before Fri. April 15. Please go to the Proctored Exam Information page to access the Proctored Exam Form and find all the detailed information and procedures on arranging a proctored exam. All completed exams must be received by Tue. May 10 to allow timely grade reporting to the UTD Registrar.

The SOM eLearning Team requests all students who need to use testing services strictly follow the proctored exam scheduling **deadlines**. If any student fails to submit the exam form on time, the student will be required to come to campus and attend the scheduled class exam session (or seek instructor's approval for any special arrangements).

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Academic Calendar

WEEK/ DATES	TOPIC/LECTURE	READING	ASSESSMENT / ACTIVITY	DUE DATE
0 Jan 10	Course Access and Self- Orientation		Self intro and Group sign-up	Jan 16
1 Jan 10-16	Module 1 Introduction	Chapter 1		
2 Jan 17-23	Module 2 Players Digital environments	Chapters 2 and 3	Ch. quiz 1	
3 Jan 24-Jan 30	Module 3 How Internet affects marketing? Customer interface		Practice Case: YouTube, Google Homework 1	Discussion: 1/26-1/28
4 Jan 31–Feb 6	Module 4 Online customer behavior	Chapter 4	Ch. quiz 2	

5 Feb 7-13	Module 5 Personalization	Chapter 9	Ch. quiz 3 Practice Case: Hubspot	Discussion: 2/9-2/11
6 Feb 14-20	Module 6 Business Models	Chapters 5 and 15	Ch. quiz 4	
7 Feb 21-27	Module 7 Crossing the Chasm		Odd Numbered Groups Case:	Report due: 2/21, 10 pm Discussion: 2/23-2/25
8 Feb 28-Mar 6	Module 8 Creating Commitment	Chapter 10	Ch. quiz 5	
9 Mar 7-13	Module 9 Online branding	Chapter 6	Ch. quiz 6 Even numbered Groups Case: UnMe	Report due: 3/7, 10 pm Discussion: 3/9-3/11
10 Mar 14-20	Spring Break			
11 Mar 21-27	Module 10 Pricing on the Internet	Chapter 12	Ch. quiz 7 Homework 2	3/28, 10 pm
12 Mar 28-Apr 3			Online Midterm Odd Numbered Groups Case: Air France	4/3 – 4/4 Report due: 3/28, 10 pm Discussion: 3/30-4/1
13 Apr 4-10	Module 11 New product development Setting Standards	Chapter 11	Ch. quiz 8 Discussion Case: PayPal	Discussion: 4/9-2/11
14 Apr 11-17	Module 12 Online advertising Online promotions	Chapter 8	Ch. quiz 9 Even Numbered Groups Case: Yesmail.com	Report due: 4/11, 10 pm Discussion: 4/13-4/15
15 Apr 18-24	Module 13 Online retailing issues	Chapters 13, 14	Ch. quiz 10	
16 Apr 25- May 1	Review		Group Project due	5/2, 10 pm
17 May 2-8	Final Exam		Proctored Final Exam	On-Campus: 5/6-5/7; Testing Service:5/5-5/7

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Scholastic Honesty

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the <u>UTD Judicial Affairs</u> web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

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Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. Please look for the course evaluation link on the course Homepage towards the end of the course.

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University Policies

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 deal 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 **F**.

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 given below. Additional information is available from the office of the school dean. (http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm)

These descriptions and timelines are subject to change at the discretion of the Professor.

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