

OBHR 3330.502 Course Syllabus

School of Management
The University of Texas at Dallas

Course Information

Course Number/Section **OBHR3330.502.22S**
Course Title Introduction to Human Resource Management
Term Spring 2022
Days & Times Tuesday & Thursday 5:30-6:45 pm (JSOM 1.110)

Professor Contact Information

Professor: Dr Agnieszka Skuza (Olsztyńska)
Office Phone: 972-883-5099
Other Phone: please use eLearning messages
E-mail: please use e-learning e-mail (use agnieszka.skuza@utdallas.edu only in case of urgency)
Office Location: SOMII 13.403
Online Office Hours: Tuesdays and Thursdays 4pm-5pm CT or by appointment (please e-mail me through the course site or use my e-mail address). Office hours will be held on MS-Teams.

Teaching Assistant Contact Information

Teaching Assistant: Sharmin Hanifafshar
Email Address: sharmin.hanifafshar@utdallas.edu

Course Description

Introduction to Human Resource Management (3 semester credit hours) this course is an overview of human resource management. Students will learn theories and practices in many different "core" areas of human resource management including staffing, performance management, work and job design, training, compensation, and labor relations. The course also examines how the human resource function contributes to the company's business strategy and competitive advantage.

Student Learning Objectives/Outcomes

- Upon finishing this course, students are expected to recognize and understand the following course objectives:
1. Understand the role of HRM in the creation of sustainable competitive advantage in modern corporations.
 2. Understand major laws and regulations shaping the practice of HRM.
 3. Be able to analyze work and identify the tasks and requirements needed to perform them well.
 4. Describe basic recruiting activities and selection practices enabling effective talent acquisition.
 5. Determine the best method of training and development given the job demands.
 6. Describe performance management systems objectives and methods.
 7. Describe total rewards systems and the role they play in talent acquisition, motivation, and retention.
 8. Understand the impact unions have on the management of people
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Required Textbook

Textbook: "Human Resource Management. Gaining a Competitive Advantage" 12th edition, Noe, Hollenbeck, Gerhart, and Wright (McGraw-Hill Connect subscription **is not** required for this course) ISBN-13: 978-1260262575 ISBN-10: 126026257X

The textbook is available in stock at the [UTD Bookstore](#) and Off-Campus Books.

Recommended Readings:

- Boris Ewenstein, Bryan Hancock, Asmus Komm, (2018). Ahead of the curve: The future of performance management, McKinsey Quarterly.
- Becker, B. E., & Huselid, M. A. (2006). Strategic human resources management: Where do we go from here? *Journal of Management*, 32(6), 898–925.
- Bernstein, E., Blunden, H., Brodsky, A., Sohn, W., & Waber, B. (2020). The implications of working without an office. *Harvard Business Review*, July 15, 7.
- Huselid, M. A., & Becker, B. E. (2011). Bridging micro and macro domains: Workforce differentiation and strategic human resource management. *Journal of Management*, 37(2), 421–428.
- Young, H. R., Glerum, D. R., Wang, W., & Joseph, D. L. (2018). Who are the most engaged at work ? A meta – analysis of personality and employee engagement, (August 2017), 1330–1346.
- Lee, M. T., Raschke, R. L., Lee, M. T., & Raschke, R. L. (2016). Understanding Employee Motivation and Organizational Performance: Arguments for a Set-Theoretic Approach *Journal of Innovation set-theoretic approach*.
- Saraswat, N., & Khandelwal, S. (2015). Impact of team building exercises on team effectiveness. *International Journal of Marketing and Human Resource Management*, 6(3), 89–97.
- Lim, B., & Klein, K. J. (2006). Team mental models and team performance: A field study of the effects of team mental model similarity and accuracy. *Journal of Organizational Behaviour*, 27, 403–418.
- Gartzia, L., & Baniandrés, J. (2016). Are people-oriented leaders perceived as less effective in task performance? Surprising results from two experimental studies. *Journal of Business Research*, 69(2), 508–516.
- Mickan, S., & Rodger, S. (2000). Characteristics of effective teams: a literature review. *Australian Health Review*, 23(3), 201–208.
- Wang, M., Wanberg, C. R. (2017). 100 years of applied psychology research on individual careers: From career management to retirement. *Journal of Applied Psychology*, 102: 546-563.
- Zhang, Z., Arvey, R. D. 2009. Effects of personality on individual earnings: Leadership role occupancy as a mediator. *Journal of Business and Psychology*, 24: 271-280.
- Zhou, W., Guan, Y., Xin, L., Mak, M. C. K., Deng, Y. (2016). Career success criteria and locus of control as indicators of adaptive readiness in the career adaptation model. *Journal of Vocational Behavior*, 94: 124-130.
- Weinstein, M. (2018), New York Community Bancorp, Inc., Invests in Future-Focused Training, training, January/February 2018, pp. 30-32.
- Prokesch S. (2017). Reinventing Talent Management, *Harvard Business Review*, September/October, pp. 54-55.
- Henneman T. (2013). Is HR at Its Breaking Point," *Workforce Management*, April, pp. 28-33.
- Miller J.W. (2015). Steel Firms in U.S. Strive to Fight with Imports, *The Wall Street Journal Online*, June 17.
- Tankersley J. (2018). Steel Giants with Ties to Trump Officials Block Tariff Relief to Hundreds of Firms, *The New York Times Online*, August 5.
- Mims C. (2015). In 'People Analytics,' You're Not a Human, You're a Data Point, *Wall Street Journal*, February 16.
- Hollenbeck J.R. and B. Jamieson (2015). Human Capital, Social Capital, and Social Network Analysis: Implications for Strategic Human Resource Management, *Academy of Management Perspectives*, 29, pp. 370-385.
- McMillan R. (2016). Social Networking Comes (at Last) to the Workplace, *Wall Street Journal*, March 14.

Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

Course Access and Navigation

This course can be accessed using your UT Dallas NetID account on the [eLearning](#) website. Please see the course access and navigation section of the [Getting Started with eLearning](#) webpage for more information.

To become familiar with the eLearning tool, please see the [Student eLearning Tutorials](#) webpage.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. [The eLearning Support Center](#) includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Turnitin

Turnitin is the world's most widely recognized and trusted resource for helping prevent Internet plagiarism. It will be used by this course's students to submit their essays and other assignments on e-learning. Please note that Turnitin will be discontinuing support for Internet Explorer (IE) starting August 31, 2020. After August 31st, you will still be able to access Turnitin products using IE, but Turnitin products will no longer be updated to work seamlessly on the IE browser. Please begin accessing Turnitin with a different browser at your earliest convenience. For additional information, please check the following link: <https://www.utdallas.edu/oit/helpdesk/article.php?busObRecId=9460dc183c6fa51223e37a436282d8d72867cf88a4>

Communication

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the [Student eLearning Tutorials](#) webpage for video demonstrations on eLearning tools.

Student emails will be answered within 3 working days under normal circumstances.

Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the [eLearning Current Students](#) webpage for more information.

Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable learning management 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 provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online [eLearning Help Desk](#). The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

Course Schedule

(All Chapter-related lectures are recorded and will be available on Friday before the class. Please listen to the video-presentations before you come to the class)

WEEK/ DATES	TOPIC/LECTURE*	READING	ASSESSMENT / ACTIVITY	DUE DATE
Week 1 1/18 - 1/23	Module 0: Course Access and Self-Orientation	Three keys to building a more skilled postpandemic workforce. McKinsey Quarterly, 30 July 2021	Syllabus Review	1/23
			Video introduction on the Discussion Board	1/20
			Professor assigns teams for group projects	1/23
Week 2 1/24 - 1/30	Module 1: The Human Resource Management: Gaining a Competitive Advantage	Chapter 1		1/30
Week 3 1/31 - 2/6	Module 2: Strategic Human Resource Management	Chapter 2	Project Presentation - Team 1	2/03
Week 4 2/07 - 2/13	Module 3: The Legal Environment: Equal Employment Opportunity and Safety	Chapter 3	Complete Online Assignment 1	2/13
			Project Presentation - Team 2	2/10
Week 5 2/14 - 2/20	Module 4: The Analysis and Design of Work	Chapter 4	Complete Online Assignment 2	2/20
			Project Presentation - Team 3	2/17
Week 6 2/21 - 2/27	Review and Exam 1 (Chapters 1, 2, 3, 4)		Thursday, February 24th, 8:30 am to Saturday, February 26th, 11:30 pm (Central Time)	
Week 7 2/28 - 3/06	Module 5: Human Resource Planning, Recruitment, Selection and Placement	Chapter 5 and 6	Complete Online Assignment 3	3/06
			Project Presentation - Team 4	3/03
Week 8 3/07 - 3/13	Module 6: Training and Employee Development	Chapter 7 and 9	Complete Online Assignment 4	3/13
			Project Presentation - Team 5	3/10
Week 9 3/21 - 3/27	Module 7: Performance Management	Chapter 8	Complete Online Assignment 5	3/27
			Project Presentation - Team 6	3/24

Week 10 3/28 - 4/03	Module 8: Employee Separation and Retention	Chapter 10	Complete Online Assignment 6 Individual HR report paper due Project Presentation - Team 7 Project Presentation - Team 8	4/03 4/03 03/31 03/31
Week 11 4/04 -4/10	Review and Exam 2 (Chapters 5, 6, 7, 8, 9, 10)		Thursday, April 7th, 8:30 am to Saturday, April 9th, 11:30 am (Central Time)	
Week 12 4/11 - 4/17	Module 9: Pay Structure Decisions, Recognizing Employee Contributions with Pay	Chapter 11 and 12	Complete Online Assignment 7 Project presentation - Team 9	4/17 4/14
Week 13 4/18 - 4/24	Module 10: Employee Benefits	Chapter 13	Complete Online Assignment 8 Project presentation - Team 10	4/24 4/21
Week 14 4/25 - 5/01	Module 11: Collective Bargaining and Labor Relations	Chapter 14	Complete Online Assignment 9 Project Presentation - Team 11	5/01 4/28
Week 15 5/02 - 5/08	Module 12: Managing Human Resources Globally	Chapter 15	Complete Online Assignment 10 Project Presentation - Team 12 Project Presentation - Team 13	5/08 5/05 5/05
Week 16 5/09 - 5/15	Review and Exam 3 (Chapter 11, 12, 13, 14, 15)		Wednesday, May 11th, 8:30 am to Friday, May 13th, 7:30 pm (Central Time)	

*All Chapter-related lectures are recorded and will be available on Fridays. Please listen to the video-presentations before you come to the class.

NOTE: all of the above times/dates are as per US Central Time Zone. It is **YOUR responsibility** to ensure that your assignment submissions/exams are done within this time zone.

Proctored Final Exam Procedures

If your course has a proctored exam requirement, please see the [UTD Testing Center](#) web pages and [Distance Learning Proctored Exams](#) to make arrangements.

Grading Policy

Final Grade Calculation will be as follows (percent of total points):

97 and above	A+		
94 – 96.99	A		
90 – 93.99	A-		
87 – 89.99	B+		
84 – 86.99	B		
80 – 83.99	B-		
77 – 79.99	C+		
74 – 76.99	C		
70 – 73.99	C-		
67 – 69.99	D+		
64 – 66.99	D		
60 – 63.99	D-		
anything below 60%,	is a grade of F		

<i>Grade evaluation mix</i>	
Exam 1	18%
Exam 2	20%
Exam 3	20%
Participation in discussions	18%
Online Assignments	10%
Written assignment	5%
Group project	9%

Assignments

Video introduction on Discussion Board

Objectives:

- Get to know one another
- Build greater community
- Celebrate our community diversity

Record and post your **video introduction** to [CometSpace](#) (instructions on the discussion board). After the video is on CometSpace, create a shareable link and post it in the discussion board. In the video, provide the following information in this order:

1. Your name
2. Where you are located geographically
3. Why did you choose HR class/program?
4. Anything else that is important to you that will give us a fuller picture of who you are
5. One interesting fact about you that is generally not known

Exam 1, 2, and 3 (each worth 20%, total of 60%)

You will have 50 minutes to take the exams. Each exam will consist 40 questions, which will include both true or false and multiple-choice questions. The questions for the exam will be drawn from the textbook and my lectures.

The exams will be available on the day indicated on the Academic Calendar, and instructions will be given, indicating the total time allowed for completion once the exam is opened. The exams will be available under Exams link on the course menu. You can access them by clicking the link and then clicking the available exam title links. You will take the exam in the testing center (please register at <https://ets.utdallas.edu/testing-center/students/>).

Each exam is timed and can only be accessed one time within the scheduled 48-hour time window. Please read the on-screen instructions carefully before clicking “Begin.” After each exam is graded and released, you may go to My Grades page and click the score link of the exam to view your graded submission.

Do not expect that you can finish the exam by looking up information in the textbook or on-line. Organize your information and do your best to understand the material before you attempt the exam. Based on years of experience, I suggest that you do not wait until the last day to complete your exam - especially if you are not used to this delivery system. The exams must be completed alone. Do not share exam information in any form with anyone.

Participation in discussions (18%)

Participation in all class-related activities is expected regardless of modality. Students who fail to participate in their assigned discussion or group project activities will lose a portion or all of the grade points assigned for such activities. Successful participation is defined as consistently adhering to University requirements, as presented in the Syllabus.

Online assignments (10%)

Online assignments have a form of a short quiz that relate to an important theme of the Chapter. Each assignment/quiz consists of 6-8 questions and is preceded by a short text. Read it carefully before answering the questions. Overall, your 6-8 quiz scores will make up this part of your grade (each online assignment is worth 1%). You have 20 minutes for each assignment. Online assignments are open book/

notes assignments. Online assignments will be posted on Monday and close on Sunday 11:59 pm of each week (see due dates in Course Schedule). For example the due date for online assignment 1 is February 13th. **Late assignments are not accepted.**

Individual HR report paper (5%)

This is an individual written assignment based on a collection of articles by McKinsey&Company on the future of work. You will be delivered a list of McKinsey&Company articles through e-learning. The report should be between 6 and 8 pages (Times New Romans, 12, 1.5 space for each question). You may include tables/graphs supporting your discussion.

Please see the link to see how to structure your report: <https://www.skillsyouneed.com/write/report-writing.html>

Group project - report and presentation (9%)

Each group of students will be expected to prepare one research report (minimum 15 pages; 1.5 space, font 12 Times New Roman). **Data tables must be included in the report**, but tables must not exceed a total of 2 pages. **Data** is very important in explaining historical and future trends and present important facts. Please keep the tables the reasonable size. The report will be graded on the basis of methods of analysis, depth of research study, and references (at least 5 references are expected from refereed journals - prime business and economic journals, as well as industry reports; please use APA formatting standard). The due date vary. Please look at course schedule table. Each group will submit one report through the **submission link on e-learning**. Submission link locks down at midnight of the day of presentation and no later submission through e-mail will be accepted. Once teams are assigned by the professor during the first week of classes, each team will be given a project.

Presentation

All groups **need to present their projects**. The exact date is indicated in the course schedule table. All group members are required to present and each team member should be allotted equal presentation time. Presentation should last about **20 minutes** and will be followed by 10-15 min discussion. Each presenting group should create **2-3 questions** for the class and lead the discussion about the topic. Keep in mind that all presentations will be recorded and shared with the entire class as they will be delivered during class time. Make sure that you follow professional presentation standards when delivering the presentation in class or virtually. Please consult with the instructor if you have any questions regarding the delivery of your presentation.

Course & Instructor Policies

No late assignments are accepted and no late tests and examinations are offered!!! The above restrictions may be waived under special situations; nevertheless, if you do not contact me before the exam, the maximum grade for a make-up exam will be only 80% of the respective possible grades.

Extra credit

Extra credit of 3% is offered. Contact me personally **no later than February 28th** for extra credit assignment. No extra credit after this date will be offered.

Special Assignments

None

Class Attendance

You need to attend this course in the regular class hours. Recorded lectures will be posted to eLearning. Students are encouraged to participate in class discussions during our regular class hours.

Classroom Citizenship

We encourage students to support each other during the entire semester. If your team members are unable to participate in traditional classroom setting or virtually consult with them frequently to ensure they are up to date with the course materials and deliverables.

Instructor Support

Students in this course are encouraged to contact the instructor or the TA with any questions related to assignments, due dates, progress, etc. If student is unable to attend the class, he/she should schedule a virtual meeting with the instructor.

Scholastic Honesty and Policy on Cheating

Students who engage in scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course. "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, and the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage.

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the UTD Judicial Affairs 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.

Student Conduct and 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 Policies

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. Please check opening hours and virtual meeting schedule with the office.

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

Comet Creed

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

Academic Support Resources

The information contained in the following link lists the University's academic support resources for all students.

Please see <http://go.utdallas.edu/academic-support-resources>.

UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to [UT Dallas Syllabus Policies](#) webpage for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.