

Course Syllabus

Course Information

<i>Course Prefix, Number, Section</i>	<i>IMS 4373.501.25S</i>
<i>Course Title</i>	<i>Global Strategy</i>
<i>Term</i>	<i>Spring 2025</i>
<i>Days & Times</i>	<i>Monday (7.00pm – 9.45pm)</i>
<i>Classroom</i>	<i>JSOM 2.904</i>

Professor Contact Information

<i>Professor</i>	<i>Adriaan van Eeden</i>
<i>Email Address</i>	<i>adriaan.vaneeden@utdallas.edu</i>
<i>Office Hours</i>	<i>After class or by appointment Individual In-person or Virtual Meetings – by appointment.</i>

Course Description

This course will cover the challenges that multinational firms face, including managing across national borders, managing international strategic alliances, managing headquarters-subsidary relationships, and developing global capabilities. In this course students will study theory and then apply to analyze cases of multinational companies, present their recommendations and defend their findings.

Student Learning Objectives/Outcomes

Upon completion of this course, you will be able to:

1. Describe various phases of the strategic management process
2. Analyze external and internal environments of a company
3. Explain various levels of strategy formulation
4. Understand various strategy implementation methods
5. Apply strategic management theory to business case studies
6. Recognize various strategies used by global companies

Required Textbooks and Materials

Dess, G.G., McNamara, G., Eisner, A., & Lee, S. (11th edition) - *Strategic Management (Text & Cases)*, McGraw-Hill/Irwin. 2023

The instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course. However, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student Access Ability accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

Additional readings will be assigned throughout the semester. Students have access to various Library Databases that include electronic access to international business newspapers and magazines. See **Resources** folder on eLearning.

Additional resources:

- Peng, M.W.; *Global Strategy*, Cengage Learning, Inc., 2022
- Ghemawat, P.; *The New Global Road Map, Enduing Strategies for Turbulent Times*, Harvard Business Review Press, 2018
- Helmer, H. W.; *7 Powers, The Foundations of Business Strategy*, Deep Strategy LLC, 2016

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 <https://ets.utdallas.edu/elearning-services/students/>.

Course Access and Navigation

The course can be accessed using the UT Dallas NetID account at: <https://elearning.utdallas.edu>. Please see the course access and navigation section of the site <https://ets.utdallas.edu/elearning/students/current/getting-started> for more information. To become familiar with the eLearning tool, please see the Student eLearning Tutorials <https://ets.utdallas.edu/elearning/students/current/tutorials>. UT Dallas provides eLearning technical support 24 hours a day / 7 days a week. The eLearning Support Center <https://ets.utdallas.edu/elearning/helpdesk> services include 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 students to submit their essays and other assignments on e-learning. Please make sure you are able to access Turnitin with appropriate browser supported by the program. For additional information, please check the following link: <https://ets.utdallas.edu/elearning-services/instructors/remote-teaching-resources/turnitin/>

Communication

In addition to in-class communication, this course also utilizes online tools for interaction and communication. For more details, please visit the eLearning Tutorials webpage <https://ets.utdallas.edu/elearning/students/current/tutorials> for video demonstrations on eLearning tools.

Course Format

Class Engagement and Participation

Active participation and preparation for class is essential. Students engage in learning through in-class discussion, group projects, homework, and readings. Additional tasks such as summary of films or articles may be assigned throughout the semester. Discussion will be based on issues related to textbook reading assignments, lectures, and current articles from leading international periodicals: Business Week, The Economist, Management of International Business Studies, International Management Journal and The Wall Street Journal.

Class Participation

Regular class attendance and participation is expected.

Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures (and/or labs). Class participation is documented by faculty. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

(You can miss one class without impacting your attendance grade.)

Group Project

Groups

Students will be assigned to groups based on alphabetical order. Each group will select a leader who will ensure the team meets regularly throughout the semester, communicates well and prepares a quality written case study report on time and is ready to present during assigned date/time. It is critical that team members have each other's contact information and know each other's preferred time to meet in person or virtually. Active participation from all members during the project is required. In case of team conflict, the *Team Leader* should meet with the group and discuss the root cause of the conflict and possible ways to resolve it. If a team is unable to resolve the conflict, the *Team Leader* should meet with the instructor and discuss the situation. Groups are encouraged to schedule meetings with the instructor (in class or virtual) to discuss questions regarding their work.

Groups may select to analyze one of the following cases (7, 8, 11, 14, 17, 18, 19, 20, 21, 22, 23, 25, 27, 28, 29, 34, 36 & 38)

Only one group per case study, selection will be on a first come first assigned basis.

Your group case analysis should be very detailed. You may use the PACADI Approach (<https://hbsp.harvard.edu/inspiring-minds/a-framework-for-using-cases-to-help-students-become-better-decision-makers>) or any other case analysis method.

Consult chapters in the text as well as external sources, library databases and quality data to support your quantitative and qualitative analysis.

Group Project

1. Group - Written Case Analysis Report

A 15-page report (soft copy) will be submitted (via eLearning/Turnitin) **on the day indicated in the syllabus**. The written report should be typed and double-spaced and follow the University's writing standards. Graphs, tables, and other methods may be used to illustrate the problem and support your findings. Sources/bibliography should be provided at the end of the report. Proper citation is required. It is preferred that sources of your research come from *industry* (industry reports, legitimate websites, etc.) and *academic* (recent research papers documented in prime business, economic and international journals). Please consult the University's writing guidelines as needed. <https://libguides.utdallas.edu/citation-resources-guide>
<https://www.utdallas.edu/studentsuccess/writing-and-speaking/writing-center/>

2. Group – Case Presentation (PPT Format)

Plan your time for a 15–20-minute presentation. All group members are required to present, and each team member should be allotted equal presentation time. Team performance will be graded based on methods of analysis, quality of presentation, and effectiveness as a team (See Rubric and sample presentation in eLearning). Creative presentation style is encouraged; however, contents and messages should reflect the key points (findings) from the report. Each presentation will be followed up by a short Q&A session. Make sure that you follow professional presentation standards when delivering the presentation in class. (Dress code: Business casual.) Please consult with the instructor if you have any questions regarding the delivery of your presentation.

3. Group – Homework Assignments

The purpose of the group homework is two-fold:

1. Provide structure to help you start your group project and do some of the analysis work while the theory is fresh in your mind after we covered the topics in the class.
2. Provide you with early feedback, which you can incorporate into your group project.

Submit 1 to 2 pages, double spaced, to eLearning/Turnitin on the day indicated in the syllabus.

The following will be the group homework assignments. Apply each assignment to the group's selected case:

1. Analyze the external environment using Porter's 5 forces model.
2. Analyze the internal environment of the firm using a value-chain analysis or resources-based approach.
3. Evaluate the performance of the firm by using financial ratio analysis or a balanced scorecard analysis.
4. Analyze and describe the existing business-level strategy of the firm by using Porter's three generic strategies or the industry life cycle stages as a reference.
5. Describe the problem you identified for the case. Brainstorm potential solutions to your problem statements. List and briefly describe your initial alternative solutions.

Suggested group process for homework: Brainstorm, ask one team member to take notes and draft the paper, post paper for review and comments by all group members, finalize

as group and have preparer submit the paper in eLearning. Rotate the team member who takes notes and draft the paper to distribute the workload evenly among team members.

Time for group work will be allocated at the end of each class.

Submit a 1-to-2-page answer in eLearning (assignments) by the indicated deadline. (Typed, Times New Romans, 12, 1.5 space and follow the University's writing standards)

Title your paper as follows:

Case #: Case Name

H/W #: Title

Attended:

Absent: (Absent team members will not get the grade for the group homework.)

Absent, but participated: (Team members will get a partial grade for the group homework.)

For example:

Case 1: Robin Hood

Group H/W 1: Analysis of the External Environment using Porter's 5 forces model

Attended: Name A, Name B, etc.; Absent: Name Z; Absent, but participated: Name X

Individual Homework

Individual - Homework Assignments (IND-HW) are assignments that need to be submitted to eLearning (assignments) by the indicated deadline. There will be no extension to homework deadlines, and it is up to each student to verify the document is properly submitted.

Items to consider when submitting homework:

- Attention to detail. Be specific about the work accomplished, issues to be raised or questions to be asked.
- Ensure proper editorial review is conducted
- Ensure the most current version is submitted (no updates to submitted version)
- Submit before the assignment is due (don't wait until the last moment to submit the assignment)
- Use other **Internet Browsers** to submit if the one you are using is giving you problems
- Ensure that your document has your name, date, class number and section, and page numbers
- You will receive full credit submitting quality response or partial credit or 0 if the assignment is incomplete, its quality is poor or past the deadline.

Presenting your homework to the class

Tell the class what you found interesting and what you learned. Invite comments from your fellow students on one topic from your work.

(No PowerPoint or formal presentation is required. The goal is to have an interactive discussion.)

There will be no extension to homework deadlines.

Online Quizzes

Online quizzes have the form of a multiple choice and true/false questions that relates to important themes of the completed section (One for each of Strategy Analysis, Strategy Formulation, Strategy Implementation). Each assignment/quiz consists of 15 – 20 questions and is preceded by a short text. Read it carefully before answering the questions.

Overall, your scores will make up this part of your grade (each online assignment is worth 4 points).

You will have 60 minutes for each assignment. Online assignments are open book/notes assignments. Online assignments will be available for a couple of weeks and close on Sunday 11:59 pm of the due date (see due dates in Course Schedule). For example, the due date for online assignment 1 is Sunday February 16, 2025, at 11.59 pm.

TEST 1 and TEST 2

Test 1 and Test 2 will be based on individual take-home case analysis. You will approach the case the same way as you do the group case analysis (using the PACADI method or any other case analysis method) and select one case for Test 1 (**2, 3, 4, 5, 6, 9, 10, 12, 13 & 16**) and one (different) case for Test 2 from the following (**2, 3, 4, 5, 6, 9, 10, 12, 13, 16, 24, 26, 30, 31, 32, 33, 35 & 37**).

You will provide a 6-8 page analysis (excl. graphs, charts, cover page, and any supporting materials) should be submitted (via eLearning/Turnitin) **on the day indicated in the syllabus**. Your analysis should include environmental and industry analysis, competitive analysis, financial ratios / balance score card evaluation, and an overview of international operations. All of your research should be supported by quality sources, data and based on theoretical concepts covered in class.

A 15-page report (soft copy)

Late submissions will not be accepted, unless a medical note is provided.

(Start thus early to allow you some flexibility related to time availability.)

Assignments & Academic Calendar

Topics, Reading Assignments, Due Dates, Exam Dates

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 1 1/27	Course Introduction & Business cases analysis methods	Part 1: <ul style="list-style-type: none"> ○ Course Introduction/Syllabus Overview ○ Self-introduction ○ Introduction to Business Resources ○ Review Weekly Deliverables ○ Review of Tests ○ Review Final Deliverables (Presentation and Report) ○ Review of Grading Policy ○ Expectations and QA ○ Group introductions Part 2: <ul style="list-style-type: none"> ○ Chapter 13 – Analyzing Strategic Management cases ○ PACADI method 	<p>DUE 2/2</p> <ul style="list-style-type: none"> - Review syllabus - Review library resources / databases handout - Obtain textbook - Read: Chapter 13 (pages 397 – 421) - Read: PACADI: (https://hbsp.harvard.edu/inspiring-minds/a-framework-for-using-cases-to-help-students-become-better-decision-makers) <p>IND-HW1: Reflect on one of the speeches delivered at the World Economic Forum (WEF) 2025 (https://www.weforum.org/events/world-economic-forum-annual-meeting-2025/) Summarize key points and mention important trends we (students / companies) need to pay attention to. (Submit 1 page - double spaced to eLearning)</p>
Week 2 2/3	Chapter 1 – Creating Competitive Advantages Chapter 2 – Analyzing the external environment of the firm	Part 1: <ul style="list-style-type: none"> ○ Chapter 1 ○ 3-minute student presentations based on HW 1 Part 2: <ul style="list-style-type: none"> ○ Chapter 2 (pages 43 – 64) ○ Group work 	<p>DUE 2/9</p> <p>Read: Chapter 1 Read: Chapter 2 Read: Group select case study</p> <p>IND-HW2: Imagine yourself as the CEO of a large firm in an industry in which you are interested. Please 1.) select the firm, 2.) identify major trends in the general environment 3.) analyze their impact on the firm and 4.) identify major sources of information to monitor these trends. (Submit 1 page - double spaced to eLearning)</p> <p>Group: Introduction meeting. Select group leader and case. Group leader e-mail me with group in cc & post on group discussion board. Start with Group Homework 1.</p>

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 3 2/10	<p>Chapter 3 – Assessing the internal environment of the firm</p> <p>Chapter 4 – Recognizing a Firm’s Intellectual Assets</p>	<p>Part 1:</p> <ul style="list-style-type: none"> ○ Chapter 3 ○ 3-minute student presentations based on HW 2 <p>Part 2:</p> <ul style="list-style-type: none"> ○ Chapter 4 ○ Group work 	<p>DUE 2/16</p> <p>Read: Chapter 3 Read: Chapter 4 (pages 102 – 106; 119 – 125; 128 – 132)</p> <p>IND-HW3: Watch/listen to the 2025 State of the Union address or read the transcript (available on the White House website) with a focus on what is mentioned that will impact international business strategy. List the items that will impact international businesses and shortly discuss how these items will impact international businesses and their strategy. (Submit 1 page - double spaced to eLearning)</p> <p>Group HW1: Analyze the external environment of your selected case using Porter’s 5 forces model. (Submit 1 to 2 pages - double spaced to eLearning)</p> <p>Online Quiz 1</p>
Week 4 2/17	Chapter 5 – Business-Level Strategy	<p>Part 1:</p> <ul style="list-style-type: none"> ○ Chapter 5 ○ 3-minute student presentations based on HW 3 <p>Part 2:</p> <ul style="list-style-type: none"> ○ Group work 	<p>DUE 2/23</p> <p>Read: Chapter 5</p> <p>IND-HW4: Review the WSJ articles and video related to the Rivian and VW alliance. Reflect on the internal resources each partner in the alliance contributes, using a resources-based view of these firms. (You are welcome to add your own research.) (Submit 1 page - double spaced to eLearning)</p> <p>Group HW2: Analyze the internal environment of the firm in the selected case using the value-chain analysis or the resources-based approach. (Submit 1 to 2 pages - double spaced to eLearning)</p>

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 5 2/24	Chapter 6 – Corporate- Level Strategy	Part 1: <ul style="list-style-type: none"> ○ Chapter 6 ○ 3-minute student presentations based on HW 4 Part 2: <ul style="list-style-type: none"> ○ Individual work on Test 	DUE 3/2 Read: Chapter 7 IND-HW5: Review the WSJ articles related to the following posted on the discussion board. Select one of the following: <ul style="list-style-type: none"> ○ Convenience Retail: Couche-Tard offers to acquire 7-Eleven. Reflect on the corporate-level strategy Couche-Tard is pursuing and any possible implications on 7-Eleven’s business-level strategy. ○ Advertising: Potential merger between Omnicom and Interpublic. Reflect on the corporate-level strategy being pursued and the possible business-level strategy implications for the 2 companies. (You are welcome to add your own research.) (Submit 1 page - double spaced to eLearning)
Week 6 3/3	Test – no class	<ul style="list-style-type: none"> ○ Use class time to finalize and submit Test 2 	TEST 1 – INDIVIDUAL TAKE HOME CASE ANALYSIS – SUBMIT TO ELEARNING ON 3/7 (End of Day) Please note this is on the Friday of that week Select one of the cases (2, 3, 4, 5, 6, 9, 10, 12, 13 & 16)

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 7 3/10	Chapter 7 – International Strategy	Part 1: <ul style="list-style-type: none"> ○ Chapter 7 ○ 3-minute student presentations based on HW5 Part 2: <ul style="list-style-type: none"> ○ Group Work 	DUE 3/16 Read: Chapter 7 IND- HW6: Select a multinational firm in which you are interested. Identify and describe the international strategy the firm is following. Provide information on the environmental forces and company actions to support your conclusion. (Submit 1 page- double spaced to eLearning) Group HW3: Evaluate the performance of the firm from the selected case by using financial ratio analysis or a balanced scorecard analysis (Submit 1 to 2 pages - double spaced to eLearning) Online Quiz 2
3/15		Midterm Grades Submitted	
3/17 – 3/23		NO CLASS – SPRING BREAK	
Week 8 3/24	Chapter 8 – Entrepreneurial Strategy & Competitive Dynamics Chapter 9 – Strategic Control & Corporate Governance	Part 1: <ul style="list-style-type: none"> ○ Chapter 8 ○ 3-minute student presentations based on HW 6 Part 2: <ul style="list-style-type: none"> ○ Chapter 9 (pages 270 – 282) ○ Group Work 	DUE 3/30 Read: Chapter 8 Read: Chapter 9 (pages 270 – 282) IND-HW7: Review the WSJ articles related to the airline industry posted on the discussion board. Reflect on the competitive dynamics in the airline industry. (You are welcome to add your own research.) (Submit 1 page- double spaced to eLearning) Group HW4: Analyze and describe the existing business-level strategy of the firm by using Porter’s three generic strategies or the industry life cycle stages as a reference. (Submit 1 to 2 pages - double spaced to eLearning)

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 9 3/31	Chapter 10 – Creating Effective Organizational Designs	Part 1: <ul style="list-style-type: none"> ○ Chapter 10 ○ 3-minute student presentations based on HW 7 Part 2: <ul style="list-style-type: none"> ○ Group Work 	<p>DUE 4/6 Read: Chapter 10</p> <p>IND-HW8: Using published reports, select one CEO who has recently made public statements regarding a major change in their firm’s strategy. Discuss how the successful implementation of such strategies requires changes in the firm’s organizational design. (Submit 1 page- double spaced to eLearning)</p> <p>Group HW5: Describe the problem you identified for the case. Brainstorm potential solutions to your problem statements. List and briefly describe your initial alternative solutions. (Submit 1 to 2 pages - double spaced to eLearning)</p>
Week 10 4/7	Chapter 11 – Strategic Leadership	Part 1: <ul style="list-style-type: none"> ○ Chapter 11 ○ 3-minute student presentations based on HW 8 Part 2: <ul style="list-style-type: none"> ○ Group Paper: Present detailed outline (Groups 1 – 5) ○ Group Work 	<p>DUE 4/7 Group Paper: Present detailed outline (Groups 1 – 5)</p> <p>DUE 4/13 Read: Chapter 11</p> <p>IND-HW9: What the video on emotional intelligence posted on the discussion board. Reflect on how you can develop and use the various components of emotional intelligence. (Submit 1 page- double spaced to eLearning)</p>
Week 11 4/14	Chapter 12 – Managing Innovation and Fostering Corporate Entrepreneur- ship	Part 1: <ul style="list-style-type: none"> ○ Chapter 12 Part 2: <ul style="list-style-type: none"> ○ Group Paper: Present detailed outline (Groups 6 – 10) ○ Group work 	<p>DUE 4/14 Group Paper: Present detailed outline (Groups 6 – 10)</p> <p>DUE 4/20 Read: Chapter 12</p> <p>Online Quiz 3</p>

DATES	TOPIC	CONTENT/ACTIVITY	ASSIGNMENTS
Week 12 4/21	Presentations	Part 1: <ul style="list-style-type: none"> ○ Group Presentations (1-5) Part 2: <ul style="list-style-type: none"> ○ Start working on Test 2 	<i>DUE 4/21</i> Group 1 – 5: Paper and Presentation
Week 13 4/28	Presentations	Part 1: Group Presentations (6-10) Part 2: <ul style="list-style-type: none"> ○ Continue working on Test 2 	<i>DUE 4/28</i> Group 6 – 10: Paper and Presentation
5/5	Test – no class	<ul style="list-style-type: none"> ○ Use class time to finalize and submit Test 2 	<i>TEST 2 – INDIVIDUAL TAKE HOME CASE – SUBMIT TO ELEARNING BY 5/9 (End of Day)</i> <i>Please note this is on the Friday of that week</i> <i>Select one of the cases, other than the one you selected for Test 1 (2, 3, 4, 5, 6, 9, 10, 12, 13, 16, 24, 26, 30, 31, 32, 33, 35 & 37)</i>
5/17		<ul style="list-style-type: none"> ○ Final grades posted by 5/17 	

Grading Policy

Grading Weight

Attendance & Class Participation	10%
Homework Assignments 1 – 8	8%
Online Quiz 1 - 3	12%
Group work <ul style="list-style-type: none">• Group Homework Assignments 1 – 5• Case Analysis Paper• Group Presentation	5% 10% 5%
Test 1 – Individual Case Analysis	25%
Test 2 – Individual Case Analysis	25%
Total	100%

Grading Criteria

Scaled Score	Letter Equivalent
97+	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-
Less than 60	F

Course Policies

Make-up exams

Late submissions (Make-up) exams are only allowed in case of emergency or extraordinary situation.

Extra Credit

There will be a few extra credit opportunities throughout the semester. These opportunities might include the following:

- Students will have an opportunity to attend specific virtual/in-person events. Writing a short reflection on the learnings from the event will earn extra credit.
- Students will have the opportunity to listen to specific business strategy related podcasts or read additional articles posted on the discussion board. Writing a short reflection on the learnings from these podcasts and reading will earn extra credit.
- 100% class attendance will result in 1% extra credit.
- There will be 1 additional individual homework assignment for 1% extra credit.

Extra credit opportunities will be announced in class and posted as assignments.

Late Work

Late assignments are only allowed in case of emergency or extraordinary situation. All written assignments are submitted to eLearning (TurnItIn). Make sure you pay attention to due dates in the calendar above. If you are travelling or staying overseas during this semester, make sure that you pay special attention to deadlines as they are indicated in Central Time (CT)/Dallas time. If you have questions about time zones, please consult <https://www.timeanddate.com/>

Classroom Citizenship

We encourage students to support each other during the entire semester. If your team member(s) is/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. Please support each other during these times.

Instructor Support

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

Students are encouraged to review the quality of their work (editorial review, references, sources, format, etc.) before submitting their written work. Students are encouraged to check **SIMILARITY** on TurnItIn before submitting their work. The recommended similarity should be below **25% (green status)**. Points will be deducted if student's work has over 25% similarity.

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 individuals 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 students. 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.

UTD Campus Health - Guidelines and Resources

The information contained in the following link lists the University's Health resources for students: <https://www.utdallas.edu/campus-health/>

Disability Services

The University of Texas at Dallas is committed to providing reasonable accommodation for all persons with disabilities. The syllabus is available in alternate formats upon request. If you are seeking classroom accommodations under the Americans with Disabilities Act (2008), you are required to register with the AccessAbility Resource Center, located in the Administration Building (AD), Suite 2.224. Their phone number is 972-883-2098, email: accessability@utdallas.edu (opens in a new tab) and website is <https://accessability.utdallas.edu> (opens in a new tab) . To receive academic accommodations for this class, please obtain the proper AccessAbility Resource Center letter of accommodation and meet with me at the beginning of the semester.

The information contained in the following link lists the University's resources for students: <https://accessability.utdallas.edu/>

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.

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 <http://go.utdallas.edu/syllabus-policies> for these policies.

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