

Course Syllabus
IMS 6310.0G1
School of Management
The University of Texas at Dallas

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Course Information

Course

Course Number/Section IMS 6310.0G1
Course Title International Marketing
Term and Dates Spring 2010: Jan 11 – May 8

Professor Contact Information

Professor George Barnes
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Email Address gbarnes@utdallas.edu
Office Location SM 2.232
Office Hours office or phone: Mon/Wed 4-5pm Central Time
Other Information use email to request appointments/online chat room times

Instructor Background

George Barnes is Senior Lecturer, International Management Studies faculty, School of Management at UTD, and Director of the Global MBA Online program. He has held executive positions with Mobil Oil (10 years in international planning) and Citibank (6 years in the Middle East, including country head for Bahrain with responsibility for Kuwait, and training center director in Beirut). Recent consulting has dealt with market entry and investment attraction strategies, and the preparation of U.S. expatriates for overseas assignments. He has a Masters degree in international law and diplomacy from the Fletcher School, Tufts University.

Other courses at UTD:

GMBA – Legal Aspects of International Business Transactions (IMS 6302) – next offering Fall2010

Undergraduate – Export Market Development, International Business

Guest lecturer – Dr. Habte Woldu, ~~Senior Lecturer~~[Clinical Professor and Director of International Students Exchange Programs & Foreign Study Trips/Foreign Study Trip Coordinator](#) in UTD's School of Management. Previously, he co-taught this course. Courses he currently teaches include Global Business, Comparative Management Methods and Area Studies. He holds a Masters of Human Resource Management and PhD in Economics from the Academy of Economics, Poznan, Poland. Recently, Dr. Woldu was recognized for his award-winning paper in cross-cultural management research.

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

Prerequisite: MKT6301 Marketing Management (or equivalent), or consent of instructor.
Recommended: IMS 5200 Global Business.

Course Description

Fundamentals of marketing related to the global business environment: how to effectively and simultaneously deal with marketing tasks of foreign entry, local marketing and global management influenced by globalization drivers, unique market factors and company marketing objectives.

Student Learning Objectives/Outcomes

1. demonstrate understanding of international marketing concepts on exams, including demonstrating analytic discipline answering essay questions, as well as in case study analyses
2. become familiar with contemporary international marketing challenges (current events), and communicate understanding using discussion postings and critiques
3. solve cross-functional international marketing business problems on written assignments

Lectures

Instructor and guest lecturer presentations are in Flash format with synchronized audios and slides. Lectures are organized to follow the reading assignments, but often will add information from the instructors' research and experience. Students are accountable for all information: lecture and reading.

Required Textbooks and Materials

Required Text: Global Marketing, Johnny Johansson, McGraw-Hill/Irwin 5th edition, 2009
Required Materials: Supplemental reading and additional materials are included in eLearning course site

Textbooks and some other bookstore materials can be ordered online through [Off-Campus Books or the UTD Bookstore](#) ~~MBS Direct Virtual Bookstore or Off-Campus Books online ordering site~~. They are also available in stock ~~at the UTD Bookstore and Off-Campus Books at both bookstores~~.

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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 [WebCTeLearning](#). It is to be delivered entirely online. Students will use their UTD NetID account to login to the course at UTD Galaxy: <http://galaxy.utdallas.edu> or directly at <http://elearning.utdallas.edu>. Please see more details on [course access and navigation information](#).

To get started with an [eWebCTeLearning](#) course, please see the [Getting Started: Student WebCTeLearning 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 **WebCTeLearning** course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular UTD 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 using the course Email tool. The instructor will reply to student emails or Discussion board messages within 3 working days under normal circumstances. A Lounge is available for students to use for socializing or continuing discussion of topics on current events.

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Student Resources

Many University resources are available for students to access. Some sources of interest include:

UTD Distance Learning: <http://www.utdallas.edu/oeo/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>. <http://www.utdallas.edu/distancelearning/students/libraries.html>

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Student Assessments

Grading Information

Weights

Discussion topics	Participate in 3	15%
Southern Electronics integrative case	(see breakdown in Module 13)	10%
Group case study		25%
Midterm		25%
Final exam		25%
Total		100%

Grading criteria

Scaled grade subject to revision	Letter Equivalent
89+	A
80-88.9	B
70-79.9	C
Less than 70	F

Accessing Grades

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

Course Policies

Make-up exams

Instructor will offer make-up exam if contacted by student one week before exam.

Late Work

Generally not accepted. If accepted, highest grade is 80.

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 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.

Assignments

Assignments generally will be due by 11:55pm on the week-ending Sunday date in Academic Calendar (unless otherwise noted). See submission instructions below.

Personal statement (Jan 17 noon)

In the Personal Statement Discussion topic provide the following:

- name
- degree program (online MBA, on-campus MBA, MA, or other)
- city/country of residence
- employer and position (if currently employed)
- brief recap of any international experience

The personal statement is to help students get to know each other, and to assist instructor select case study groups.

Case study (see Group Project)

Assignments

Required

Southern Electronics integrative case in Module 13

Part A question - answer provided "free" (due on Tuesday, 4/13, **6pm**)

Part B question 2 points (on Thursday, 4/15)

Part C1) question 6 points (on 4/18)

Part C2) question 2 points (on 4/18)

Recommended

ACT Global Sports integrative case in Module 15. Case study groups to confer and prepare answers to a sequence of case questions leading into web conference with senior executive of ACT Global Sports. (See Module 15 for release dates of Parts A, B and C; no submission required)

*Optional assignments**

Coastal Equipment - to complement export price quotations (2/14)

Daewoo private brand manufacturer - to complement branding decisions (3/26)

Advertising – from YouTube or similar source, select an ad aimed at a non-US market and post URL in Discussion area with brief comment, e.g., why you believe it has market-specific instead of universal appeal, cultural connotation, regulatory consideration, etc. (4/25)

** Instructor will consider awarding up to 5 bonus points on Final exam based on the accuracy and/or quality of optional assignment/discussion submissions.*

Assignment submission instructions

Submit required assignments (in the 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.

Discussion topics (see Participation/Discussions below)

Group Project

Groups of 4 will be assigned one of the following cases:

- 1-1 IKEA (due date Feb 7)
- 1-2 Whirlpool (Feb 14)
- 2-1 Toys-R-Us to Japan (Feb 21)
- 2-2 Illycaffè (A) (Mar 7)
- 2-3 Illycaffè (B) Starbucks threat (Mar 14)
- 3-1 Pert Plus in Europe (Mar 28)
- 4-2 TI Pricing (Apr 4)
- 3-2 Levi Strauss Japan (Apr 25)

The case study analysis will be 7-8 pages (single space), tables/graphs additional, and it will:

- 1- organize the analysis in the sequence of questions/topics (see criteria 2-4 following)
- 2- respond to questions raised in the case
- 3- include additional short paragraph updating the actual company's situation (2008-2009)
- 4- conclude with a short paragraph on the **international marketing management learning experience** that the student group derived from the case.

Executive summary – each group will post in applicable Discussion topic a one page executive summary so that all other students can “experience” the case. Note: the executive summary is separate from, and does not count toward the written case submission.

Groups will be selected and assigned a case at the end of the first week: look for Announcement. 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 3D virtual world of **Second Life**. Instructions for accessing the island can be found at <http://som.utdallas.edu/somResources/eLearning/faculty/secondLife.php>.

Turnitin assignment submission instructions for group case study:

The group case study analysis will be submitted and examined through the integrated plagiarism detection tool called [Turnitin](#). There are two Turnitin assignment links created on the course Home page:

- Group Case Turnitin Draft Submission – this is for group to use to submit case report draft for group self evaluation and check-up. Group can do multiple submissions. The submissions will not be viewed and graded by the instructor. Groups can check the originality reports for any plagiarism warning signs and make any modifications and improvements as needed before officially submitting the final report.
- Group Case Turnitin Submission – this is the link for official submission of the finalized group case report. Each group should submit their report by the specified due date.

Please go to the course Home page and click the Turnitin assignment icon link to access the Turnitin assignment page. You can click the assignment title to view the assignment information. To submit your file, please click the submit icon, on the next page, select the option of “file upload” (or “cut and paste”), enter the submission title, click Browse to locate your file and click Submit button. You can then review (click “cancel, go back” if needed) and

confirm your submission. (Note: only one single file may be submitted. Some common file types accepted are: Word, HTML, PDF, TXT and RTF.) You can go back to the assignment page to check the Originality Report when it becomes available (showing the percentage of similarity match and the sources detected). Please note it may take some time for Turnitin to generate the originality report especially during the semester-end busy time. For overwritten or resubmitted paper, it takes 24 hours. For more information and assistance on using Turnitin, please go to: <http://www.turnitin.com/static/training.html>.

Group case study feedback and evaluation

Feedback - Instructor will provide sample answers in group's private discussion area.

Peer evaluation – immediately following case submission, each member of a group will provide instructor a confidential peer evaluation using Assignment drop box where you will select the recommended peer evaluation form.

Participation/Discussions

Discussion topics

Students will select **3 out of the 6 discussion topics** and post information intended to generate discussion among other students and instructor. For each topic chosen, post one original research and one critique of someone's original posting. Instructor's evaluation criteria and points, for a maximum score of 5 points per discussion topic, are:

- original research 1-3 points depending on quality, clarity, relevance
- critique of one other original posting 0-2 points depending on quality and clarity

Note: the original research posting, and the thoughtful critique, do not have to be for the same discussion topic; however, instructor will consider for grading purposes only the first 3 postings of original research and critique *therefore it is important to make your contributions count*.

As a courtesy to other students, Instructor recommends that students use the Lounge for postings beyond the two per topic, or beyond the 3 required topics.

One of the following topics will be open for comment at specific times during the semester (see Academic Calendar in syllabus for availability period):

Hofstede – discuss the extent to which electronic commerce (online purchases, Internet shopping, etc.) might be acceptable to a culture. Does this have anything to do with Hall's or Hofstede's dimensions? Give examples of cultures that would be reluctant to accept electronic commerce or others that might accept it more easily.

Strategic alliance – provide information and briefly discuss an actual non-equity strategic alliance (distribution, manufacturing, or R&D alliance) not mentioned in text. Identify what you see as its international marketing objective.

China – provide one example of a company's - - maybe the company you work for - - marketing challenge of penetrating the China market.

Segmentation and Positioning – what are the advantages of “similar segment, similar positioning” for a product such as digital cameras? Cell phones? Leisure clothing? Athletic shoes? Any disadvantages?

Product adjustment – analyze the extent to which a particular multinational marketer (such as Benetton, Procter & Gamble, Nokia or other) offers the same or adapted product line in different countries by comparing the company website entries for different markets.

Gray trade (students may choose either A or B, but not both)

(A) – what are the problems in implementing a coordinated pricing system to control gray trade? Provide an example from original research.

(B) – provide example and discuss how gray trade affects the ability of the global marketer to control distribution. Optional alternative: how does the Internet spawn more gray trade?

Web conferences

There will be 3 web conferences using Adobe Connect. Each student should have a headset microphone in order to fully participate in the discussion. See Academic Calendar for dates, or Course Announcements for any TBA date and guest participant. Students are expected to participate in one web conference. Failure to participate will result in a deduction of points. Any student anticipating a conflict for all 3 web conferences (e.g., travel, time zone, military deployment) should contact instructor.

One web conference will be based on Breathe Right video (see below).

Video clips

Breathe Right – based on the video, discuss any of the following during a web conference

- 1) what are the benefits but also risks of the CNS/3M piggyback marketing arrangement?
- 2) how do retail distribution patterns in Europe differ from U.S. for this type of product, and how was that difference handled for this product
- 3) identify at least one longer term concern for CNS in its alliance with 3M? (Note: since the video was prepared, the 3M contract was terminated, and CNS was acquired by GSK in December, 2006.)

In addition to Breathe Right video, several other modules have video clips to enhance your learning experience.

Online Tests/Quizzes

Multiple choice quizzes for review purpose are available for every chapter, drawn from a random test bank. These review quizzes are optional, ungraded and may be taken once.

Midterm exam - A timed midterm exam (chapters 1-6) will be taken online, consisting of random multiple choice questions, and also two essay questions chosen at random. See sample essay question topics on Learning Module page.

Final Exam - The Final exam (chapters 11-17) will be administered online in a manner similar to the Midterm exam.

You can access quizzes/exams 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.

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Academic Calendar

Dates	Module	Chap	Topic	Discussion	Case (due)	Assignment
1/11-17	1	1	Global marketing introduction			Personal statements (noon 1/17)
1/18-24	2	2	Theoretical foundations			Selection of groups 1/17
1/25-1/31	3	3	Culture*	Hofstede		
2/1-7	4	4	Country attractiveness		IKEA (2/7)	
2/8-14	5	5	Export expansion		Whirlpool (2/14)	Coastal (optional)
2/15-21	6	6	FDI, JV, licensing	Strategic alliance	Toys-R-Us (2/21)	
2/22-2/28	7	10	Emerging markets*	China		
2/26-28		1-6	Midterm			
3/1-7	8	11	Global marketing strategy	Segmentation & Positioning	Illycaffe (A) (3/7)	
3/8-14	9	12	Global products and services	Product adjustment	Illycaffe (B) (3/14)	
3/15-21			Spring Break			
3/22-28	10	13	Global branding	Daewoo: Web conf TBA	Pert Plus (3/28)	Daewoo (optional)
3/29-4/4	11	14	Pricing	Gray trade (A)	TI Pricing (4/4)	
4/5-11	12	15	Distribution	Gray trade (B)		
4/12-18	13	5, 14, 15	Integrative marketing exercises	Breathe Right Web conf TBA		Southern Electronics (required)
4/19-25	14	16, 17	Promotion	YouTube foreign ad (optional)	Levi (4/25)	
4/26-5/2	15		ACT Global Sports	Web conf TBA Guest: ACT executive	ACT Global Sports case	Parts A, B ACT case (no submit)
5/7-8		11-17	Final exam			

* Dr. Woldu guest lecturer

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Scholastic Honesty

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.

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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 Home page 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 dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

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

Incomplete Grade Policy

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