

Course Syllabus

Course Information

<i>Course Number/Section</i>	MIS 6372.501 (Updated February 23, 2012)
<i>Course Title</i>	Managing Outsourcing IT-Enabled Services
<i>Term</i>	Spring 2012
<i>Days & Times</i>	Thursday 7:00 – 9:45 PM (Room 2.116)

Professor Contact Information

<i>Professor</i>	Shawn Alborz
<i>Office Phone</i>	(972) 883-6455
<i>Email Address</i>	salborz@utdallas.edu
<i>Office Location</i>	SM 3.406
<i>Office Hours</i>	Thursday 5:00 – 7:00 PM

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

No Pre-requisites

Course Description

The course will examine the IT outsourcing (ITO) phenomenon and how it differs from traditional contracting. We will discuss how to configure and operationalize an outsourcing arrangement, followed by a series of discussions of issues related to the development of sourcing strategy, contract, governance structure, and management of outsourcing relationships. Pros and cons of managerial choices made throughout the outsourcing lifecycle will be discussed as well. Finally, we will discuss the importance of quality of relationship between parties and its affect on an outsourcing deal throughout the outsourcing lifecycle.

Student Learning Objectives/Outcomes

Upon completion of the course, students should:

- 1) have a general knowledge of IT outsourcing concept
- 2) gain a better understanding of issues surrounding the management of an IT outsourcing arrangement
- 3) know how to analyze business needs before engaging into an ITO arrangement
- 4) understand the impact of sourcing decisions at multiple levels (individual and organizational)
- 5) learn how an ITO strategy can potentially enable an organization to gain competitive advantage
- 6) understand the components of an outsourcing arrangement and how to properly build one

Required Textbooks and Materials

Reading (case packet) is available via Harvard Business Publishing. Please go to the link below, create an account, access and purchase the course packet.

<http://cb.hbsp.harvard.edu/cb/access/11512443>

Suggested Textbooks Course Materials

Optional. The following books discuss the differing aspects of the IT outsourcing phenomenon. UTD Library resources are available.

- Global Sourcing of Business and IT Services, by Willcocks and Lacity, 2006. ISBN: 0230006590
- Global Information Technology Outsourcing: In Search of Business Advantage, by Lacity and Willcocks, 2001. ISBN: 0471899593

Assignments & Academic Calendar

The course will be taught in a seminar format (i.e. classes will revolve around topics assigned in the syllabus and will be facilitated by the instructor). Each student must accept the responsibility for class preparation and read the assigned material prior to class session and be prepared to discuss the content individually or as a group.

The following is a tentative schedule, which will be followed as closely as possible. However, should any changes become necessary, I will announce it in the class or via eLearning. It is your responsibility to keep track of announcements regarding changes to schedule.

Tentative Schedule

Dates	Reading Assignments/Activity
Jan 19	Class Discussion <ul style="list-style-type: none">▪ Course introduction, overview and UTD eJournals access▪ Abstract structure and components of research articles▪ Video (Outsourced) Readings <ul style="list-style-type: none">▪ How to Critically Read a Journal Research Article.▪ How to write an abstract? Berkeley University.▪ Writing hypotheses: a student lesson
Jan 26	Class discussion: Globalization, leadership and cross-cultural communication Reading: A Model for Studying IT Outsourcing Relationships. Submission Questions <ol style="list-style-type: none">1. What is ITO?2. Explain how due diligence can affect the IT outsourcing.3. Do you believe that knowledge management is important and why? Reading: Impact of Configuration on IT Outsourcing Relationships. Submission Questions <ol style="list-style-type: none">1. What is configuration?2. Explain how configuration does affect the IT outsourcing.
Feb 2	Class Discussion: IT outsourcing models, pros and cons Reading: How Continental Bank Outsourced Its Crown Jewels? Submission Questions <ol style="list-style-type: none">1. What were the main issues that made Continental Bank to decide to engage into an outsourcing arrangement?2. Was the arrangement successful and if yes, from who's perspective?
Feb 9	<ul style="list-style-type: none">▪ Video (Wal-Mart) Readings <ul style="list-style-type: none">▪ The hidden costs of IT outsourcing.▪ Contracts and Partnerships in The Outsourcing of IT. Submission Questions <ol style="list-style-type: none">1. Write a summary for the hidden costs of ITO (one page only)2. Write a summary for contracts and partnership in ITO (one page only)

Dates	Reading Assignments/Activity
Feb 16	<p>Reading: Xerox: Outsourcing global information technology resources.</p> <p>Submission Questions</p> <ol style="list-style-type: none"> 1. Identify the key events leading up to outsourcing at Xerox. 2. Would you have made the same decision to outsource IT at Xerox? Why? Why not? 3. Sketch a management framework to assist senior management to appropriately think about the alternatives, and the pros and cons of IT outsourcing for different situations. 4. What are the key management challenges of ensuring that the Xerox/EDS outsourcing agreement is successful?
Feb 23	<p>Discussion: Outsourcing cost, hidden costs and implications</p> <p>Reading: Outsourcing at office supply inc.</p> <p>Submission Questions</p> <ol style="list-style-type: none"> 1. What are the outsourcing cost saving for OSI? Do these savings meet its requirements? 2. What is the profitability of the deal for TIS? 3. What are the drivers of value in the model? Specifically, where do the cost saving come from? 4. Can the deal be engineered to be a win-win for both OSI and TIS in terms of both cost saving and profitability?
Mar 1	<p>Discussion: Outsourcing configuration, managing relationships and models</p> <p>Reading: Tecnovate: Challenges of business process outsourcing (BPO)</p> <p>Submission Questions</p> <ol style="list-style-type: none"> 1. What are the various issues involved in process transition? 2. What should be the transition management's plan for successful outsourcing? 3. How does Tecnovate's fusion philosophy help in providing outsourcing solutions? 4. Describe Tecnovate's growth strategy?
Mar 8	<p>Discussion: Quality of relationship, measure of QoR and perceived success</p> <p>Reading: The Quality of Relationship Construct in IT Outsourcing.</p> <p>Submission Questions:</p> <ol style="list-style-type: none"> 1. Explain what QoR is and how it is measured. 2. Do you believe that QoR is important in sustaining an outsourcing relationship? Explain why. 3. If you were to measure the QoR, how would you go about it? 4. If you were to measure the success, how would you go about it?
Mar 15	Spring Break
Mar 22	<p>Reading: Strategic outsourcing at Bharti airtel limited</p> <p>Submission Questions:</p> <ol style="list-style-type: none"> 1. Do you think Bharti should enter the outsourcing agreement outlined by Gupta? 2. What do you see as advantages and disadvantages of such agreement? 3. If you were Bharti, what major concerns would you have about entering an outsourcing agreement with IBM? 4. What governance mechanism would you design for the agreement?
Mar 29	<p>Reading: IT outsourcing British Petroleum's competitive advantage</p> <p>Submission Questions:</p> <ol style="list-style-type: none"> 1. What were the main issues facing BP? 2. Did selective outsourcing helped BP and how? 3. Do you believe that utilizing multiple service provider is affective? Explain why.

Dates	Reading Assignments/Activity
Apr 5	Discussion: Service provider evaluation and selection and performance evaluation Reading: Taking the measure of outsourcing providers Submission Questions: <ol style="list-style-type: none"> 1. What are the criteria to evaluate and select a service provider 2. How do you measure their performance?
Apr 12	Analyzing an ITO deal <ul style="list-style-type: none"> ▪ Three ITO deals (manufacturing, financial, and government sectors)
Apr 19	ITIL and ITSM project, discussion and presentation
Apr 26	ITIL and ITSM project, discussion and presentation
May 3	Final Exam

In-Class Examination

There will be one or two exams /quizzes throughout the semester. There will be neither make-up for exams/quizzes nor any project for extra credit.

Grading Policy		Scale	
Exams/Quizzes (all have same weight)	40%	90 – 100 A	70 – 76 C
Assignments	30%	87 – 89 B+	67 – 69 D+
Group Project	30%	80 – 86 B	Below 67 F
Total 100%		77 – 79 C+	
How to calculate the final grade (Assignments + Group presentation) + [(Average of all exams/quizzes) * 0.4] = 100%			

Assignment Submission Instructions

Each student hands in a write up of the assigned questions at the beginning of each class session. **No email submission is accepted (No Exceptions)**. Additionally, students will form groups and each group is expected to take part in one group project, present their research finding (PowerPoint format) during their assigned presentation session, and hand in an analysis not exceeding four pages (see formatting below).

Copying another student's work (computer files) or having another person do your work is **scholastic dishonesty** and will be dealt with accordingly (see next section).

Consider the followings for your write ups:

- Add your name on the first page (upper right hand)
- Use Times New Roman font size 12, single-spacing for your content (use italic/bold if necessary).
- Use Times New Roman font size 10 for content inside your tables (use italic/bold if necessary).
- Use Times New Roman font size 11 bold for table headings.
- 1 point will be deducted for each missing elements such as not following the naming convention, wrong font size for content, etc.

Be Advised: Course & Instructor Policies

1. All exams/quizzes will be in-class and closed-book/note. Note that quiz has the SAME WEIGHT as an exam. There will be NO make-up for a missing exam or quiz.
2. Announcements/changes will be through e-Learning or in class announcement. It is your responsibility to check the eLearning once a day.
3. All assignments must be printed and submitted ONLY in class (no hand written). All assignments will be graded based upon the appropriateness of its presentation as well as on its content. There is NO make-up work for missed assignments.

Group Research Projects (Tentative List)

#	Project
A	Book: Outsourcing to India. Chapter 17, Vendor Selection, pp. 165-175, ISBN: 3540208550
B	Book: Outsourcing to India. Chapter 20, Knowledge transfer, pp. 209-217, ISBN: 3540208550
C	Book: Strategic outsourcing: a structured approach to outsourcing decisions and initiative. Chapter 2, pp. 17-34, ISBN: 0814404340
D	Book: Global Information Technology Outsourcing: In Search of Business Advantage. Managing stakeholder relationships, pp.281-310, ISBN: 0471899593
E	Book: Framing the domains of IT management: projecting the future through the past. Chapter 2, Managing the organizational knowledge, pp.15-29, ISBN: 1893673065
F	Book: The IT outsourcing guide. Chapter 11, Forming the contract, pp.141-159, ISBN: 0471499358
G	Feeny, D. F., and Willcocks, L. P. (1998b). Core IS Capabilities for Exploiting Information Technologies. MIT Sloan Management Review, 39(3), 9-21. Feeny, D. F., and Willcocks, L. P. (1998a). Re-designing the IS Function Around Core Capabilities. Long Range Planning, 31(3), 354-367.
F	ITIL and ITSM

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.

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 of the Board of Regents of the University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, *Rules on Student Services and Activities of the Course Syllabus Page 8, 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 (SSB 4.400, 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 and administration of the School of Management expect from our 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. We want to establish a reputation for the honorable behavior of our graduates, which extends throughout their careers. Both your individual reputation and the school's reputation matter to your success.

The Judicial Affairs website lists examples of academic dishonesty. Dishonesty includes, but is not limited to cheating, plagiarism, collusion, facilitating academic dishonesty, fabrication, failure to contribute to a collaborative project and sabotage. Some of the ways students may engage in academic dishonesty are:

- Coughing and/or using visual or auditory signals in a test;
- Concealing notes on hands, caps, shoes, in pockets or the back of beverage bottle labels;
- Writing in blue books prior to an examination;
- Writing information on blackboards, desks, or keeping notes on the floor;
- Obtaining copies of an exam in advance;
- Passing information from an earlier class to a later class;
- Leaving information in the bathroom;
- Exchanging exams so that neighbors have identical test forms;
- Having a substitute take a test and providing falsified identification for the substitute;
- Fabricating data for lab assignments;
- Changing a graded paper and requesting that it be regraded;
- Failing to turn in a test or assignment and later suggesting the faculty member lost the item;
- Stealing another student's graded test and affixing one's own name on it;
- Recording two answers, one on the test form, one on the answer sheet;
- Marking an answer sheet to enable another to see the answer;
- Encircling two adjacent answers and claiming to have had the correct answer;
- Stealing an exam for someone in another section or for placement in a test file;
- Using an electronic device to store test information, or to send or receive answers for a test;
- Destroying or removing library materials to gain an academic advantage;
- Consulting assignment solutions posted on websites of previous course offerings;
- Transferring a computer file from one person's account to another;
- Transmitting posted answers for an exam to a student in a testing area via electronic device;
- Downloading text from the Internet or other sources without proper attribution;
- Citing to false references or findings in research or other academic exercises;
- Unauthorized collaborating with another person in preparing academic exercises.
- Submitting a substantial portion of the same academic work more than once without written authorization from the instructor.

<http://www.utdallas.edu/judicialaffairs/UTDJudicialAffairs-Basicexamples.html>

Plagiarism on written assignments, especially from the web, from portions of papers for other classes, and from any other source is unacceptable. On written assignments, this course will use the resources of [turnitin.com](https://www.turnitin.com), which searches the web for plagiarized content and is over 90% effective.

During tests and quizzes, students in this section are not allowed to have with them any food or drinks, scratch paper, course materials, textbooks, notes, invisible ink pens, or electronic devices, including iPads, iPhones, iPods, MP3 Players, earphones, radios, smart phones, cameras, calculators, multi-function timepieces, or computers. When possible, students should sit in alternating seats, face forward at all times, and remove any clothing which might conceal eye movements, reflect images of another's work, or hide course material for copying. Exam proctors will monitor any communication or signaling between students by talking, whispering, or making sounds, or by using your hands, feet, other body movements, the test paper itself or your writing implement.

Students in this course suspected of academic dishonesty are subject to disciplinary proceedings, and if found responsible, the following minimum sanctions will be applied:

- 1. Homework – Zero for the Assignment**
- 2. Case Write-ups – Zero for the Assignment**
- 3. Quizzes – Zero for the Quiz**
- 4. Presentations – Zero for the Assignment**
- 5. Group Work – Zero for the Assignment for all group members**
- 6. Tests – F for the course**

These sanctions will be administered only after a student has been found officially responsible for academic dishonesty, either through waiving their right for a disciplinary hearing, or being declared responsible after a hearing administered by Judicial Affairs and the Dean of Student's Office .

In the event that the student receives a failing grade for the course for academic dishonesty, the student is not allowed to withdraw as a way of preventing the grade from being entered on their record. Where a student receives an F in a course and chooses to take the course over to improve their grade, the original grade of F remains on their transcript, but does not count towards calculation of their GPA.

The School of Management also reserves the right to review a student's disciplinary record, on file with the Dean of Students, as one of the criteria for determining a student's eligibility for a scholarship.

Judicial Affairs Procedures

Under authority delegated by the Dean of Students, a faculty member who has reason to suspect that a student has engaged in academic dishonesty may conduct a conference with the student in compliance with the following procedures:

- (i) the student will be informed that he/she is believed to have committed an act or acts of academic dishonesty in violation of University rules;
- (ii) the student will be presented with any information in the knowledge or possession of the instructor which tends to support the allegation(s) of academic dishonesty;
- (iii) the student will be given an opportunity to present information on his/her behalf;
- (iv) after meeting with the student, the faculty member may choose not to refer the allegation if he/she determines that the allegations are not supported by the evidence; or
- (v) after meeting with the student, the faculty member may refer the allegations to the dean of students along with a referral form and all supporting documentation of the alleged violation. Under separate cover, the faculty member should forward the appropriate grade to be assessed if a student is found to be responsible for academic dishonesty;
- (vi) the faculty member may consult with the dean of students in determining the recommended grade;
- (vii) the faculty member must not impose any independent sanctions upon the student in lieu of a referral to Judicial Affairs;
- (viii) the faculty member may not impose a sanction of suspension or expulsion, but may make this *recommendation* in the referral documentation

If the faculty member chooses not to meet with the student and instead forwards the appropriate documentation directly to the dean of students, they should attempt to inform the student of the allegation and notify the student that the information has been forwarded to the Office of Dean of Students for investigation.

The student, pending a hearing, remains responsible for all academic exercises and syllabus requirements. The student may remain in class if the student's presence in the class does not interfere with the professor's ability to teach the class or the ability of other class members to learn. (See Section 49.07, page V-49-4 for information regarding the removal of a student from class).

Upon receipt of the referral form, class syllabus, and the supporting material/documentation from the faculty member, the dean shall proceed under the guidelines in the Handbook of Operating Procedures, Chapter 49, Subchapter C. If the respondent disputes the facts upon which the allegations are based, a fair and impartial disciplinary committee comprised of UTD faculty and students, shall hold a hearing and determine the responsibility of the student. If they find the student in violation of the code of conduct, the dean will then affirm the minimum sanction as provided in the syllabus, and share this information with the student. The dean will review the student's prior disciplinary record and assess additional sanctions where appropriate to the circumstances. The dean will inform the student and the faculty member of their decision.

Technical Support

If you experience any problems with your UTD account you may send an email to: assist@utdallas.edu or call the UTD Helpdesk at 972 883-2911.

Field Trip Policies

Off-Campus Instruction and Course Activities

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

Student Conduct & Discipline

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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, Series 50000, Board of Regents, The University of Texas System*, 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

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