



Course BPS4305.001.13F STRATEGIC MANAGEMENT
Professor CANAN MUTLU
Term FALL 2013
Meetings FRIDAY: 7:00PM-9:45PM JSOM 2.801

Professor's Contact Information

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Office Hours	Friday 5:00PM-7:00PM or by appointment – please send me an email to schedule a meeting.
Other Information	The quickest and easiest way to contact me is through email (via utdallas or eLearning email). If you would like to schedule a phone conversation, we can do so via email. Please check eLearning periodically; check eLearning for slides.

General Course Information

Pre-requisites, Co-requisites, & other restrictions	(BCOM 3311 or ACCT 3311), FIN 3320, MIS 3300, OPRE 3310, OBHR 3310, MKT 3300 and (STAT 3360 or OPRE 3360). (3-0) S
Course Description	This is a capstone-level course requiring integration of all fields of business. Students will draw on their broadened awareness of various environmental influences (social and political) to solve business problems. Management alternatives will be examined with an ethical perspective relating policy trends to strategic planning methodologies. The Strategic Management course has been designated a capstone course in business at the University of Texas at Dallas. The purpose of a capstone course is to integrate the learning achieved in individual business courses taken to earn a business degree. The knowledge acquired in finance, accounting, operations, MIS, marketing, and organizational behavior classes will be utilized to study the strategic management of the firm as well as the responsibilities of the general manager. The approach of the class is practical and problem oriented. The major part of the course will involve applying concepts, analytic frameworks, and intuition to the strategic issues that real companies face. These issues will be presented in case studies. For the class to work well – and for you to benefit from it – attendance and preparation for each class meeting is essential. This is an extremely intense course, which requires a substantial time commitment.
Learning Outcomes	By the end of this course, students must be able to do the following: 1) To complete an external analysis of a firm, including a detailed analysis of the competitive environment of the firm. 2) To complete an internal analysis of a firm, including the identification of the (sustainable) competitive advantages of the firm and the resources and capabilities that lead to these advantages. 3) To complete an assessment of the firm's current strategy, including the ability to identify the strategic problems of a firm and to develop solutions to a firm's strategic issues. 4) To integrate skills acquired in finance, accounting, marketing, and MIS courses to create a successful generic strategy to a firm.
Required Texts & Materials	Gregory G. Dess, G.T. Lumpkin, Alan B. Eisner, & Gerry McNamara: Strategic Management: Text and Cases (6th edition). McGraw-Hill Irwin. ISBN: 978-0078029318

Assignments & Academic Calendar (* changes to the schedule may be made as necessary)

The following course schedule provides a detailed checklist of topics and assignments by week. This course outline provides a general plan. I reserve the right to make periodic changes to content, requirements, and schedule. All changes will be announced in class. You are responsible for all information given in class. This includes any changes to the syllabus, content and format of exams, and details given regarding assignments. To get the most out of the class, you need to read related chapters and be well prepared before coming to class. If you have to miss a class, it is YOUR RESPONSIBILITY to acquire missed lectures` notes, assignments, handouts, and announcements from a classmate.

WEEK	DATE	READINGS [Complete before Lecture]	DISCUSSION & LECTURE TOPIC	CASE DISCUSSIONS	IMPORTANT EVENTS & ASSIGNMENTS
1	Aug 30	Chapter 1	<ul style="list-style-type: none"> Syllabus & Course Overview Strategic Management 		1. Form groups 2. Assign cases to groups (2 cases for each group)
2	Sept 6	Chapter 2	<ul style="list-style-type: none"> External Environment of the Firm 	1. Robin Hood 2. The Skeleton in the Corporate Closet	
3	Sept 13	Chapter 3	<ul style="list-style-type: none"> Internal Environment of the Firm 	3. Growing for Broke 4. Proctor & Gamble	
4	Sept 20	Chapter 4	<ul style="list-style-type: none"> Firms` Intellectual Assets 	5. United Way of America 6. Movie Exhibition Industry 2011	
5	Sept 27	Chapter 5	<ul style="list-style-type: none"> Business-Level Strategy 	7. McDonald`s 8. Apple Inc.: Taking a Bite Out of the Competition	
6	Oct 4	Chapter 6	<ul style="list-style-type: none"> Corporate-Level Strategy Exam Review 	9. General Motors	
7	Oct 11	EXAM I	Exam covers chapters 1-2-3-4-5-6		Bring Scantron (882 E)
8	Oct 18	Chapter 7	<ul style="list-style-type: none"> International Strategy 	10. Ebay in Asia 11. Samsung Electronics	
9	Oct 25	Chapter 8	<ul style="list-style-type: none"> Entrepreneurial Strategy 	12. Micro Finance Banks 13. Johnson & Johnson	
10	Nov 1	Chapter 9	<ul style="list-style-type: none"> Strategic Control & Corporate Governance 	14. Pixar 15. American International Group & the Bonus Fiasco	
11	Nov 8	Chapter 10	<ul style="list-style-type: none"> Creating Effective Organizational Designs 	16. Ann Taylor 17. Build-A-Bear Workshop	
12	Nov 15	Chapter 11	<ul style="list-style-type: none"> Strategic Leadership 	18. Casino Industry in 2011 19. Ford Motor Company	
13	Nov 22	Chapter 12	<ul style="list-style-type: none"> Managing Innovation Exam Review 	20. Yahoo!	INDIVIDUAL PROJECTS DUE!!
14	Dec 6	EXAM II	Exam covers chapters 7-8-9-10-11-12		Bring Scantron (882 E)

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

Course Requirements

<p>2 Exams (20% each; 40% total)</p>	<p>There will be two non-cumulative multiple choice exams, each worth 20% of the final grade. There will be no make-up or replacement exams. Exams will be based on the assigned readings (textbook, your own notes from class lectures & powerpoints, as well as cases). Some exam questions may come from information in the textbook that we did not explicitly cover in class. If you do not understand something in your textbook, please ask questions about it so I can clarify for you.</p>
<p>Individual Company Analysis Project (30%) DUE DATE: NOV 22, 2013</p>	<p>A strategic analysis of a company is a major component of this course. In this analysis you will apply what you will have learned to analyze a selected company. Your position is that of a business consultant to the chief executive officer of the company. You will assume that you have been hired to do a strategic analysis of a company. The goal is to determine what direction the company should take and to make specific recommendations about what the company should do next and why.</p> <p>You will individually write a thorough company analysis, which will include four parts. Part 1: Introduction, problem statement, company background. Part 2: External Analysis Part 3: Internal Analysis Part 4: Recommendations</p> <p><i>Detailed requirements and expectations for the analysis will be discussed in class and posted on eLearning. I recommend you to schedule meetings with me to discuss your progress throughout the semester when needed.</i></p> <p><u>Stylistic requirements for the project are:</u></p> <ul style="list-style-type: none"> ▪ Double spaced, font size 12, 1-inch standard margin on four sides of the paper. ▪ Sub-titles are required. ▪ Executive Summary (1/2 page): If you submit projects without this section your grade will be significantly negatively affected. ▪ For each part, minimum of 3 pages and maximum of 5 pages, for a total of 10 to 15 pages excluding the title page and any attachments, such as figures, tables, references and appendix. ▪ Please follow the APA style for the citation format, as illustrated in the following website: http://www2.liu.edu/cwis/cwp/library/workshop/citation.htm <p><u>Other requirements are:</u></p> <ul style="list-style-type: none"> ▪ I take plagiarism very seriously. If you plagiarize others' work in any way, you will get an automatic zero for your paper. Use the website http://www.umuc.edu/ewc/tutorial/start.shtml to complete your plagiarism tutorial and quiz. Review the tutorial and retake the quiz as many times as necessary to earn a grade of 100% correct on the quiz. ▪ You must submit a hard copy of each paper PLUS upload it to the Turn-it-in link in eLearning. I will not grade your paper if it's not uploaded to Turn-it-in. ▪ While you may form study groups to discuss about your company projects, the paper has to be written individually. ▪ Extensive library research is required. The Internet may be used but only along with other sources. If your paper has only Internet sources but without library sources, you will not receive points for references. Wikipedia is not an acceptable reference. ▪ The final project should include at least six references. ▪ Late submission will not be accepted. <p><u>Strengthening aspects in your papers:</u></p> <ul style="list-style-type: none"> ✓ Evidence of thorough company study. ✓ Judgments supported by evidence from the sources. ✓ Clear articulation of the issues you are addressing. ✓ Use of professional tools and concepts from the text and lectures. ✓ Justification for the recommendation that is consistent with company strategy and its resources.

	<p><u>Damaging aspects in your papers:</u></p> <ul style="list-style-type: none"> × Failure to ANALYZE. <u>Don't just give facts, please perform analyses!</u> × Failure to support opinions by evidence or logical explanation. × Lack of adequate outside research, such as relying on Google or Wikipedia for information, versus the library's databases. × Poorly edited or not organized or presented clearly (i.e. failure to proofread any written material and correct obvious misspellings, errors, and sloppy grammar). × Exhibits that are irrelevant to the analysis (i.e. the reader or viewer is left to draw his/her own conclusions and wonder why the exhibit is there).
<p>2 Group (Case) Presentation- Debate Sessions (10% each; 20% total)</p>	<ul style="list-style-type: none"> ▪ Students will form groups at the beginning of the semester depending on the class size. ▪ Each group will present 2 cases from the textbook. The cases will be assigned to specific groups following group formation in the first week of classes. ▪ The presenting group will play a leading role in class discussion by outlining what they think are the central issues confronting the company, analyzing these issues, and presenting the results of their analysis to the class. ▪ The central part of this exercise is that the presenting team will need to prepare a debate session for the rest of the class after presenting the case material and their analysis. The debate questions may involve conflicting ideas or propositions about the case. Furthermore, the team members may also support different and even opposing sides on the debate. Your team's responsibility is to lead the class discussion/debate on the case material. In the end, each team will need to sum up all the key points of the debate and the key assumptions and propositions of the different opinions. ▪ No written report for the case analysis is needed. However, a soft copy of the presentation slides should be emailed to me on eLearning before class. ▪ Each team will have about 30 minutes to complete their presentations. 30 minutes includes the debate session as well, therefore use your time wisely. It is important that each group member should participate equally during the case presentation. One or two group members should not dominate the case presentation. In order for your team to do well, each member must be actively involved in the research, discussion, and preparation of the case presentation. Failure to participate hurts both you and other team members. It is primarily your responsibility to eliminate free riding and ensure that team members participate. The incentive alignment mechanism will be the peer evaluation at the end of the course. Individual members who have not contributed to the group effort will have the final grade for the presentation adjusted to reflect their actual contribution level.
<p>Class Participation (10%)</p>	<p>Quality of class contributions will be weighted more heavily than quantity. Frequent and valuable participants are those who attend all of the lectures, and participate regularly.</p> <ul style="list-style-type: none"> ▪ Excellent class participation is characterized by a student consistently attending class, making an insightful contribution to discussions and exercises, being well-prepared by having notes and demonstrating a superior understanding of the material. ▪ Good class participation is characterized by students consistently attending class and contributing to discussions and exercises as well as being reasonably prepared with notes from the reading, while only occasionally demonstrating a good understanding of the material. ▪ Poor class participation is characterized by a student inconsistently attending class, rarely contributing to class discussion and exercise, and having no notes prepared for the readings.
<p>Peer Evaluations</p>	<p>Members will assess each other (as well as themselves) on their contribution to the group presentation, attendance at meetings, timely contribution to individually assigned tasks, and overall performance. The peer evaluation form is at the end of the syllabus.</p>

Course Policies

Grading (credit) Criteria	The following aspects of the course determine your grade:	
	Individual Company Analysis Project	30%
	Exam I	20%
	Exam II	20%
	Group (Case) Presentations	20%
	Participation	10%
	Total	100%
	The following grading criteria apply: A+ >=97 A 93-96 A- 90-92 B+ 87-89 B 84-86 B- 80-83 C+ 77-79 C 74-76 C- 70-73 D+ 67-69 D 64-66 D- 60-63 F 0-59	
Make-up Exams	NO make-up exams. If it is necessary to miss an exam (e.g. for emergencies) we may double the score of the other exam and subtract a penalty.	
Extra Credit	NO extra credit	
Late Work	Late submissions are not accepted.	
Special Assignments	NO special assignments.	
UT Dallas Syllabus Policies and Procedures	<i>The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.</i> Please go to http://go.utdallas.edu/syllabus-policies for these policies.	

Library Resources

The following library site provides data search engines that are very helpful in assisting you to write your papers:

<http://www.utdallas.edu/library/resources/databases/database.php?sub=Business+%26+Management>

Just searching company website and/or citing free web information is not enough. Take advantage of the paid search engines provided by the library. Should you have further questions, contact the JSOM liaison librarians in the library.

SYLLABUS ADDENDUM

E-mail Policy

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.

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.

Updated: August, 2011

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, 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.

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/Business/Affairs/Travel Risk Activities.htm>).

Important Notes

Throughout the semester, each student is expected to follow the university's guideline on student conduct with regard to cheating and other dishonorable behaviors. Severe consequences can occur if such rules are not followed.

The instructor also reserves the right to deduct from a student's individual class participation credit if the student has shown severe non-constructive behavior in class (such as disrupting the class or abusing another individual), in addition to other disciplinary actions.

If a student is absent or late to a class meeting, it will be his or her responsibility to catch up with all the missed materials including any announcement made while the student was absent. No make-up exams or lectures will be given. It will also be the students' responsibility to accept any consequences that may result from absences. No late assignments will be accepted. Finally, it is a student's responsibility to read the syllabus thoroughly and regularly and keep track of all the important dates and requirements every week.

Experience shows that the answer for most questions that students ask can in fact be found in the syllabus. Please always consult the syllabus before contacting the instructor.

PEER EVALUATION FORM

Please assign each student including **Yourself** between **1 and 5** points based on their overall contribution to the assignment. Please be fair, honest, and objective.

- 1 (extremely unsatisfactory): the person gets 0.2
- 2 (very unsatisfactory): the person gets 0.4
- 3 (unsatisfactory): the person gets 0.6
- 3.5 (neither satisfactory nor unsatisfactory): the person gets 0.7
- 4 (satisfactory): the person gets 0.8
- 4.5(very satisfactory): the person gets 0.9
- 5 (extremely satisfactory): the person gets 1

The participation score will be multiplied by your total group project score. For example, if a group gets 90 out of 100 as their group project score and a group member gets 0.8 from his or her peer evaluations in average, then his or her score will be $90 \times 0.8 = 72$ from the group project.

The peer evaluation should be turned in on the final exam. Peer evaluation sheet will also be provided along with the exam booklet.

If one turns in a blank peer evaluation sheet with only the name on or never turn in a peer evaluation, then everybody in the team gets 5 (1.0).

GROUP NAME: _____

Last Name, Name	Score (1-5)	Reasons
<u>Yourself</u>		