Course Syllabus

Course Information

Course Number/Section:	OPRE 3330 (Updated 09/01/2016)
Course Title:	Introduction to Project Management
Term:	Fall 2016
Days & Time:	Tuesday 04:00 – 06:45 PM (Room 12.202)

Contact Information

Instructor:	Shawn Alborz, PhD
Office:	JSOM 4.620 (inside Dean's Suite, closes at 5pm)
Office Hours:	By appointment (I am here every day)
Email:	salborz@utdallas.edu
Phone:	(972) 883-6455
TA:	TBD

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

No Pre-Requisites

Course Description

Project management is the discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives. A project is a finite endeavor (having specific start and completion dates) undertaken to create a unique product or service. The objective of this course is to enhance the ability of participants to respond to the challenges of projects so that they can be more effective as project managers. We study in detail up-to-date concepts, models and techniques useful for the evaluation.

Students Learning Outcomes

Students will be able to:

- Explain the project management phases
- Develop project charter, scope and overall plan
- Develop project schedule with related dependencies, resources, costs and slack
- Gain an understanding of critical path and its impact on project schedule

Required Textbooks and Materials

The book is available online through the Flat World Knowledge and you have several options for purchasing (online study pass will suffice). http://students.flatworldknowledge.com/course/2529575

Title: Project Management: from simple to complex
Authors: Russell Darnall and Jon M. Preston, ISBN: **9781453352441**

- Windows MS Project 2010 or newer is **required** for completing assignments. You can download a trial version: http://www.microsoft.com/en-us/evalcenter/evaluate-project-professional-2010
- MAC Free Project Software: http://sourceforge.net/projects/openproj/

Schedule

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

Tentative Schedule (OPRE 3330)

Week	Chapter / Lecture	Activities/Due Dates
Aug 23	Chapter 1 – Introduction and project management skills	• Video The role of the project manager • Video assignment
Aug 30	Chapter 3 – Project phases, project organization	• Video assignment due • Group and project selection • Working on project charter
Sept 06	Chapter 4 – Client expectations and project scope	• Mind mapping due (in class exercise) • Working on project scope
Sept 13	Chapter 6 – Communications	• Working on group project
Sept 20	**Exam 1 – Testing Center (Ch 1, 3, 4 and 6)**	
Sept 27	Chapter 7 – Project selection, scope and project start-up	• Project charter due • Working on group project
Oct 04	Chapter 8 – Time management, schedule and critical path	• Working on group project
Oct 11	Chapter 9 – Estimating costs and managing budget	• Project scope due • MS Project exercise • Working on project scope
Oct 18	**Exam 2 – Testing Center (all Chapters/Slides)**	
Oct 25	MS Project exercise, dependencies and cost discussions	• Working on group project
Nov 08	Chapter 11 – Project risks and management process	• Project schedule due • Working on group presentation
Nov 15	Chapter 12 – Procurement, contract and project closure Project management resume Working on group project	• Working on group presentation • Working on resume
Nov 29	Working on group project	• Slides/Presentation due
Dec 05 or 06	**Exam 3 – Testing Center (All Chapters/Slides)**	

Grading Policy		Scale	
Exams	70%	97 – 100 A+	77 – 79 C+
Quizzes	10%	93 – 96 A	74 – 76 C-
Assignments/Project	20%	90 – 92 A-	70 – 73 C
Total	**100%**	87 – 89 B+	67 – 69 D+
		84 – 86 B	Below 67 F
		80 – 83 B-	

Grade Calculation (no curving)
70 points exams [(exam1+exam2+exam3)/150]x70 Note: If no quizzes, then the 70% will be changed to 80%.
10 points quizzes
20 points homework/project

100 points Total

Course Policy: Be Advised

1. It is your responsibility to read the syllabus particularly the "Homework and Project Assignments" section. One point will be deducted for each item that has not been complied with. This point deduction can grow quickly, so please read it carefully.
2. You are expected to attend every class, read the assigned chapters before the class and actively participate in class discussions. If you missed a class, then please ask your classmate about what was covered in class. There is no need to let me know if you are going to miss a class, However, if you miss a class either planned or unplanned for a conference, work related meeting/project or business trip, wedding, family ceremonies, etc., then you will receive a grade of zero for that missed assignment, quiz or exam.
3. You MUST communicate with me (the instructor) via your UTD email account only (for privacy and FERPA purposes). Please do not use a personal email account (e.g., gmail, yahoo, QQ, 126, etc.), it will not be answered.
4. Announcements/changes will be through the eLearning. It is your responsibility to check it once a day. I will make every effort to inform you of any changes via eLearning and/or UTD email.
5. Assignments must be submitted in person in class, unless otherwise is announced. Assignments will be graded based on its appropriateness, content and most importantly the formatting. Late submission of an assignment or a project work will be penalized by the reduction of the earned grade by 25% per day (including weekends) from the due date.
6. There will be NO make-up for a missed assignment, quiz, exam nor any project for an extra credit. You must pay close attention to all the due dates from the first day of class and schedule your personal activities around those dates. As noted, there will be no makeup exams offered, except for medical emergencies (written statement justifying the situation from a physician required). Scheduling an optional surgery or an operation on an exam date is not considered a medical emergency. The written statement should include the physician's address and phone number for the verification purpose. In medical emergency circumstances, your exam will include SIGNIFICANT discussion, essay and short answer questions.
7. There will be in class quizzes without any notice and exams will be in the testing center (lower floor, McDermott Library) and Comet card is required for taking exams. Please plan accordingly so you do not miss any exam. All exams are cumulative and exams cannot be taken sooner or later than scheduled dates, thus no request will be accepted. If you intend to be out of town or country, then plan it now. It is your responsibility to make sure that you purchase your travel tickets after the "Exam Week" is over. I will do my best to maintain the exam dates/times. However, there are always external factors such as weather that may alter the exam dates as planned. So, please plan around the posted exam dates. Again, if you are an international or out-of-state student, never purchase a plane ticket (no matter how cheap it is) before the posted final "Exam Week" (also see UTD calendar for specific dates).
8. Laptop is needed for developing project schedule during the class. However, if you bring a laptop, a PDA, IPad, Phone, etc. to the class, then make sure that you are using it properly for class purposes. Playing solitaire, socializing online (FB, Twitter, WeChat, etc.), listening to music, watching videos, doing homework for another class are examples of improper use.
9. Students are expected to voluntarily organize groups of up to 3 people. The group selection will take place in class. For group assignments, you will not be allowed to work alone or submit a work by yourself unless you make a strong case and justify why that should be the case. Each group must use Microsoft Project software to develop the project schedule. Only the lead of each group needs to submit the group assignment.
10. The accepted files for submitting assignments are ONLY Microsoft word, Excel, PowerPoint and MS Project files. NO other file format including PDF or Prezi is accepted.
11. Any student who is found responsible for committing an act of academic dishonesty will receive a grade of "F" or "0" (zero) on that quiz, exam, project or course.

Homework and Project Assignments

A) File Naming Convention

User the following guideline to name your files properly, no exception. Grade of Zero for non-compliance.

Note: 1 point will be deducted for each non-compliance with the formatting and requirements as noted below:

- Replace the "#" with your group number and make sure your class time is noted as well, for example:
    a. OPRE6362_4pm_Group#.pptx
    b. OPRE6362_4pm_Group#_Charter.docx
    c. OPRE6362_4pm_Group#_Plan.docx
    d. OPRE6362_4pm_Group#_SCurve.xlsx
    e. OPRE6362_4pm_Group#_Schedule.mpp
    f. Etc.

Individual Assignment:

    g. OPRE 6362_4pm_John_Henderson_HW1.docx
    h. OPRE6362_4pm_John_Henderson_HW2.docx
    i. Etc.

B) Formatting Your Documents (MS Files)

Throughout the semester, you will be preparing several documents using Microsoft Office products such as Word, Excel, PowerPoint and MS Project. It is absolutely crucial that you format the document properly and name your file appropriately for submission (points will be deducted for non-compliance). Remember, as a project manager, any document that you produce, represents you and your credibility. Thus, as a project manager, you need to deliver quality documents with proper formatting and naming conventions.

Note: 1 point will be deducted for each non-compliance with the formatting and requirements as noted below:

a. NO PDF, RAR, Zip or a graphic file is acceptable (automatic zero if submitted). Submit only original Microsoft files (Word, Excel, PowerPoint, Visio or Project).
b. DO NOT change the format (fonts, headers, size, etc.) of any of the templates (project charter template or the project plan template, etc.). If a template has a table of content (TOC), then you need to use the refresh (F9) function to update the TOC so it is formatted properly with correct headings and page numbers are aligned with no error messages.
c. Templates have headings such as "Project Scope" or "Project Risks". Make sure you write at least a paragraph before you begin listing your bullets. Essentially, you cannot list bullets right after a heading. Also, you need to make sure:
    i. All tables are symmetrical on each page and are numbered sequentially. Each table should have a number and you need to refer to it within your content. For example, you should not have in your paragraph "see table below", instead you should have "see Table 1" or "Table 1 indicates that…" and the first letter "T" should be capitalized.
    ii. All diagrams, charts or graphics are symmetrical on each page for professional presentation. Use your judgment.
    iii. Each diagram, chart or graphic should have a number and you need to refer to it within your content. For example, in your paragraph, you should not say, "see diagram below", instead you should say, "see Diagram 1" or "Diagram 1 indicates that…..." and the first letter "D" should be capitalized. All diagrams, charts or graphics must be numbered sequentially.
d. If you develop an Excel file, then make sure you use "print preview" and visually check the formatting. If tables are broken into several pieces and spans on several pages, then modify your formatting, so your table shows in one page only. You may need to change the font size such as Calibri 9 point. You can format your table in one page and the graph can be on another page. Use your judgment for formatting.

C) MS Project Schedule

You will be using Microsoft Project software to develop your project schedule.

Note: 1 point will be deducted for each non-compliance with the formatting and requirements as noted below:

a. The first line item in your schedule must be the name of your project.
b. The schedule must have at least 6 main deliverables. Each deliverable must have at least 6 tasks. Each main deliverable must also have a milestone at the end. Essentially, each main deliverable has 7 line items underneath.
c. After you add all line items in your schedule, then make you assign duration for each line item (task). Then make sure you select the entire sheet and then click on "Auto Schedule".
d. Make sure you add the predecessors (relationships/dependencies) for all of your tasks but not for the main deliverables.
e. Make sure you use the Format menu and use the Text Style and make your critical task red and milestone green. This makes it easy to see your critical tasks and milestones and will be automated. DO NOT use font color at all.
f. Make sure you add the pool of resources to the resource sheet. Also, make sure that indicate the "Standard Rate" for each resource in order your cost to be calculated automatically. Then, go to your Gant Chart and add one resource for each task. DO NOT assign any resource to the main deliverables.
g. Make sure you add a Cost column after resource column. The cost will be calculated automatically.
h. Make sure you add a column after cost column to show the Slacks.

D) PowerPoint Slide Presentation

You have been assigned a group project in which you need to assume that you have started the project, planned, executed and completed the project entirely. At the end of the semester, you will be presenting your product to the audience (project sponsor, project key stakeholders, potential buyers, some VIPs).

Your presentation must focus on the product and not the project management methodology. Essentially, you are trying to tell the audience that what you have done with the allocated budget, what you have built and what the product looks like and how it performs in terms of its features and capabilities. Remember, there will be some potential buyers in the audience who might be interested in hiring your team to build a similar product for them. So, your presentation will have some sort of sales pitch.

Note: 1 point will be deducted for each non-compliance with the formatting and requirements as noted below:

a. Make sure you slides are letter size only (8.5 x 11 inches) and numbered sequentially.
b. No color background, keep it professional.
c. No slide animation or slide transition. DO NOT use the Prezi software.
d. Presentation must have at least the followings and of course, you can add as many slides as you see fit:
    i. Executive summary. This is a very important slide and you may want to research it on Google and find out more about developing an effective and solid executive summary.
    ii. Maximum of 2-3 slides that show your project management methodology and activities (e.g., timeline, budget, cost, team structure, S-Curve (the S-Curve is not required for undergraduate students), etc.,
    iii. One slides that shows a comparison between your product and a similar product in the market (e.g., cost analysis/comparison)
e. Add as many slides as you need to showcase your product's features and capabilities. This is the HEART of your presentation.
f. Print your slide deck/brochure and bring it to class (does not have to in color print to save money).

Academic Integrity

The faculty and administration of the Jindal School of Management (JSOM) 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 regarded;
- 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*, 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.

UT Dallas Syllabus Policies and Procedures

The information below constitutes the University's policies and procedures segment of course syllabi and may be referenced by faculty members in their course syllabi.
Please use the following permanent address when referring to this page: http://go.utdallas.edu/syllabus-policies

Sharing Confidential Information

Students considering sharing personal information in email, in person, or within assignments or exams should be aware that faculty members and teaching/research assistants are required by UT Dallas policy to report information about sexual misconduct to the UT Dallas Title IX Coordinator. Per university policy, faculty have been informed that they must identify the student to the UT Dallas Title IX Coordinator. Students who wish to have confidential discussions of incidents related to sexual harassment or sexual misconduct should contact the Student Counseling Center (972-883-2527 or after hours 972-UTD-TALK or 972-883-8255), the Women's Center (972-883-8255), a health care provider in the Student Health Center (972-883-2747), the clergyperson (or other legally recognized religious advisor) of their choice, or an off-campus resource (i.e., rape crisis center, doctor, psychologist). Students who are sexually assaulted, harassed, or victims of sexual misconduct, domestic violence, or stalking, are encouraged to directly report these incidents to the UT Dallas Police Department at 972-883-2222 or to the Title IX Coordinator at 972-883-2218. Additional information and resources may be found at http://www.utdallas.edu/oiec/title-ix/resources.

Technical Support

If you experience any issues with your UT Dallas account, contact the UT Dallas Information Resources Help Desk: assist@utdallas.edu or call 972-883-2911.
UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. Please use this link to access the UTD eLearning Support Center: http://www.utdallas.edu/elearninghelp.

Field Trip Policies, Off-Campus Instruction and Course Activities

Off-campus, out-of-state, foreign instruction/travel, and course-related field trip activities are subject to state law and University policies and procedures regarding travel and risk-related activities.
Detailed information regarding this policy, in accordance to *Texas Education Code*, Section 51.950, can be accessed at the UT Dallas Policy Navigator, http://policy.utdallas.edu/utdbp3023, and at http://www.utdallas.edu/administration/insurance/travel. Additional information is available from the office of the school dean.

Student Conduct and Discipline

The University of Texas System (Regents' Rule 50101) 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 UT Dallas online catalogs (http://catalog.utdallas.edu).

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 Student Discipline and Conduct, UTDSP5003 (http://policy.utdallas.edu/utdsp5003). 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) and online at http://www.utdallas.edu/deanofstudents.

A student at the University neither loses their 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 its 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

Academic Dishonesty: 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 demonstrates a high standard of individual honor in his or her scholastic work.

Academic dishonesty can occur in relation to any type of work submitted for academic credit or as a requirement for a class. It can include individual work or a group project. Academic dishonesty includes, plagiarism, cheating, fabrication and collaboration/collusion. In order to avoid academic dishonesty, it is important for students to fully understand the

expectations of their professors. This is best accomplished through asking clarifying questions if an individual does not completely understand the requirements of an assignment. Additional information related to academic dishonesty and tips on how to avoid dishonesty may be found here: http://www.utdallas.edu/deanofstudents/maintain.

Copyright Notice

It is the policy of the University of Texas at Dallas to adhere to the requirements of the United States Copyright Law of 1976, as amended, (*Title 17, United States Code*), including ensuring that the restrictions that apply to the reproduction of software are adhered to and that the bounds of copying permissible under the fair use doctrine are not exceeded. Copying, displaying, reproducing, or distributing copyrighted material may infringe upon the copyright owner's rights. Unauthorized distribution of copyrighted material, including unauthorized peer-to-peer file sharing, may subject students to appropriate disciplinary action as well as civil and criminal penalties. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. For more information about the fair use exemption, see http://copyright.lib.utexas.edu/copypol2.html. As a UT Dallas student, you are required to follow UT Dallas' copyright policy (UTDPP1043 at http://policy.utdallas.edu/utdpp1043) and the UT System's policy at http://www.utsystem.edu/ogc/intellectualproperty/copyrighthome.htm.

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. All official student email correspondence will be sent only to a student's UT Dallas email address and UT Dallas will only consider email requests originating from an official UT Dallas student email account. This allows the University to maintain a high degree of confidence in the identity of each individual's corresponding via email and the security of the transmitted information. The University of Texas at Dallas furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources provides a method for students to have their UT Dallas mail forwarded to other email accounts. To activate a student UT Dallas computer account and forward email to another account, go to http://netid.utdallas.edu.

Class Attendance

Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty. Absences may lower a student's grade where class attendance and class participation are deemed essential by the instructor. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes.

Withdrawal from Class

The administration at UT Dallas has established deadlines for withdrawal from any course. These dates and times are published in the Comet Calendar (http://www.utdallas.edu/calendar) and in the Academic Calendar http://www.utdallas.edu/academiccalendar). It is the student's responsibility to handle withdrawal requirements from any class. In other words, a professor or other instructor cannot drop or withdraw any student unless there is an administrative drop such as the following:

- Have not met the prerequisites for a specific course
- Have not satisfied the academic probationary requirements resulting in suspension
- Judicial affairs request
- Have not made appropriate tuition and fee payments
- Enrollment is in violation of academic policy
- Was not admitted for the term in which they registered

It is the student's responsibility to complete and submit the appropriate forms to the Registrar's Office and ensure that he or she will not receive a final grade of "F" in a course if he or she chooses not to attend the class after being enrolled.

Student Grievance Procedures

Procedures for student grievances are found in university policy UTDSP5005 (http://policy.utdallas.edu/utdsp5005). In attempting to resolve any student grievance regarding disputes over grades, application of degree plan, graduation/degree program requirements, and thesis/and dissertation committee, advisor actions and/or decisions, evaluations, and/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 originated.

Incomplete Grade Policy

As per university policy, incomplete grades may be given, at the discretion of the instructor of record for a course, when a student has completed at least 70% of the required course material but cannot complete all requirements by the end of the semester. An incomplete course grade (grade of 'I') must be resolved completed within the time period specified by the instructor, not to exceed eight (8) weeks from the first day of the subsequent long semester. Upon completion of the required work, the symbol 'I' may be converted into a letter grade (A through F). If the grade of Incomplete is not removed by the end of the specified period, it will automatically be changed to F.

AccessAbility Services

It is the policy and practice of The University of Texas at Dallas to make reasonable disability-related accommodations and/or services for students with documented disabilities. However, written notification from the Office of Student AccessAbility (OSA) is required (see http://www.utdallas.edu/studentaccess). If you are eligible to receive disability-related accommodations and/or services and to ensure accommodations will be in place when the academic semester begins, students are encouraged to submit documentation four to six weeks in advance. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact the Office of Student AccessAbility for a confidential discussion.

The Office of Student AccessAbility provides:

1. Academic accommodations for eligible students with a documented permanent physical, mental or sensory disability
2. Facilitation of non-academic and environmental accommodations and services
3. Resources and referral information, and advocacy support as necessary and appropriate.

OSA is located in the Student Services Building, suite 3.200. They can be reached by phone at 972-883-2098, or by email at studentaccess@utdallas.edu.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities, including examinations and travel time for the observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, of the *Texas Tax Code*. Students are encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment.

Excused students will be allowed to take missed exams or complete assignments 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 President of UT Dallas or from the President's designee. The chief executive officer or designee must take into account the legislative intent of *Texas Education Code 51.911(b)*, and the student and instructor will abide by the decision of the chief executive officer or designee.

Resources to Help You Succeed

The Office of Student Success operates the Student Success Center (SSC, http://www.utdallas.edu/studentsuccess), which offers assistance to students in the areas of writing, mathematics, communication, multiple science fields, reading, study skills, and other academic disciplines. These services are available through individual and small group appointments, workshops, short courses, and a variety of online and instructional technologies. All students enrolled at UT Dallas are eligible for these services.

The **Math Lab** gives short-term and semester long support for a variety of introductory and advanced mathematics courses. Students may drop in to visit with a math tutor on a regular basis. Comet card is required.

The **Writing Center** offers a collaborative learning environment for one-to-one and small group assistance with general and advanced writing assignments and overall writing skills. Scheduling an appointment is strongly recommended, but walk in appointments are possible if a tutor is available.

The **Peer Tutoring** program offers free tutoring assistance in multiple locations for many of the historically challenging undergraduate subjects at UT Dallas. Tutoring sessions, offered every weekday on a drop-in basis, are one-on-one or in a small group format. The sessions are designed to meet students' individual questions and needs related to course/subject concepts. All peer tutors are current UT Dallas students who made an A- or better in the course and have a strong

faculty/staff recommendation. Students should check the Student Success Center website each semester for subject offerings and session times.

The **Peer-Led Team Learning (PLTL)** program provides an active, engaged learning experience for students who meet in small groups once a week with a Peer Leader who helps guide them through potentially difficult gateway course. Students that attend sessions regularly typically earn a half to a whole letter grade higher than students that do not participate in the PLTL program.

Supplemental Instruction (SI) provides free, peer-facilitated weekly study sessions for students taking historically difficult courses. SI sessions encourage active, collaborative learning based on critical thinking and transferable study skills. SI leaders attend lectures, take notes, and read assigned material just like the enrolled students. Students should check the SSC website for subject and session times.

The **Communication Lab (CommLab)** offers one-on-one and group consultations where you will gain practical feedback for improving oral and group presentations.

Success Coaches are available for individual student appointments to discuss study skills, time management, note taking, test taking and preparation, and other success strategies.
The Student Success Center's main office is located in the McDermott Library Building and can be contacted by calling 972-883-6707 or by sending an email to ssc@utdallas.edu.
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