

Course Syllabus
IMS 6360.0G1
School of Management
The University of Texas at Dallas

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Course Information

Course

Course Number/Section IMS 6360.0G1
Course Title INTERNATIONAL STRATEGIC MANAGEMENT
Term Summer 2007 (Mon. May 14 – Mon. Jul. 30, 2007)

Professor Contact Information

Professor KURT SIKLAR, Ph.D.
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(For interaction with the instructor, please see below “communications” section.)

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

None

Course Description

This course examines the strategic challenges that multinational firms face. Issues such as managing across national boundaries, responding to environmental challenges, managing international joint ventures and strategic alliances, managing headquarters-subsidiary relationships, and developing global capabilities will be discussed. 3 semester hours.

Course Introduction

“To many, the attraction of the field of international business management lies in its constant change—the new global strategic imperatives, the new transnational organizational demands. But some old international hands insist that beyond all the hype, the basic tasks of cross-border management remain much as they have always been—understanding one’s host country environment, being sensitive to cross-cultural differences, and being able to manage operations separated by the barriers of distance language, time, and culture.” (Bartlett and Ghoshal, 2004)

Hello everybody!

As your instructor, it is my intention to provide you with an educational challenge while assisting you in understanding today’s very dynamic global business environment whether you believe in the new global business imperatives or subscribe to what old international hands insist. I will add as much as I can from my own international business experience and I want those of you with similar backgrounds to do the same. This course provides international

management students with the added complexities and issues of conducting business outside a company's home country. In this course, we will analyze management considerations for expanding and operating business internationally, and the implications for strategic planning.

Please keep in mind that reading the corresponding sections of the textbook before each assignment week will prepare you for any such assignment and help you in reaching the objectives of this course.

Best wishes and good luck!
KURT SIKLAR

Instructor Information

I am originally from Turkiye. I have been living in the DFW area since 1988 and I am a naturalized citizen of the US. I attended University of Dallas and University of Texas at Dallas earning separate graduate degrees from each institution. The degrees are in the fields of General Business Management and International Management Studies, respectively. I earned my Ph.D. degree in International Business Law from Columbia Commonwealth University through distance learning.

I have been working for a small export trading company since early 1990s and have been teaching international business related courses part-time at various local colleges/universities both at the undergraduate and graduate levels since 1998. Also, I am a member of International Small Business Development Center's Export Roundtable, and Richland College's Export Advisory Board.

Student Learning Objectives/Outcomes

This course focuses on how Multinational Firms operate in a global economy. It will help the student understand the management challenges associated with developing strategies and handling the operations of companies whose activities stretch across national boundaries.

This course will initially introduce the student to prevailing terms and concepts surrounding the complex activities of today's Multinational Corporations (MNCs) laying down the theoretical foundation. Discussions on various real-life cases will then help the students build upon this theoretical groundwork and form their perspectives in understanding MNCs. The group projects will then assist students in putting various theories in to practice concentrating on all aspects of MNCs.

The topics covered will range from motivations and mentalities underlying MNCs to their organizational and managerial concerns. Special attention will be paid to the competitive and collaborative challenges surrounding MNCs to better understand how such firms form various alliances in certain markets yet stay as competitors in others. Being mostly snapshots of certain events, the case studies may appear static about this very dynamic issue. Hence, the instructor strongly encourages students not to restrict themselves with the textbook and update themselves with current readings about MNCs and bring their own experience to on-line discussions to broaden our horizons.

The students will follow an evolutionary trail through the important facets of global business strategies, giving them a special appreciation for the varied influences on successful business ventures. Further, it is very important that the students have a clear understanding of the functions of the organization that are unique to an MNC. While not intended to be an all-

inclusive treatise into all activities involved in conducting international business, the course is designed so students will gain useful, pertinent working concepts as to the best means of developing and implementing a successful international strategic plan. The students will realize previously successful organizational domestic strategic plans are not applicable in the international arena, and each country considered for entry requires its own specific strategic plan. The students will appreciate that global business strategies are country-specific and, in order to be successful, the international business people must “do their homework!”

Required Textbooks and Materials

Required Texts

Transnational Management—Text, Cases, and Readings in Cross-Border Management,. Bartlett, C. A., Ghoshal, S., Birkinshaw, J., 4th edition, ©2004, Mcgraw-Hill.
ISBN 0072482761

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

Other resources and tools

Students are strongly encouraged to review various on-line and published sources on MNCs. UTD offers an excellent library with subscriptions to an invaluable array of business databases, journals, and other media that can be accessed on-line by students. Students may remotely access the UTD Library Reference database. See information at: <http://www.utdallas.edu/library/services/disted.htm>.

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Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirement must be met to enable a successful learning experience. Please review the important [technical requirements and the web browser configuration information](#).

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Course Access and Navigation

This course was developed using a web course tool called WebCT. It is to be delivered entirely online. Students will use their UTD NetID account to login to the course at: <http://webct.utdallas.edu>. Please see the [course access and navigation information](#).

To get started with a WebCT course, please see the [Getting Started: Student WebCT Orientation](#).

If you have any problems with your UTD account or with the UTD WebCT server, you may send an email to: assist@utdallas.edu or call the UTD Computer Helpdesk at: **972-883-2911**. If you encounter any technical difficulties within the course site, please send an email to gmbasupport@utdallas.edu.

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Communications

This WebCT course has built-in communication tools which will be used for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. Please see more details about [communication tool information](#).

Interaction with Instructor: Instructor will communicate with students mainly using course Discussion and Mail tools. Students may send personal concerns or questions to the instructor using course Mail function. Instructor will reply to student Mails or Discussion board messages within 1-2 working days under normal circumstances.

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Student Assessments

Grading Information

Weights

ASSIGNMENTS	POINTS
Individual (70%)	
Case Studies (see below "assignments" section)	30
Exam I (see below "assignments" section)	15
Exam II (see below "assignments" section)	15
Participation (see below)	10
Team (30%) (see below "assignments" section)	
Global Analysis Outline and Presentation	5
Risk Analysis Paper	7.5
Global Strategy and Operations Paper	7.5
Global Business Plan and final written project	10
Total	100

Grading criteria

How Points and Percentages Equate to Grades:

90-100	A
80-89	B
70-80	C
Less than 70	F

Accessing Grades

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

Course Policies

Please see below the statements on specific guidelines and submission deadlines under each assessment item. Late submissions and make-up exams are not allowed.

Class Participation

Students are required to login regularly to the online class site. The instructor will use the tracking feature in WebCT to monitor student activity. Students are also required to participate in all class activities such as discussion board activities, chat and web conference sessions (if any are required) and group projects.

Virtual Classroom Citizenship

The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

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The final grades will be based on the following:

PARTICIPATION

Participation is based on your contributions to discussion topics that the instructor will post periodically. Each student will be given a grade for participation based on the quantity and quality of comments that are relevant to that week’s chapter and lecture topics posted in the “Discussions” section of “Communications”. Each week’s Discussion Topic will be locked following its deadline and the next discussion topic will be announced. Please observe the relevant topics of the week, and its respective deadline to post your questions/comments accordingly. See the Course Schedule section below. Timely and relevant questions/comments will count towards your participation average as much as the quantity of your comments. Please keep in mind that although this is an online course, the students are expected to spend as much time for on-line discussions as their on-campus peers do in class. It is not possible for the instructor to monitor all chat sessions so these will not be counted toward your participation grade, though they may be very helpful to students in sharing thoughts and comparing ideas about the course content.

Please use the discussion function to post your comments/questions regarding any particular week’s “discussion topic” under that topic’s own link. However, use the discussion function’s “Main” topic area for any general comments/questions about the course. TRY NOT TO MIX THE TWO!

CASES

A **case analysis** is to be submitted on or before its respective deadline indicated in below course schedule answering questions that will be posted for each case from the textbook under their respective chapters. Your answers should not exceed 3-4 pages per case. Please use default MS Word font and spacing format (i.e., 12 pitch and double spaced). Your answers do not have to have a cover page.

I have selected certain cases from the textbook. Each student is expected to upload a written response to the questions posed by each case by the “**deadline**” indicated in the below matrix. These will be graded and feedback will be given to the students. For your guidance, please see [‘Guidelines for Case Analysis’](#). Also, there is a [‘Sample Case Analysis’](#) for your reference along with its [‘Sample Case Video’](#). These guidelines and the sample video can also be found on the course’s web-site under ‘Downloads’ on ‘Course Materials’ page. The instructor will keep these guidelines in mind when grading.

IMPORTANT: When answering, please do not repeat the questions. However, please ensure that you affiliate your answers with the appropriate questions by numbering your answers accordingly. Do NOT bundle your answers in a long narrative. Also, students are expected to submit papers with proper grammar and correct spelling. Misunderstanding(s) of your case analyses due to spelling or grammatical errors may cause deductions in your grade. It is not the instructor’s responsibility to either correct such errors or try to make sense out of comments containing such errors.

The instructor will start grading the cases after the deadline for that case and will ensure that students get their grades and their feedback before the next case/assignment is due.

GROUP PROJECT

Groups will be assigned at the beginning of the class and will be announced under *Announcements*. The instructor may also use a group sign-up sheet to form groups for group assignments or projects. A private discussion area will be set up on the discussion board for internal group communications. A group chat room can also be created for each group to use. A web conference system, *Illuminate Live*, is available for use. Teams can schedule a live web conference for team work. Please see [communication tool information](#) for instructions on making a reservation and other web conference information.

The instructor will assign groups of no more than 5 students who will work on the below specified assignment. Also for your reference, there is a [‘Sample Project’](#) that addressed all the necessary issues properly from a previous semester. In addition, please refer to the [‘Formal Paper Grading Form’](#) in identifying guidelines to evaluate your papers regarding content, style and other aspects (see ‘Others’ column under ‘Downloads’ section of your ‘Course Materials’).

GROUP PROJECT GUIDELINES

- Select a country and product/service on which to focus your cumulative Global Business Plan Learning Team project. The deliverables for the project will include the following Learning Team assignments:
 - Team Charters due in Week 2

- Global Analysis Outline due in Week 2
 - Risk Analysis Paper due in Week 4
 - Global Strategy and Operations Paper due in Week 7
 - Global Business Plan and Final Written Project due in Week 9
 - Team Evaluations due in Week 9
- Use the following outline as a template for your final written project (see below course agenda for particulars of each section/subsection):
- Cover page
 - Introduction
 - Mission statement
 - Regional analysis
 - Brief political and economic history
 - Regional alliances
 - Country analysis
 - Political
 - Economic
 - Cultural
 - Business risk analysis
 - Political risks
 - Exchange risks
 - Market risks
 - Legal environment
 - Trade barriers and support
 - Taxation
 - Ethical concerns
 - Entry strategy
 - Mode of entry-joint venture/joint ownership/foreign direct investment (FDI), etc.
 - Product or service description
 - SWOTT (strengths, weaknesses, opportunities, threats, and trends) analysis
 - Differentiation and product modification
 - Product life cycle (PLC) issues
 - Market mix (4 Ps)
 - Strategic goals
 - Organization and human resource (HR) issues
 - Research and development (R & D) strategy
 - Timeline for implementation
 - Budget and cash flows
 - Feedback, accounting, and control
 - Exit strategy

- Conclusion

ALL WRITTEN ASSIGNMENT SUBMISSIONS:

Assignment submission instructions: You will submit your assignments in the required file format with a simple file name and a file extension (i.e., MS Word or PowerPoint documents with '.doc' or 'ppt' extensions, no space or special characters) by using the Assignment Dropbox tool on the course site. Please see the Assignments link on the course menu or see the icon on the designated page. You can click each assignment name link and follow the on-screen instructions to upload and submit your file(s). Please refer to the Help menu or the WebCT Student Guide for more information on using this tool. **Please note: each assignment link will be deactivated after the assignment deadline.** After your submission is graded, you may click each assignment's "Graded" tab to check the results and feedback. For the team project assignment, one group member will submit the assignment for the group and all group members will be able to view the results and feedback once it's been graded.

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EXAMS

There are two online exams. Each **exam** will have 50 multiple-choice type questions. These exams will include topics from the text that precede the cases and the respective readings of each chapter following the cases. Cases will not be covered in the exams. The instructor will provide a study guide isolating the topics that will be covered in each exam the week before any such exam.

Students are required to complete these two timed online exams on the honor system. Exam# 2 will NOT be comprehensive and it will only cover chapters 5 through 8. The exams will be posted on the dates marked under "Deadlines." Students will have 75 minutes to answer 50 multiple-choice questions during each exam. Students can choose to take the exam at any time over the given two-day period but will have only one chance to have access to the exam to complete it. Once you start the exam, exiting it for whatever purpose will exhaust your chance. So, please arrange your time accordingly before you start when you know you can finish it without any disturbance. The instructor reserves the right to change the system of examination and evaluation for the entire class if the honor system procedures do not function as expected.

These two exams (Exam 1 & Exam 2) will be released under the *Assessments* link on the Course Menu or see the exam link under Course Modules. You can click the exam name title to gain access to it. Read and follow the on-screen instructions for the exam. **Again, please note that only one attempt is allowed for each exam and it is available only during the time specified.** After each quiz is graded and released, you may go back to the Assessments page and click "View All Submissions" to review your exam results.

DEADLINES

Students will have till **11:55 pm** of the day of each assignment's deadline to submit their answers. **Late submissions and make-up exams are NOT allowed. NO EXCEPTIONS!!!**

NOTE: all of the above times/dates are as per US Central Time Zone. It is YOUR responsibility to ensure that your assignment submissions/exams are done within this time zone.

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Academic Calendar / Course Schedule

(For “Lectures” (audio & slides), “Strategy Videos”, “Supplement” (slides) and “Sample MNC videos” listed below, please check the “Learning Modules” section.)

WEEK	DATES	CHAPTER/LECTURE	ASSIGNMENTS/PARTICIPATION	DEADLINES
1	5/14	<p>Course Access, Self-Orientation and Identifications of groups.</p> <p>Chapter One: Expanding Abroad: <i>Motivations, Means and Mentalities</i></p> <p>Lecture 1 (audio and slides) Strategy Video - Theory</p>	<p>1) With your instructor's approval, select a product/service and a country for a global business venture.(see Group Project above)</p> <p>2) Team Charters</p>	5/20
2	5/21	<p>Group assignment 1: Global Analysis Outline</p> <p>Supplement 1 (slides)</p> <p>Please review Sample MNC videos</p> <p>Sample Project</p>	<p>1) Case 1-1: Jollibee Foods Corporation (a): International Expansion</p> <p>2) With your instructor's approval, select a product/service and a country for a global business venture. Conduct an analysis for your selected product or service. Prepare a 3/4-page outline covering the following:</p> <p>a. Introduction</p> <ol style="list-style-type: none"> 1) Description of organization 2) Description of product/service <p>b. Mission statement for organization</p> <p>c. Regional analysis</p> <ol style="list-style-type: none"> 1) Brief political and economic history 2) Regional alliances/trading blocs <p>d. Country analysis</p> <ol style="list-style-type: none"> 1) Political 2) Economic 3) Cultural 	5/27

3	5/28 Happy Memorial Day!	<p>Chapter Two: Managing Conflicting Demands: <u>Global Integration, Local Responsiveness, and Worldwide Learning.</u></p> <p>Lecture 2 (audio and slides) Strategy Video - Practice I</p>	<p><u>Case 2-1:</u> Toys “R” Us Japan</p> <p>Topic 1 - discussion</p>	6/03
4	6/04	<p>Group assignment 2: Risk Analysis Paper</p> <p>Supplement 2 (slides)</p> <p>Please review Sample MNC videos</p>	<p>a. Prepare a 5/6-page paper in which you conduct a business risk analysis for your selected product or service. Analyze the following risks in your paper:</p> <ol style="list-style-type: none"> 1) Political/legal/regulatory risks 2) Exchange and repatriation of funds risks 3) Taxation and double taxation risks 4) Market (4 Ps) risks 5) Distribution/supply chain risks 6) Social/cultural risks <p>b. Describe how you would manage these risks. Include a SWOT (strengths, weaknesses, opportunities, threats) analysis.</p>	6/10
5	6/11	<p>Chapter Three: Developing Strategic Capabilities: <u>Building Layers of Competitive Advantage</u></p> <p>Lecture 3 (audio and slides) Strategy Video - Practice II</p> <p>Chapter Four: Developing Coordination and Control: <u>The Organizational Challenge</u></p> <p>Lecture 4 (audio and slides) Strategy Video - Practice III</p>	<p><u>Case 3-2:</u> Komatsu Limited</p> <p>Topic 2 discussion</p>	6/17
6	6/18	<u>EXAM 1</u>	(Chapters 1 – 4)	6/24-6/25
7	6/25	Group assignment 3: Global Strategy and Operations Paper	<p>Prepare a 7/8-page paper in which you complete the following:</p> <ol style="list-style-type: none"> a. Select and justify an 	7/01

		<p>Supplement 3 (slides)</p> <p>Please review Sample MNC videos</p>	<p>appropriate mode of entry for your global product or service.</p> <p>b. Explain how you would manage the following organizational functions for your venture in the selected country:</p> <ol style="list-style-type: none"> 1) Human resources management (HRM) and cultural factors 2) Supply chain management 3) Information technology (IT) 4) Research and development (R & D) <p>c. Address any ethics issues pertaining to your global product or service.</p>	
8	<p>7/02</p> <p><u>Happy 4th of July!</u></p>	<p>Five: Creating and Leveraging Knowledge: <u>Worldwide Learning Challenge</u></p> <p>Lecture 5 (audio and slides) Strategy Video - Success I</p> <p>Six: Managing across Boundaries: <u>The Collaborative Challenge</u></p> <p>Lecture 6 (audio and slides) Strategy Video - Success II</p>	<p><u>Case 6-2: Renault/Nissan: The Making of a Global Alliance</u></p> <p>Topic 3 discussion</p>	7/08

9	7/09	<p>Group assignment 4: Global Business Plan -</p> <p><u>AND</u></p> <p><u>Finalized projects:</u> (23-25 pages long, excluding cover and reference pages) combining the previous 3 group assignments with your Global Business Plan detailed on the right. (for outline/format of final paper see above <u>group project</u> section)</p> <p>Supplement 4 (slides)</p> <p>Supplement 5 (slides)</p> <p>Please review Sample MNC videos</p>	<p>1) Prepare a 9/10-page paper completing the following: (And submit the <u>finalized projects</u>)</p> <ol style="list-style-type: none"> a. Determine the marketing mix specific to your selected global product/service. Explain your choice of marketing mix. Prepare a marketing plan that addresses product modification, pricing, promotional programs, distribution channels, and e-business in your chosen country. Include market indicators and trends for your product or service. b. Create a budget and financial overview for your global venture. Prepare a financial analysis in terms of currency risk management and financing of your global operation. Discuss what financial organizations and resources you would use to achieve your global expansion. Use the following financial overview process: <ol style="list-style-type: none"> 1) Determine financial health of country selected. 2) Determine potential domestic and international sources of financing for project. 3) Use the sample Capital Budgeting Microsoft® Excel® Template to complete the following analysis. As a minimum, apply the following capital budgeting techniques to assess the financial viability of your project using your own numbers: <ol style="list-style-type: none"> a) Net Present Value (NPV) b) Internal Rate of Return (IRR) c) Payback Period (PB) c. Examine operational feedback and command/control 	7/15
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			<p>mechanisms for your global venture. Include a suggested organizational chart.</p> <p>d. Evaluate various exit strategies, such as divestiture of assets, handing over to joint venture partner, diversification, or shutting down operation, and contingencies for your global venture.</p> <p>e. Make recommendations to the viability of your business plan.</p> <p>2) <u>Team Evaluations</u> (to be prepared individually and are needed for project grading)</p>	
10	7/16	<p>Seven: Building Multidimensional Capabilities: <u><i>The Management Challenge</i></u></p> <p>Lecture 7 (audio and slides) Strategy Video - Success III</p> <p>Eight: Preparing for the Future: <u><i>Evolution of the Transnational</i></u></p> <p>Lecture 8 (audio and slides) Strategy Video - Success IV</p>	<p>Case 7-4: Genzyme’s Gaucher Initiative: Global Risk and Responsibility</p> <p>Topic 4 discussion</p>	7/22
11	7/23	<u>EXAM #2</u>	(Chapters 5 - 8)	7/29-7/30

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Scholastic Honesty

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the [Scholastic Dishonesty](#) web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

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Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. Please look for the course evaluation link on the course Homepage towards the end of the course.

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University Policies

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism

(see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

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

Incomplete Grade Policy

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

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student

has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Off-Campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address given below. Additional information is available from the office of the school dean.

http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm

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

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