

Course Syllabus
AIM 6305/MBAO 6311
School of Management
The University of Texas at Dallas

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Course Information

Course

Course Number/Section	AIM 6305/MBAO 6311
Course Title	Accounting for Managers
Term and Dates	Fall 2007 (8/16 to 12/3)

Professor Contact Information

Professor:	Mark Anderson
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Professor:	Surya Janakiraman
Office Phone:	972-883-6370
Email Address:	suryaj@utdallas.edu
Office Location:	SM 4.806
Fax:	972-883-6811

Teaching assistants will also be available to help you throughout the course. They will introduce themselves and provide you with contact information through the main discussion board.

Course Description

Welcome to AIM 6305/MBAO 6311 with Dr. Mark Anderson and Dr. Surya Janakiraman. This course is organized into two parts – Financial Accounting (Anderson) and Managerial Accounting (Janakiraman). Financial accounting deals with financial reports prepared for external parties such as shareholders and creditors whereas managerial accounting deals with the preparation and use of financial information by internal decision-makers.

Learning Objectives

1. Be able to summarize the information provided by the balance sheet, income statement and statement of cash flows and interpret individual amounts (assets, liabilities, equities, revenues and expenses, cash flows from operating, investing and financing activities).

2. Be able to compute financial ratios and use financial ratios and other information to compare companies competing in an industry in terms of profitability and liquidity (short and long term).
3. Be able to use cost and management accounting concepts to assess challenges and develop solutions in production and service entities
4. Learn to analyze the accounting systems designed for performance measurement and appraisal to arrive at optimum solutions.
5. Learn to analyze and evaluate specific aspects and apply the course concepts in a team mode to "real world" situations.

Part I – Financial Accounting

The objectives in the financial accounting part are to help students obtain skills in reading and using information in financial statements. The financial accounting section includes six modules. Each module gives students a mixture of notes to read, video clips to view, lectures to listen to and textbook assignments to read. Self-study quizzes are provided periodically to help the student assess learning. Working through suggested exercises and problems from the textbook is critical to understanding the concepts and is the most effective means of preparing for the module tests. Solutions for assigned problems are provided but students are strongly encouraged to work through the problems before “peeking” at the solutions.

Students will be organized into study groups. Each group will be responsible for preparing and submitting solutions to assignments for modules 1 thru 5 and for preparing a financial analysis of two publicly-traded companies for module 6. The assignments require students to access financial statements and other information provided by publicly-traded companies. Teams will select two publicly-traded companies to compare in module 6 (see information on project below).

Grading for the financial accounting section is as follows:

Module Tests – Modules 1 thru 5 @ 6 points each	30 points
Assignments – Modules 1 thru 5 @ 2 point each	10 points
Financial Analysis Project – Module 5	10
	50 points

Part II – Managerial Accounting

This part of the course provides an introduction to accounting techniques used by managers when they are faced with planning, directing, controlling and decision-making activities in their organizations. Accounting information can be used to identify and analyze alternatives and to guide the manager to a course of action that will yield the greatest benefit to the firm. While the major emphasis in financial accounting is on the accumulation and presentation of accounting data to external decision makers, the emphasis in managerial accounting is on the presentation and analysis of accounting data by internal decision makers.

One of the main objectives of the Managerial Accounting part of the course is to familiarize you with the requisite technical skills for problem solving; for example, determining unit product costs, measuring production process costs, budgeting, performance reporting, allocating resources efficiently within the firm, and maximizing profits while maintaining the ability to meet long-term goals. As managers, you will need to identify the relevant information, the appropriate method for analyzing that information, and the manner in which to communicate your observations and recommendations to others in the organization. This part of the course is structured in a manner so that the course contents will help you to develop these skills.

Learning is a complex process. Various aspects of this course have been designed to help you with the learning process. I am giving below a set of guidelines which may help you to get the maximum benefit out of the managerial accounting portion of the course. Of course, the learning process is highly individualistic and hence you may want to explore and find out what works best for you.

(i) Text book: I would strongly encourage you to read the textbook on an ongoing basis (and not just before a quiz or exam!). This helps you in two ways. First, this will reinforce the concepts that are discussed in the lectures. Second, it will also help you to get the maximum out of future lectures since some of the same key concepts tend to repeat over and over again in the course. For each lecture, I have indicated the chapter(s) from the text book that you need to be familiar with. Please spend at least an hour or two reading the text book before and after you go through the PowerPoint file for each lecture. PowerPoint lectures closely follow the contents in the text book. However, please keep in mind that the PowerPoint lecture does not cover every aspect discussed in the book and not everything discussed in the PowerPoint lecture can be found in the text book. You will be held responsible for everything in the textbook and the contents of PowerPoint in quizzes and exams.

(ii) Practice Problems: I have provided to you suggested solutions to selected problems from your textbook for each module. You should try to solve these problems on your own (i.e. without looking at the suggested solutions first) as soon as you go through the PowerPoint file and after reading the chapter from your book. This will really help you to test your understanding of the material covered in the book and the lecture. It is imperative that you solve the problems that are identified as “core assignment material” for each of the module. Also, it is a good idea to try to solve as many problems as possible, in addition to the problems in the “core assignment material” as this will help you to absorb the concepts. Just like any mathematics course, the more problems you solve, the better off you are in an accounting course!

(iii) Graded Quiz: You will be taking 1 graded quiz during the managerial accounting portion of the course. The purpose behind the quiz is to test your basic understanding of the course material. At least 25% of the quiz questions will be similar to the “core assignment material”. I expect you to carefully go through the PowerPoint files, read the relevant chapters in the text and work out as many problems diligently as possible before you sit for the quiz. All the quiz questions are going to be in “multiple choice” format. They can involve conceptual thinking or problem solving or both.

(iv) Exam: There is one exam at the end of the managerial accounting part of the course. The exam is not cumulative (However, you should remember that the concepts that you learn are often cumulative in the sense they may be based on material covered in the first half of the course). Again, at least 25% of the questions in the exam will be similar to the core assignment material. The questions in the exam can include “True or False”, “multiple choice” and “structured problems”.

(v) Practice quizzes: For each module, I have provided you a self-assessment quiz. You should take this quiz after going through the PowerPoint lecture(s) for the module, the practice problems and the relevant chapters from the textbook. You will get immediate feedback to these quizzes. However, the grades you obtain in these quizzes will not affect your course grade. They are just for your feedback. Quizzes and exams will include a few questions that are very similar to the practice quiz questions.

Grading for the managerial accounting section:

1 quiz	10 points
1 exam	30
Group project	<u>10</u>
	50 points

Required Textbooks and Materials

The two required textbooks for this class are:

- Financial Accounting
by Reimers (1st Edition), published by Prentice-Hall
ISBN 0-13-14920-12
- Introduction to Management Accounting
by Horngren, Sundem and Stratton (13th Edition), published by Prentice-Hall
ISBN 0-13-14407-13

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.

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Important, Time-Sensitive Requirement

Study teams will be formed immediately at the start of the course. To facilitate the process, the following information, formatted as shown below, must be sent to Mark Anderson ***immediately upon logging in to the course via e-mail.***

1. Last Name; First Name; Degree Program and Expected Graduation Semester
2. Day-Time Telephone Number and FAX Number; Day and Evening e-Mail Addresses
3. Collegiate Degree(s) Earned; Year(s) Earned; Name(s) of the Granting Institution(s)
4. Number of Earned Collegiate Semester Hours of Accounting; Where Earned (Institution)
5. Name of Current Employer; Your Position or Title; Months with Employer
6. Short Summary of Prior Business Experience with Most Recent Experience First
7. A Short Statement of Your Career Objectives and How You Expect This Course to Help
8. Times and Days of the Week that You Are Available to Work on this Class

Technical Requirements

Technical support information can be found on the TeleCampus Technical Support page, found at the following url: <http://www.telecampus.utsystem.edu/index.cfm/4,0,83.html>. Specific computer requirements can be found at the following url: <http://www.telecampus.utsystem.edu/index.cfm/4,0,83,69.html>.

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Communications

The Discussion boards are information areas where students communicate with each other, the instructor and teaching assistants. Anytime you would like to ask other students in this course a question or discuss a particular issue you should use the Discussion boards. Be sure to visit often (at least twice a week). Separate discussion board threads will be used for discussion board cases. Group discussion boards and chat rooms will be available for collaboration between group members.

Interaction with Instructor: Instructors will communicate with students mainly through course Discussion boards. Students may send personal concerns or questions to the instructors using the course Email tool. Instructors will reply to student emails or Discussion board messages within 2 working days under normal circumstances.

NOTE: Email sent to the instructor asking questions that would more appropriately be answered in the general discussion area will be returned and the student will be asked to post the question to the Discussion board. Only send Email if you have a private issue, such as a question about your grades. Soft skills that you should learn in this class include skills in communication and the use of technology to communicate as a member of a community. Take advantage of this opportunity to learn skills that will benefit you in the workplace.

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Student Assessments

Grading Information

Tests for modules F1 – F5 (at 6 points each)	30
Team assignments for modules F1 thru F5 at 2 points each	10
Financial Team project: Analysis of Two Companies	10
Quiz for modules M1 and M2	10
Exam for modules M3 thru M5	30
Managerial Team project	10
Total	100

Accessing Grades

Students can check their grades by clicking “Student Gradebook” in the course menu.

Course Policies

Class Participation

Students are required to login regularly to the online class site. The instructor will use the tracking feature in Blackboard to monitor student activity. Students are also required to participate in all class activities such as discussion board activities, chat or conference sessions 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.

Group Projects

Groups will be assigned at the beginning of the class. Each group will have a chat room and discussion board.

Assignment submission instructions

You will submit your assignments (in the required file format with a simple file name and a file extension) in the Assignments/Exams section of the course. You can click each assignment name link and follow the on-screen instructions to upload and submit your file(s). **Please note:** each assignment link will be deactivated after the assignment due time.

Online Tests/Quizzes

The tests will be accessible during the days indicated in the class schedule. You will download the test in Word format, answer the questions and then return the test as if you were submitting an assignment. You should download the test and return it within a three-hour time period.

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Academic Calendar

Course Outline – Financial Accounting

MODULE	DATES	TOPIC/LECTURE	READING*	ASSIGNMENT / ACTIVITY
F1	8/16 to 8/26	Financial Reporting	Chapters 1 and 2	Assignment for F1 due 8/26
	8/23 to 8/26			Module 1 test
F2	8/27 to 9/5	Accrual Basis Accounting	Chapters 3 and 4	Assignment for F2 due 9/5
	9/2 to 9/5			Module 2 test
F3	9/6 to 9/12	Sale of Inventory	Chapters 5 and 6	Assignment for F3 due 9/12
	9/9 to 9/12			Module 3 test
F4	9/13 to 9/19	Matching Costs to Revenues	Chapters 7 and 8	Assignment for F4 due 9/19
	9/16 to 9/19			Module 4 test
F5	9/20 to 9/30	Debt and Equity and Cash Flows	Chapters 9 (parts), 10 and 11	Assignment for F5 due 9/30
	9/27 to 9/30			Module 5 test
F6	10/1 to 10/10	Financial Analysis	Chapter 12	Project submission due 10/10

* Specific reading assignments are given for each learning objective in each module.

Course Outline – Managerial Accounting

MODULE	DATES	TOPIC/LECTURE	READING	ASSIGNMENT / ACTIVITY
M1	10/11 to 10/21	Introduction (Module M1A)	Chapter 1	
		Cost behavior (Module M1B)	42-48, 87-92	
M2	10/21 to 10/27	CVP analysis (Module M2A)	49-68	
		Cost estimation (Module M2B)	93-109	
Quiz	10/26 to 10/28	Covers Modules M1 and M2		Quiz due 10/28 @ 10:00 PM CST
M3	10/28 to 11/3	Cost management systems and activity based costing (Module M3)	Chapter 4	
M4	11/4 to 11/17	Relevant information analysis (Module M4A)	Chapter 5	
		Relevant information analysis (Module M4B)	Chapter 6	
M5	11/18 to 11/30	The master budget (Module M5A)	Chapter 7	Project #2 due 11/29 @ 10:00 PM CST
		Flexible budget and variance analysis (Module M5B)	Chapter 8	
Exam	11/30 to 12/2	Covers Modules M3 thru M5		Exam due 12/2 @10:00 PM CST

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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.

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.

Project # 1 (Financial) – Analysis of Two Competing Companies

You should not wait until the last week of financial accounting to begin the project. You should start thinking about it as soon as group assignments are made. You can go ahead and look at the financial ratios part of module F6 in advance.

Notes:

1. Use “Ratio Analysis”, pp. 625-627 as a guide.
2. Annual reports (10Ks) may be obtained at <http://edgarscan.pwcglobal.com/servlets/edgarscan> and at company websites under “investor relations”.

You may use the Excel versions of the financial statements if they are available.

Questions:

1. Select two publicly-traded U.S. companies that compete directly with each other (eg. Home Depot and Lowes). Send your selection to Dr. Anderson for approval.
2. For the most recent three years for each company, compute ROE and ROA and other ratios described in exhibit 12-5, p. 626-627. You will have to use more than one annual report to get all of the numbers.
3. Also prepare common-sized income statements (vertical analysis) for the most recent three years.
4. Make a comparison of the performance and financial health of the two companies in terms of profitability and risk (liquidity and solvency).
5. Comment on the information found in the cash flow statements for each company, e.g., what are the primary sources and uses of cash? How stable are the major sources of cash? What activities consume the preponderance of the cash?
6. Comment on the business (economic), financial, operating and technological risk facing the Company.
7. Would you invest your personal or corporate assets in either company? Why or why not?

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Group project # 2(M): Sports Express

Sports Express's production manager John Smith had requested to have lunch with the company president. Smith wanted to put forward his suggestion to add a new product line. As they finished lunch, Mark Glover, the company president, said, "I'll give your proposal some serious thought, John. I think you're right about the increasing demand for skateboards. What I'm not sure about is whether the skateboard line will be better for us than our tackle boxes. Those have been our bread and butter the past few years."

Smith responded with, "Let me get together with one of the controller's people. We'll run a few numbers on this skateboard idea that I think will demonstrate the line's potential."

Sports Express is a wholesale distributor supplying a wide range of moderately priced sports equipment to large chain stores. About 60 percent of All Sports' products are purchased from other companies while the remainder of the products are manufactured by Sports Express. The company has a Plastics Department that is currently manufacturing molded fishing tackle boxes. Sports Express is able to manufacture and sell 8,000 tackle boxes annually, making full use of its direct-labor capacity at available work stations. The selling price and costs associated with Sports Express's tackle boxes are as follows:

Selling price per box		\$ 91.00
Cost per box:		
Molded plastic	\$ 13.00	
Hinges, latches, handle	9.00	
Direct labor (\$15.00 per hour)	18.75	
Manufacturing overhead	12.50	
Selling and administrative cost	17.00	<u>70.25</u>
Profit per box		\$20.75

Because Sports Express's sales manager believes the firm could sell 12,000 tackle boxes if it had sufficient manufacturing capacity, the company has looked into the possibility of purchasing the tackle boxes for distribution. Texas Stars, a steady supplier of quality products, would be able to provide up to 9,000 tackle boxes per year at a price of \$73.00 per box delivered to Sports Express's facility.

Sports Express's production manager has come to the conclusion that the company could make better use of its Plastics Department by manufacturing skateboards. Smith has a market study that indicates an expanding market for skateboards and a need for additional suppliers. Smith believes that Sports Express could expect to sell 17,500 skateboards annually at a price of \$50.00 per skateboard.

After his lunch with the company president, Smith worked out the following estimates with the assistant controller.

Selling price per skateboard.....		\$50.00
Cost per skateboard		
Molded plastic	\$10.50	
Wheels, hardware	7.00	
Direct labor (\$15.00 per hour)	7.50	
Manufacturing overhead	5.00	
Selling and administrative cost	9.00	<u>39.00</u>
Profit per skateboard		\$11.00

In the Plastics Department, Sports Express uses direct-labor hours as the application base for manufacturing overhead. Included in the manufacturing overhead for the current year is \$50,000 of factorywide, fixed manufacturing overhead that has been allocated to the Plastics Department. For each unit of product that Sports Express sells, regardless of whether the product has been purchased or is manufactured by Sports Express, there is an allocated \$6.00 fixed overhead cost per unit of distribution that is included in the selling and administrative cost for all products. Total selling and administrative costs for the purchased tackle boxes would be \$10.00 per unit.

From the given data, analyze the various possible production plans and recommend an optimal production plan that will maximize the company's profitability. In particular, your analysis should indicate which product or products Sports Express should manufacture or purchase. Your analysis should also indicate the improvement in the company's profits (compared to today) if it adopts your optimal production plan. Your analysis should show detailed calculations to justify your conclusions. Make any assumptions, if necessary. Please state all your assumptions without fail in your group report (only one report from a group please!).

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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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