

# LSCM 5830

## Industrial Distribution & Logistics Analysis

8 Week Course

### Course Syllabus

**INSTRUCTOR:** Dr. Clinton Purtell (*he/him/his*)

**E-MAIL:** PLEASE USE CANVAS EMAIL

**PHONE:** 469-964-9753

*(Texting is encouraged. I will only respond during normal Business hours, 8a to 5p CST, Mon – Fri. Please do not text me after hours or on weekends.)*

**OFFICE:** Virtual

**OFFICE** Meetings are scheduled by

**HOURS:** appointment (Please see appointment procedures below)

#### COURSE DESCRIPTION:

Industrial Distribution and Logistics Analysis (LSCM 5830) is a course that focuses on the application of logistics decision-making skills as they apply to inventory, transportation, and industrial distribution management problems. Students apply their learning through a selected set of case studies which are presented in a format that simulates management briefings. The course stresses hands-on application of analytical tools useful in logistics; analysis of the characteristics of logistics system elements and their interrelationships within a company; developing skills to analyze technical logistics problems; and developing executive-level communication skills leading to the concise statement of problems and proposed solutions. The class takes an experiential and hands-on learning approach, essentially helping the students understand the types of activities and decisions needed to successfully manage industrial distribution and logistics operations. The students will learn to examine and understand several through a number of analytical frameworks and will utilize online learning systems and Microsoft Office products (especially Excel, Word and PowerPoint) and online presentation recording tools such as Zoom. Emphasis is placed on “current industry” applications.

#### COURSE OBJECTIVES:

Upon successful completion of this course, learners will be able to (*numbered in order of presentation*):

- 1) Explore a broad array of topics that fall under the umbrella of industrial distribution and analytics; this includes exposure to the terminology, concepts, principles, and problem-solving approaches associated with the area.
- 2) Develop a basic understanding of traditional planning techniques used by tactical and operational managers in real-world organizations.
- 3) Learn and apply core analytical principles in industrial distribution.
- 4) Learn and apply industrial distribution organizational problem-solving techniques as an individual and as a team.
- 5) Introduce students to new approaches for planning, building, and executing industrial distribution operations.

## COURSE STRUCTURE:

This class is online and asynchronous. I will be providing online pre-recorded lectures for each of the chapters and supplemental materials assigned in this class. **(This means live attendance is not required for this class).** Although we do not meet in person, I strongly encourage students to watch the recorded lectures AND attend optional weekly Zoom meetings (when possible) because I will be able to go into much greater depth and answer real-time questions in ways that are not possible otherwise. In general, you should expect to read the assigned chapters in the textbook and complete assignments due prior to the due dates set in Canvas. The class will be conducted using textbook-based Readings, narrated lecture presentations in each Canvas module, Group case assignments, individual examinations, and a variety of other online LinkedIn Learning and Canvas exercises. Teams will be formed during the first week of class. We may have an occasional guest speaker available for the class to attend (optional). If this occurs, a set day and time will be shared in advance so that strong attendance can be achieved.

## HOW TO SUCCEED IN THE COURSE:

### **COMMUNICATE PROACTIVELY AND PROFESSIONALLY**

**Say in contact with your professor!** Please contact me via EMAIL through Canvas, or schedule an appointment at <https://www.calendly.com/cpurtell> and we can set up a Zoom call if you would like to speak to me directly. I encourage such calls and meetings. Be sure to copy my TA if you email me (if assigned, the TA will be identified in Canvas). The TA will be listed in Canvas in the “People” Module once he/she is assigned. Emails sent any method other than through Canvas email will not be responded to. Finally, in the event of an emergency, text me at 469-964-9753 (I will only respond during normal business hours, 8a to 5p CST, Monday through Friday).

**Very important note when contacting the professor:** You must include your full name, and course number, when scheduling the appointment, texting, or if sending an email. I will not accept Calendly.com meeting appointments that do not contain the following information, and may not answer emails if I cannot easily determine who you are. This is because I have more than 200 students; thus, make communication easy on both of us!!

*Example: "Jane/John Doe – LSCM 5830" Failure to do so will result in a decline of the meeting request.*

### **UNIVERSITY ADA ACCOMODATIONS & STUDENTS WITH DISABILITIES**

ADA accommodation statement:

The University of North Texas makes reasonable academic accommodations for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request reasonable accommodations at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the [Office of Disability Access](http://www.unt.edu/oda) website (<http://www.unt.edu/oda>). You may also contact ODA by phone at (940) 565-4323.

Resources for students with disabilities: Connect with the [Office of Disability Access](https://studentaffairs.unt.edu/office-disability-access) to begin the registration process (<https://studentaffairs.unt.edu/office-disability-access>) and obtain the support and resources available to you.

### **RECOGNIZE THE VALUE OF DIVERSITY AND INCLUSION IN YOUR TEAMS**

I value the many perspectives students bring to our campus. Please work with me to create a class culture of open communication, mutual respect, and inclusion. All discussions should be respectful and civil. Although disagreements and debates are encouraged, personal attacks are unacceptable. Together, we can ensure a safe and welcoming classroom for all. If you ever feel like this is not the case, please contact me as soon as possible. We are all learning together. I also encourage you to review UNT's student code of conduct so that we can all start with the same baseline civility understanding ([Code of Student Conduct](https://deanofstudents.unt.edu/conduct)) (<https://deanofstudents.unt.edu/conduct>).

### **CANVAS AND ANNOUNCEMENTS:**

**CANVAS:** This course will make extensive use of Canvas. It is your responsibility to keep up with material, instructions, announcements, e-mails, and grade postings that will be made available to you throughout the short summer semester in Canvas. As a general rule, all assignments will be submitted through Canvas.

**Tutorial for CANVAS and Zoom:** To help those students who are new to Canvas or who would like to improve their knowledge of the system, here is a link that will help. Not only does it provide a tutorial for Canvas, but it also provides a tutorial for Zoom which might be helpful both for UNT and for when you graduate and begin working. <https://online.unt.edu/learn>

**Announcements:** The Announcements section on Canvas provides official bulletins and communications from the instructor. Since the Announcements section is an "official site" within Canvas and part of the course, you are responsible for knowing the information there. As always, the instructor accepts and replies to CANVAS e-mail on any course-related matter. **I endeavor to respond to all emails within 24 hours – usually much sooner than that. Please use Canvas email when emailing me.**

*Emails to the class will be sent through Canvas. The default email address in the system is your UNT account. If necessary, please change your email address to ensure that you receive all class communications.*

### **TURN YOUR ASSIGNMENTS IN ON TIME (NO LATER THAN THE DUE DATE):**

This is an 8-week course, so there is a lot to cover in a short amount of time. However, I will not accept late work in this course. All work turned in after the deadline will receive a grade of zero (0) unless the student has a [university-excused absence](#) and provides documentation within 48 hours of the missed deadline. Thus, please begin assignments as early as possible, complete them as soon as possible, and do not wait until the last minute.

## **Required/Recommended Materials**

Textbook (MyEducator.com): Operations and Supply Chain Management: Enhancing Competitiveness and Customer Value, 1st edition, Stanley E. Fawcett, MyEducator.com (be sure to purchase the MyEducator.com access through the Canvas module).

Linkedin Learning: We will also utilize LinkedIn Learning (Lynda.com), provided to you at no charge via UNT. See [HTTPS://AITS.UNT.EDU/SUPPORT/LINKEDINLEARNING](https://aits.unt.edu/support/linkedinlearning) for information on how to enroll or link to LinkedIn Learning courses.

## Performance Evaluation and Grading:

Your grade in this course will be determined by your performance on individual assignments, three exams, and team topic presentations, four team assignments. The point distribution is as follows:

Weight of Overall Grade	
Team Contract (penalty if late)	5%
Online Assignments	15%
Chapter Exams	20%
Completion of Team Member Reviews	10%
<i>Individual Assignments Subtotal</i>	<i>50%</i>
Assigned Group Cases	25.0%
Chosen Topic Presentation	25.0%
<i>Group Assignments Subtotal</i>	<i>50%</i>
<b>Total Possible</b>	<b>100%</b>

## Assessing Your Work:

This course will utilize a percentage based grading scale. Final grading scores will include an adjustment for 'rounding' to the nearest tenth.

A = [89.5% - 100%]

B = [79.5% - 89.4%]

C = [69.5% - 79.4%]

D = [59.5% to 69.4%]

F = [59.4% or below]

*Grades are based on mastery of the content. As a rule, I do not grade on a "curve" because that is a comparison of your outcomes to others. I do, however, encourage you to find opportunities to learn with and through others. Explore [Navigate's Study Buddy](https://navigate.unt.edu) (<https://navigate.unt.edu>) tool to join study groups. Maximize your learning with our coaching staff at the Learning Center. Focus on areas where you are struggling in this course by attending scheduled study group sessions with me the week before each exam. Forward together!*

or

Every student in my class can improve by doing their own work and trying their hardest with access to appropriate resources. Students who use other people's work without citations will be violating UNT's Academic Integrity Policy. Please read and follow this important set of [guidelines for your academic success](https://policy.unt.edu/policy/06-003) (<https://policy.unt.edu/policy/06-003>). If you have questions about this, or any UNT policy, please email me or schedule a meeting with me to discuss.

## Course Requirements/Schedule

Week	Assignment Due Dates	Read Text Chapters	Online Assignment Due*	Chapter Review Exams	Assigned Cases
1	1/21/2024	1, 2, 3	See Canvas for Online Assignments, including LIL*		Individual Contracts Due
2	1/28/2024	10, 13	See Canvas for Online Assignments, including LIL*		
3	2/4/2024	11, 14	See Canvas for Online Assignments, including LIL*		Case 1 Due
4	2/11/2024	4, 5, 6	See Canvas for Online Assignments, including LIL*	Exam 1: Mid-Term Due (all chapters thru week 4)	
5	2/18/2024	7, 8	See Canvas for Online Assignments, including LIL*		Case 2 Due
6	2/25/2024	9, 12	See Canvas for Online Assignments, including LIL*		
7	3/3/2024	15, 16	See Canvas for Online Assignments, including LIL*		Case 3 Due
Finals Week	3/8/2024			Exam 2: Final Due (remaining chapters, by	

\*LIL = LinkedIn Learning Course (Online). Upload your certificate of completion to Canvas by the deadline to receive credit for the assignment.

Note: The Professor reserves the right to change this schedule as needed due to unforeseen or unplanned events.

**POSSIBLE EXTRA CREDIT POINTS:** The instructor may from time to time provide opportunities for extra points that comply with University policy. Certain instances may allow opportunities for guest speakers, while others will include an opportunity to meet with your professor for an optional 1:1 to discuss issues of importance to you, as well as complete the end-of-semester SPOT survey for the course. The instructor will announce when these opportunities arise.

**POSSIBLE POINT SUBTRACTIONS FOR SPECIFIC ASSIGNMENTS:** There are two assignments that can result in a loss of points if you do not complete them by the scheduled deadline. Please make sure you complete these on time, as scheduled.

- 1) Late Individually Signed/Uploaded Contract -2.5% point penalty to overall grade
- 2) Missed 1:1 meeting scheduled in calendar -50% of possible award; one-time reschedule allowed

### DESCRIPTION OF ASSIGNMENTS, GROUP CASES, AND EXAMS:

#### **TEAM CONTRACT (5% of grade, but -2.5% penalty if late)**

THIS IS A SIGNIFICANT ELEMENT OF THE SEMESTER: You will be required, as individual students, to sign and upload a copy of the Team Contract in Canvas. This is to ensure accountability and create a level playing field for peer review factor scoring that will occur throughout the semester. The template can be found in CANVAS. Electronic signatures are acceptable. Each signed uploaded contract should contain your signature (only).

#### **Online Assignments (15% of total grade):**

Throughout this accelerated course, you will be required to complete online assignments through LinkedIn Learning, and Canvas. These assignments confirm you are building and retaining the knowledge necessary to complete the course. You must complete the required assignments no later than the posted deadline.

### **Chapter Exams (20% of total grade):**

There will be **two chapter exams** this semester, worth 20% of your final grade (equally weighted at 10% each). Each exam covers the chapter, lecture, and additional materials from the modules leading up to each exam. *There is not a comprehensive final exam in this class!*

The exams will be administered on Canvas during a prescheduled time window, and once the exam is started the student will have a specified period of time to complete all the questions. Please be sure to prepare an environment for yourself that is conducive to taking the exam (i.e., quiet, free from distraction, reliable and consistent internet connection).

If you experience problems with your browser or with Canvas during your exam please call or email the MyEducator HelpDesk (see Canvas for contact info) or UNT student help desk. The UNT number is 940-565-2324 and the email is [helpdesk@unt.edu](mailto:helpdesk@unt.edu). Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise the instructor of the outcome (your ISP, our ISP, Canvas Learning System, student unplugged the phone line, etc.). The instructor will make a determination to allow you to continue or not based on that advice, University policy, applicable law, and past practice.

*Following standard university policy on academic dishonesty, you are not allowed to use or access any notes, websites, or any other form of support materials or communications with others during the exam. You are also not allowed to take a photograph of or share any aspect of the exam with anyone at any time during or after the semester. Finally, you are not allowed to access any computer code related to the exam or the Canvas shell on which the exam is published.*

### **Individual Completion of Team Member Reviews (10% of total grade):**

Accountability to yourself and your team members is critical during this class. Each of you should produce high quality, timely, and optimal work (especially considering the 8-week format you have chosen to take). Students will be placed into project teams, similar to a project team in a company. Students will be required to review each of their own team members' contribution towards group work completed. Each student should take care in completing their assigned reviews. Team member reviews will be used to "factor" individual grades to ensure all team members contributed in a manner according to the Group Contract (see above). Failure to complete the assignment could be the result of (but not limited to): 1) not completing the reviews prior to the assigned due date, or 2) providing perfect scores (or zeroes) to others without constructive feedback or justification. **DO NOT GIVE 100% ACROSS THE BOARD TO YOUR TEAM MEMBERS JUST TO BE "NICE";** rather, be fair but critical of each other's effort and quality of work. Peer reviews are further discussed below in Team assignments below.

### **Chosen Topic Group Presentations: Select and Present an INTERESTING Chosen Topic (25% of grade)**

This project is typically the most challenging but ALSO enjoyable and rewarding aspect of the class. This assignment requires each assigned Group (team) to prepare one presentation to present to the instructor. A real-world company and current topic Teams will be provided. Your team is to simulate a "Team of Corporate Analysts/Consultants" to provide their management team information on a new industry trend (relative to operations, logistics, or supply chain) they believe may be beneficial to a (actual/real) topic and company chosen by the professor. Your role will be to identify new technologies, industry trends, or benchmarks the company should consider in order to improve its operations relative to the topic. The recommendation should clearly relate or correlate to the industry of or directly applicable to the chosen company. Teams are free to choose any current

topic from the news/popular media relevant to the company, its competitors, the industry in which it operates, or the sub-tier industries tied to your company (i.e. suppliers' supply chain, technology, geopolitics/global supply, etc.) to discuss. The topic must somehow tie to the semester's subject matter or content. Presentations may not exceed 10 (max) minutes. Quality of the chosen topic, preparation, professionalism, and delivery is of the utmost importance. Again, you may select roles and responsibilities, but all team members should contribute during preparation and/or delivery. **A maximum of 2 to 3 team members are required to be visible and/or heard during the presentation. (This means not all team members will present the final product, but all team members must work on the project.)**

**The overall objective** of this assignment is to 1) demonstrate your team's ability to analyze a company's industrial operations, distribution, or logistics environment, 2) professionally present a related topic in an organized, coherent, and systemic manner, event, or news item your Group deems would **be interesting to the company's management team, is contributive knowledge**, and relevant to our class topics, present the material in a delivery method and manner just as if you were the management team of a hired consulting firm. Examples might be current company or industry news, new technology, new B2B or B2C trends, etc. *CHOOSE SOMETHING YOU FIND INTERESTING AND WOULD WANT TO HEAR IF YOU WERE THE EXECUTIVE AUDIENCE desiring a "strategic news briefing" and recommendation.*

Groups will be responsible for recording a **10 (max) minute** presentation presenting your chosen topic/article(s), how it ties into the class material, and how this topic affects the business/industry/society. These presentations will be evaluated by both students and the professor, according to the rubric below. Presentations should be more than simple PowerPoint slide shows. Incorporate media from the internet, videos, or other visuals as needed to make your video interesting and educational. Presentation materials should be uploaded to Canvas by end of day Sunday prior to the beginning of class. You must make yourself knowledgeable and ultimately be comfortable with the topic and the process of presenting and high-level analytical presentation to executives. **THUS, DO NOT READ FROM A SCRIPT OR READ SLIDES VERBATIM DURING THIS PRESENTATION.** You will be penalized one (1) letter grade if you do.

Presentations will be recorded using Zoom and uploaded to Canvas using Studio. More details on recordings and uploads will be detailed in Canvas.

### **ASSIGNED TEAM CASES (25% of overall grade)**

Teams will be assigned two (2) cases throughout the shortened 8-week semester. These cases are chosen based on their applicability and plausibility in real-world industry scenarios. Instructions will be given in Canvas for each assigned case to brief Teams on what the expectations are. Each case will result in a PowerPoint and video presentation to be recorded and turned into Canvas. Although not required, teams should rotate responsibilities to allow each student who desires to present the opportunity to do so. Team member peer reviews are due the same day that the respective assignments are due.

### **INDIVIDUAL INVOLVEMENT IN TEAM ACTIVITIES**

**TEAM FORMATION:** Team assignments in the course make up a significant portion of your grade. In this course, teams are formed by the instructor to create a mix of majors necessary to integrate and share cross-disciplinary knowledge. **Team leaders are asked to volunteer at the very beginning of the semester.**

It is our intention to announce the teams and team leads in the first couple of days of class. Each team will consist of approximately 3-5 team (+/-) members depending on the registered number of students in the class.

**TEAM CONTRACT:** As mentioned above, each individual team member will prepare a team contract as described in Canvas. This contract will serve as the foundational agreement driving participation in and

interaction of team members during team project. It sets baseline expectations for accountability, performance, participation and quality later used as the premise for peer factor reviews to determine individual team member grades for Group assignments.

**PEER EVALUATIONS:** (This is important because it can significantly affect your overall individual grade)

Your involvement and interaction in team activities and contribution to assignments will be evaluated by your peers using a Peer Evaluation process and following the team contract. Team member assessments will be based on, a) Your ability to foster team spirit and display initiative while working on the project, b) Your timely attendance at scheduled meetings (likely virtual meetings), c) Your participation in group discussions, and d) Your completion of assigned work and contribution to project completion (content quality and timeliness).

Peer evaluations will be completed at the end of EACH TEAM PROJECT. The peer evaluation will include the evaluation of the student's own contribution and that of every other team member. Each student will simultaneously email their evaluation to the team lead as well as submit a copy into Canvas. The team lead will then calculate an average of the peer evaluation scores for each category for each team member and submit a copy of the average scores into a different portal in Canvas. The average scores per team member will be used to adjust individual grades, if necessary. The collective team peer evaluations will be due **the same day** that the assignment is due. Team grades will not be posted until the peer evaluations have been submitted.

### **HOW PEER EVALUATIONS CAN AFFECT YOUR INDIVIDUAL GRADE:**

If your peers award you 100% on all the evaluation metrics, you will receive the full grade for the assignment awarded to the team. However, if your peers award you a lower percentage, **that percentage is multiplied by the team grade to reflect your own grade portion for that specific team assignment.**

**Example:** Assume the team grade is 100 points. You're awarded 100% by your peers. Your grade is 100 points.

Assume the team grade is 100, but you are awarded 75% by your peers. Your grade is only 75 points (100 points X 75% peer factor = 75 points).

**NOTE:** Any team member may request that the instructor arbitrate team ratings. If arbitration is requested, it will only be conducted when all relevant team members are available to meet by phone or Zoom, and the decision of the instructor will be final.

**IMPORTANT:** (SUGGESTIONS FOR YOUR TEAMS) SOME TEAMS REQUIRE STRUCTURE, PLANNED MEETINGS, REGULAR COMMUNICATION AND ORGANIZATION. IN FACT, HIGH PERFORMING TEAMS IN THIS CLASS ARE THOSE WHO 1) SET REGULAR WEEKLY MEETINGS, 2) DO NOT PROCRASTINATE OR WAIT UNTIL DEADLINES TO DO WORK, 3) SET ROLES AND RESPONSIBILITIES FOR ASSIGNMENTS AND TRACK ACCOUNTABILITY OF EACH TEAM MEMBER, AND 4) GRADE EACH OTHER FAIRLY BUT CRITICALLY ON PEER REVIEW ASSESSMENTS. FINAL SCORES SHOULD NOT BE SURPRISES, AND SHOULD BE UNDERSTOOD BY THE TEAM LEAD PRIOR TO FINAL SUBMISSION. SET GROUND RULES AND AGREE WHAT EARNS A FULL-100 POINT PEER REVIEW, OR WHAT DOES NOT.

MANY STUDENTS WILL TRY TO AVOID CONFLICT AND GIVE ALL TEAM MEMBERS 100 POINTS ON PEER REVIEWS. THIS IS NOT ADVISED. SIMILAR TO THE REAL-WORLD, YOU ARE REINFORCING THE BEHAVIOR YOU SCORE 100 POINTS FOR AS "PERFECT BEHAVIOR." IN OTHER WORDS, IF A TEAM MEMBER DOES NOT DO THEIR WORK, IS DISRUPTIVE, OR DOES NOT HOLD THEMSELVES ACCOUNTABLE AND YOU GIVE THAT PERSON A 100 POINT RATING, YOU ARE TELLING THEM

*THEIR BEHAVIOR IS COMPLETELY FINE!!*

**WORKING OUT PROBLEMS WITH TEAM DYNAMICS:** It is very important that you communicate openly with your teammates during the peer review process and try to resolve problems before you give someone else a lower score. These scores can *significantly* affect someone's grade, so do not take this responsibility lightly. Lower peer scores should only be given if the situation has not been resolved and further efforts need to be taken to raise awareness that changes in behavior are needed. If teams cannot work out behavioral problems by themselves, then they should contact the instructor for a final resolution. But be aware that the instructor reserves the right to ask one or more of the team members to leave the team and be responsible for a different case study from scratch by him or herself. This is a very difficult and time-consuming path that a student will not want to pursue, so we highly suggest you learn how to maintain good and harmonious team interactions.

**\*\*\*OPTIONAL EXTRA CREDIT:** Since we only have one day each week to interact, I would like the opportunity to meet you 1:1 and learn more about your background and interests. Your success as a student and future professional/UNT alumni is of the utmost importance. I have an open-door policy, am always available for questions, and am available to help. Students have a chance to earn 15 extra credit/additional points (worth a 1.5% improvement of your overall grade) by scheduling a 1:1 with the professor (and attending, as scheduled) over the phone/Facetime/Zoom/Skype. Discussions can include classwork, questions about the supply chain function, or other relevant topics of importance to you. To schedule an appointment, go to [www.calendly.com/cpurtell](http://www.calendly.com/cpurtell). Typical appointments average 10-30 minutes. **VERY IMPORTANT:** You must include your full name, University, and course number when scheduling the appointment.

Example: "Jane Doe – LSCM 5830." Failure to do so will result in a decline of the meeting request. This is because I have over 200 students each semester and am not easily able to identify which class you are in in order to give you your credit that is due.

***IMPORTANT NOTE ABOUT MEETING AVAILABILITY:** Meetings are scheduled on a first come, first served policy. My calendar is visible in Calendly for a rolling 3-week timeframe. Please do not wait to schedule meetings (particularly late in the semester), as students in all of my classes (usually between 100 and 200 students) are all typically vying for my time. Check each day for new availability, as well as openings due to cancellations.*

Additionally, failure to show for a scheduled meeting will result in a cumulative 50% reduction in total possible points for each missed meeting. Please notify the professor and cancel your scheduled meeting if you will be unable to attend as scheduled to avoid a reduction in points.

**SUBMISSION DEADLINES:** Each assignment submission date is posted in Canvas. It is your responsibility to submit and validate your submission in Canvas. If your submission is late for any reason you will receive a zero grade on the submission (individual or team). If there is some issue with the system you may temporarily send the instructor your submission via email through Canvas, but it must be sent on or before the deadline.

## IMPORTANT ADDITIONAL INFORMATION AND POLICIES

**SUNDOWN POLICY:** You have one week (from the date a grade is posted) to inquire about or to appeal your grade after which no appeals will be entertained. The purpose of this policy is to resolve any issues promptly during the term. Each assignment builds on the next, so it is important to stay on top of each assignment and your grade. Please check your grades every week!

**POLICY FOR MAKE-UP EXAMS:** If you miss an exam because of a university excused absence (e.g., hospitalization, contagious disease, religious holiday, death in the family), and would like to take a makeup exam, ***you must provide the instructor with evidence supporting the excuse***. All make-up examinations will be coordinated with the instructor.

**REFERENCES AND CITATIONS:** **Plagiarism** includes the use of data or ideas that are not your own without the appropriate acknowledgement of the source. Individual and team assignments are research oriented and will require the use of references and citations. The format requires each submission to include an APA formatted reference list at the end of each submission. For convenience, we accept students using an 'end note' format where citations are referenced using a number, e.g., (1), in the text, with that number referring to a specific reference listed in the back of the document. The references should be listed in numerical order in the back of the deliverable. Any evidence provided in a written submission that is not your own thought or common knowledge must include a citation and reference. Instructions are provided in the lecture and in assignment instructions. Students who do not provide the appropriate use of citation and references could receive a deduction in points.

**ONLINE SWOT ANALYSES:** There are sites on the web where you can see SWOT analyses for a large number of different companies that were created by students or folks at other universities or institutions. Often, these analyses are wrong, and they are certainly out of date given the pandemic. We are aware they exist, and we check your answers to make sure they do not match the online SWOT answers. If they do (which is plagiarism), you could have your grade reduced to "0" (zero) and possibly also cause your teammates to get an F for a major assignment. **DO NOT USE THESE SITES.**

**ACADEMIC DISHONESTY:** Students caught cheating or plagiarizing may receive a "0" for the assignment or exam. Additionally, the incident will be reported to the Dean of Students, who may impose further a penalty, including course failure and inability to graduate. According to the UNT catalog, the term "cheating" includes, but is not limited to, a) Use of any unauthorized assistance in taking quizzes, tests, or examinations, b) Dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments, c) The acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university, d) Dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s), or e) Any other act designed to give a student an unfair advantage. The term "plagiarism" includes, but is not limited to, a) The knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment, and b) The knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty destroys trust, damages the reputation and the value of the degree and is unacceptable.

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale “cutting and pasting” from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote.

Your instructor will specify what materials, if any, may be used on the tests and exams.

Using materials other than those permitted, talking with other individuals during the exam, individuals exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual’s exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smart watches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student’s participation.

**UNACCEPTABLE STUDENT BEHAVIOR:** Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunities to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be referred to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <http://deanofstudents.unt.edu>.

**ACCESS TO INFORMATION – EAGLE CONNECT:** Your access point for business and academic services at UNT occurs within the my.unt.edu site (<http://www.my.unt.edu>). All official communication from the university will

be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward your e-mail: <http://eagleconnect.unt.edu/>

**ADA STATEMENT:** The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course.

You may request reasonable accommodations at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation via email attachment, during faculty office hours, or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the Office of Disability Access website at <https://disability.unt.edu>. You may also contact ODA by phone at (940) 565-4323.

**POLICY ON FACE COVERINGS:** UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status, to protect yourself and others from COVID infection, as recommended by current CDC guidelines. Please be aware that face covering guidelines could change based on community health conditions and/or changes to public policy.

**ASSIGNMENT POLICY:** Due dates for each assignment are clearly posted in Canvas and on the last page of this syllabus. Team projects should be submitted in a compatible MS Office software per the statement below. All assignments will be submitted through Canvas.

**SERVER AVAILABILITY.** The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows or provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: [helpdesk@unt.edu](mailto:helpdesk@unt.edu) or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

#### **REQUIRED ACCESS TO SOFTWARE AND HARDWARE.**

**Microsoft Office Suite® and Adobe PDF Reader are the official software packages for this class.** You are enrolled in a College of Business class therefore, you may obtain a free-of-charge copy at <https://cob.unt.edu/students/microsoft-campus-licensing-agreement>. Please **do not send me assignments in Pages®, Word Perfect®, or linked to Google Docs®**.

You will also need access to a **Windows or Apple compatible PC/ Tablet/ Smartphone** connected to an electrical source and the Internet. Campus access labs are also fully equipped.

**REQUESTS FOR PROFESSIONAL OR GRADUATE SCHOOL RECOMMENDATIONS:** If you receive an “A” or a “B” in this class, I will gladly provide a letter of recommendation to help you get a good job or be accepted into a graduate school after the semester ends. However, if you receive a C in my class, I’m not sure I would be in a position to provide as good a recommendation as you might prefer. If you expect you may want me to write you such a letter, please introduce yourself early in the semester so I can get to know you a little bit and track your progress. During the Fall and Spring semesters, I usually have hundreds of students, so it is difficult to write much about you if I don’t know you. Please note I will only send letters directly to the requesting entity. I do not provide letters directly to students.

**END OF SEMESTER GRADE CHECK:** Once I have the final scores and grades posted in Canvas at the end of the semester, please make sure I have entered them correctly. If you believe there might be a mistake, politely bring it to my attention before I submit final grades to the registrar. If we find that a mistake has been made after grades have been submitted, we can submit a grade change request, but it will take weeks to be processed. I reserve the right to curve grades for certain assignments as deemed necessary throughout the semester.