

**UNIVERSITY of NORTH TEXAS**  
**G. BRINT RYAN COLLEGE of BUSINESS**

**MGMT 4660.001/026 – International Management Perspectives**  
**Summer 2021 COURSE SYLLABUS--ONLINE**  
**June 1 to July 2, 2021**

**Professor:** Dr. Joan C. Hubbard, Department of Management Lecturer  
**Pronouns:** Please refer to me as **DR.** Hubbard  
**Office:** 394F – Ryan College of Business  
**Office Hours:** available via ZOOM  
**Phone:** 940-565-3038 – Office  
**E-mail:** [joan.hubbard@unt.edu](mailto:joan.hubbard@unt.edu) \*\*\*BEST WAY TO REACH ME\*\*\*

To contact me, please email me directly at the UNT email above or through your CANVAS email. I will contact you via your Eagle Connect/myUNT address or the email address you have used to email me.

\*\*Be sure to include your section number in the Subject Line\*\*

**NOTE:** I check my emails regularly; however, there may be times where it could take me up to 24 hours to respond, especially on weekends. If you do not receive an email reply from me after 24 hours, please re-send your email. I will inform you if I will be unable to respond due to travel, illness, etc.

**Office Hours:** \*ZOOM appoints by arrangement  
\*Additional ZOOM sessions will be announced

*Please check the course CANVAS page for announcements, new postings, assignments, etc. on a regular basis throughout the semester. It is highly recommended that you visit our course page at least twice a week!*

**PLEASE PUT ON YOUR CALENDAR!**

Major exams will be available for 16 hours: Mondays from 6:00 a.m. to 10:00 p.m. Please see the syllabus and CANVAS schedule for the dates.

**INTRODUCTION:**

**International Management Perspectives** (MGMT 4660 INET, 3 credit hours) is a senior level survey course designed to provide you with an overview of the field of international business operations. MGMT 4660 is one of several 'international course(s)' offered by the College of Business that, when completed, allows students to fulfill the international core requirement required of all College of Business degree students must satisfy. The course title, International Management Perspectives, tell us immediately the course involves management issues that

cross the U.S. boundaries. *UNT's Undergraduate Catalog* states: 4660 – International Management Perspectives, 3 credit hours: A comprehensive framework is used to study the management of multinational operation in cross-cultural environments with a focus on the decisions that managers must make. Topics include strategic planning, organizational design and systems, human resources, communication, entrepreneurship, operations management, and ethics.

Offering this course through CANVAS creates new opportunities and challenges. CANVAS offers you the *convenience* of an Internet based class meeting the standards set forth by the College of Business, The University of North Texas, The State of Texas, and the Association to Advance Collegiate Schools of Business (AACSB). Please do not suggest that Internet translates into “easy A.” The keys to success are practicing time management, staying current with your assignments and quizzes, and communicating with me if you have questions or concerns. *Be sure that online delivery is the best delivery mode to meet your learning objectives.*

Prerequisites: Good standing for taking the 4660 level MGMT course. Consult your Academic Advisor if you are unsure. Professor Kuykendall is the Department of Management Advisor and can assist MGMT majors and minors with their degree plans. She may be contacted at [AprilK@unt.edu](mailto:AprilK@unt.edu) or [april.kuykendall@unt.edu](mailto:april.kuykendall@unt.edu) or 940.565.4710.

#### **COURSE OBJECTIVES:**

The general/broad learning objectives of this course are as follows:

- To articulate an understanding of the institutional context of multinational management.
- To identify the foundations of strategic management in the multinational company.
- To describe the importance of embracing and managing diversity in organizations.
- To identify the role of outsourcing with the context of the value chain.
- To describe career management in multinational and global organizations.
- To explain the meaning of ‘value chain’ in a multinational and global context.
- To recognize the important variable of political risk and what companies can do to mitigate political risk.
- To develop an awareness of the important role of small businesses and international entrepreneurship
- To recall how organizational designs for multinational companies expands and enhances our knowledge necessary for managers to create performance teams.
- To distinguish the importance of managing conflict and negotiation in all organizations.
- To articulate the role of influence tactics, empowerment, and politics in organizations.
- To describe the current state of knowledge of international leadership and leader behavior for diverse populations.
- To recognize the impact of cultural variables and their role on organizational success.
- To apply course concepts to practical organizational problems.

#### **REQUIRED TEXTBOOK:**



We will use *Cullen and Parboteeah's Multinational Management, 7<sup>th</sup> edition, Published by Cengage (South-Western). ISBN 978-1-305-57678-0*

This book is available in digital format. For students who prefer a hard copy, the UNT Bookstore is offering a bundle that comes with a loose-leaf edition of the textbook along with an access code for MindTap (contains e-book) – ISBN 978-1-337-49499-1: UNT Bookstore – Barnes and Noble.

Please note that you should purchase the required text – 7<sup>th</sup> edition as this is the version that the quiz and exam questions will be pulled. (Having said this, the textual material in the prior edition is not significantly different from the new edition.) Additional readings and assignments will be distributed through CANVAS. *You should be able to purchase a used copy of this textbook or rent it.*

### **MindTap – CENGAGE:**

MGMT 4660 Summer 1, 2021 MindTap Instructions.pdf

MindTap is designed to help you master the material—**but it is NOT required**. You will find information on CANVAS and at the end of this syllabus that will help you with registration process for MindTap. Please see the “MindTap” information under Course Content.

This publisher program has many resources to help you during this class and after! For example, the EPORTFOLIO is available for you to save projects, list accomplishments, tailor-make and email your portfolio to a prospective employer, among other things. There are also practice quizzes over each chapter, flash cards, etc. I encourage you to look at the icons on the right side of the MindTap program.

**Course Name:** MGMT 4660 International Management Perspectives

### **Cengage Technical Support:**

<http://support.cengage.com/MagellanWeb/TechSupport/Login.aspx> Be sure to ask for a ticket number. Technical difficulties will be resolved as they appear.

***PLEASE NOTE: Mindtap is NOT required for this class! If you can find a used book or can rent one cheaper than you can buy one, please do!!!!!!***

### **ACCESS TO CANVAS:**


- You can access the course at <https://learn.unt.edu>
- Login using your EUID and Password
- Click “MGMT 4660” from the list of courses

Please note that CANVAS relies heavily on electronic technologies for online courses, and technology is not a 100% reliable. It is each student’s responsibility to take exams in a location with a reliable computer and internet connection. If possible, please use the G. Brint Ryan

Business Leadership Building computer labs for taking exams as the RBLB has the latest technology. Be sure to check your browser before starting the exam (Google Chrome or Mozilla Firefox work best). We have experienced exam question distortion in Opera, Internet Explorer, and Safari as well as on mobile devices! Be sure to use a **hard wired** broadband connection or a very dependable wireless connection when you are taking a quiz or exam. You should also complete a browser check on CANVAS. Using your phone to take quizzes or exams is not recommended.

### **TECHNICAL ISSUES WITH CANVAS:**

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 and provide an appropriate accommodation based on the situation.

**Please immediately report all CANVAS problems to the helpdesk.** (This resource can be found on the left side of your CANVAS screen—look for the question mark. 

Be sure to ask for a ticket number and then email the ticket number to me along with the report from the helpdesk. Without a ticket number, I can't follow up on the technical issue.

**Technical difficulties will be resolved as they appear.** The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, CANVAS, etc.). I will determine how to resolve the technical issue based on their advice, University policy, and my experience.

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

**Website:** <https://it.unt.edu/helpdesk>

**Email:** [helpdesk@unt.edu](mailto:helpdesk@unt.edu)

**Number:** 940-565-2324

#### **Spring 2021 Hours:**

Monday–Thursday: 8 a.m. - 9 p.m.

Friday: 8 a.m. - 5 p.m.

Saturday–Sunday: 11 a.m. - 3 p.m.

#### **Walk-in Hours (Sage Hall, Room 330):**

Monday–Friday: 8 a.m.- 5 p.m.

### **EUID ACCESS AND PASSWORDS:**

Enterprise User Identification Numbers (EUID's) and passwords are required by the University

of North Texas to access this course. It is the student's responsibility to maintain a current EUID number and password. You may reset your password at <https://ams.unt.edu/acctreq.php>

### **EVENT TIMING:**

All times stated in this course will conform to **US Central Standard Time (CST)** and Texas state daylight savings time adjustments.

### **STRUCTURE:**

There are approximately 60 students enrolled in this on-line section of MGMT 4660. My goal is to provide a high level of customer service so that you are not alone in cyber space. If you need assistance with anything related to this course, you should e-mail me at [joan.hubbard@unt.edu](mailto:joan.hubbard@unt.edu)

Lessons in the course will be conducted using the textbook and modules on CANVAS (includes Power Points, Articles, and Videos), and exams are based on all of these. Videos and articles will deal with issues related to managerial and international management issues. Recognize that each video/article is simply a record of an issue, which has been faced by business executives. It is not to be construed as portraying either correct or incorrect behaviors. Instead, these articles/cases contain the facts, opinions and prejudices upon which executive decisions have been made. As such, they will provide the basis for in-depth examination of particular concepts. (Make sure you watch the linked videos in the powerpoint LECTURES!!!!!!)

*NOTE: Any photographs included in the CANVAS modules have been taken by me and are not copyright protected.*

For this method of instruction to work effectively, *you must have read, viewed and thought about all assigned material.* A good rule of thumb is to spend as much time analysing and preparing the material as you do reading it. Although the structure of the course provides flexibility for students, please note that the course is NOT self-paced. It has a set schedule of weekly assignments and deadlines that must be met. In addition, it has a standardized process that must be followed and it has scheduled times and defined availability windows for taking exams.

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- Speak from personal experiences. Use "I" statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual's experiences.
- Use your critical thinking skills to challenge other people's ideas, instead of attacking individuals.

- Avoid using all caps while communicating digitally. This may be interpreted as “YELLING!”
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using “text-talk” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (https://clear.unt.edu/online-communication-tips) for more information.

### **EAGLE CONNECT ACCOUNTS:**

All students should activate and regularly check their EagleConnect (e-mail) account. EagleConnect is used for official communication from the University to students and this will be the account I contact you at since we are NOT using messages on CANVAS. For information about EagleConnect, including how to activate an account and how to have EagleConnect forwarded to another e-mail address, visit: <https://eagleconnect.unt.edu/>

### **ANNOUNCEMENTS:**

I will share quick news and course updates with the class using Announcements in CANVAS. Announcements can be accessed via the left hand navigation menu. It is your responsibility to check Announcements every day.

### **COURSE RELATED E-MAIL MESSAGES:**

Please consider the following example of an **appropriate e-mail** to send to a professor:

To: joan.hubbard@unt.edu  
 From: Good.Student@my.unt.edu  
 Title: MGMT 4660 Question about Syllabus Quiz

Dear Dr. Hubbard:

Would you help me understand the ethics concept in Chapter 4? I’m in your MGMT 4660.XXX class. Thanks--

Good Student  
 Student ID #10203040

*\*Please keep in mind that my name is **Dr. Hubbard** and not “Hey,” “Joan,” or “Howdy Teach!.”\*\**

## PERFORMANCE EVALUATION AND GRADING:

Each student will be responsible for all assignments. Your grade in this class will be calculated by adding the total points earned during the term. Grades will be earned based on successful completion of the following:

Syllabus Quiz	10	
Student Information Discussion	10	
Chapter Quizzes: 14 @ 5 pts. each		70
Exams: 4 @ 100 pts. each ( <i>lowest grade dropped</i> )	<u>300*</u>	
<b>Maximum Points Possible</b>		<b>390</b>

**\*I drop your lowest exam grade.**

**Final grades will be awarded for the following levels of performance:** (final grade consists of points earned on above assignments.) \*

Be aware that CANVAS calculates the total for all 4 exams, making the total points 490. After Exam 4, you will see a ZERO (or a dimmed area) in place of your lowest exam grade. Please look at your point total and base your grade on the following scale:

<u>Total Points</u>	<u>Grade</u>
351-390	A
312-350	B
273-311	C
234-272	D
Below 234	F

### NOTES:

- 1. CHECK CANVAS ON A REGULAR BASIS:** You are responsible for staying up to date with announcements made through CANVAS. Changes in the syllabus, assignments, etc. are possible and will be made at my discretion.
- 2. ACT PROFESSIONALLY, AND YOU WILL BE TREATED AS A PROFESSIONAL:** If there are any extra credit opportunities, I will announce them. However, please make an effort from the first day of class to do your best on all assigned items so you won't need extra credit. Remember, *no late assignments will be accepted! Do NOT ask me for a deal or an exception. Every semester a student will ask me for something that is NOT available to all students. It is unethical to ask me to give you points that have not been earned.* The Department of Management has high standards for its junior and senior level courses that will be enforced.
- 3. Please read the article titled, "Making the Grade" in the Introduction section of CANVAS.** There may be some questions about this on the Syllabus Quiz.

**SYLLABUS QUIZ** (available in CANVAS under Introduction—Course Content):

Each student will complete an on-line syllabus quiz by the due date in the Course Schedule. This will familiarize you with how to take an on-line exam within CANVAS Learn. There are 10 multiple choice and true/false questions (worth 1 point each), and you have 30 minutes to complete the quiz. Once you complete the quiz, your score will show up under My Grades. 10 Max Possible Pts.

**INTRODUCE YOURSELF** (available in CANVAS under Introduction tab—Course Content):

To kick off the semester, all students will introduce themselves. Be sure to include such information as your name, your major, your projected graduation date, your career goals, your hobbies, etc. Do **NOT** include anything of a personal nature. Try making this *interesting* rather than giving only facts. If you want, you can interface with fellow students in this area.

**CHAPTER QUIZZES** (available in CANVAS under each chapter module):

You will have 14 CANVAS Learn Chapter Quizzes over the course term. No Chapter Quiz Grades will be dropped. **Each quiz has 5 multiple choice questions that you must answer in 10 minutes. (Keep in mind that the questions are representative of questions in the exams.)** Correct answers are available 30 minutes after the closing time on the date shown in the Syllabus Schedule.

Each quiz is worth 5 points total (1 point per question), and once you complete the quiz, your score will show up under My Grades. Five points may not seem like much, but 70 points are; so be sure to complete these chapter quizzes by the assigned due date in the course schedule. *The Chapter Quizzes will be available on the first day of class in case you want to work ahead, but they will close at the assigned dates and times in the course schedule. There is NO provision for making up a missed quiz and NO quiz will be given at a time different than that provided in the course syllabus.* Complete the quizzes as you work through each corresponding chapter lesson. You will receive a zero if you do not complete a quiz by its due date.

**EXAMS 1, 2, 3, and 4** (available in CANVAS under COURSE CONTENT):

The four (4) exams are “knowledge-acquisition-application” oriented, mandatory, and non-cumulative. That is, they are designed to “quickly” test your knowledge. The objective is to ensure that all students “are on board” and are “staying up-to-date” with the instructor and the rest of the class. **Using textbooks and/or notes on exams is NOT recommended as there is NOT time to look up answers. Prepare as though it is a closed book exam! The exams are designed to quickly test your knowledge with 50 questions in 60 minutes, so you need to prepare! As stated earlier--you won't have time to look up the answers in the text or online.**

**All the exams will be available online from 6:00 a.m. until 10:00 p.m. CST on your scheduled class day – refer to the course schedule for exact dates.** You will have one time to complete the exam. Each exam will have 50 multiple choice and true/false questions and you will have 60 minutes to complete each exam. (50 questions @ 2 pts each = 100 possible points)



You must complete the exam in one sitting during the exam availability window. I strongly recommend you start your exam EARLY during the Open/Access Window. There are more resources to help you earlier in the day (such as myself and be aware of the help desk's hours). *Please note that I am not usually available late at night. If you send me an email late at night, don't expect a response until the following morning. If you wait till the last hour of the availability period and encounter difficulties, you might get a zero on the exam.*

Research involving thousands of students in this course over the past several years indicates that 60 minutes is more than enough time to answer 50 questions in this course...if you know the material! If you do not know the material, no amount of examination time will be enough. To do well in this course, you will need to know and understand the text material well.

Study guides are not provided in my junior or senior level courses. To do well on the exams, you must thoroughly read and analyze the text as well as study and review the additional materials for each module. Start preparing in advance of the exam. Starting the day before is not studying, that is cramming! Give yourself a fair shot!

**I will drop your lowest exam grade.** Please note that the points shown online include all 4 exams; you will need to look at the point breakdown listed in the syllabus to determine where you stand.

Direct Broadband/Hard-Wired (*not wireless*) connections are **HIGHLY RECOMMENDED** for the exams. **If you experience technical issues, contact the help desk, then email me A.S.A.P. [joan.hubbard@unt.edu](mailto:joan.hubbard@unt.edu) (faculty account) with the ticket number and help desk report.** Modify pop-up blocker software and clear cache for the exam. Do NOT wait to report technical difficulties. Without a ticket number, I can't follow up on the technical issue! I will make a determination on how to resolve the technical issue based on the help desk report, University Policy, and my experience.

Canvas displays a list of the questions in the right sidebar. Unanswered questions have a question mark in a circle to the left of the question title. Answered questions have a check mark to the left. Canvas will display a warning if a student tries to submit a quiz with unanswered questions.

**ACADEMIC INTEGRITY:** Usage of cell phones, iPhones, cameras, or ANY other electronic device is NOT allowed during a test. Talking to other students, soliciting or giving help is NOT allowed. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates.\*\*

#### **REQUESTS FOR ALTERNATIVE TESTING TIMES:**

Assignments (other than exams) are available from the first day of class. Therefore, I do not allow make-up assignments OR alternative assignment due dates as there is adequate time to complete the assignments. Plan accordingly and make sure you complete the assignments before the deadlines.

Exams are available for 16 hours. Therefore, I do not anticipate scheduling issues, but if you have a conflict, you **MUST** contact me **prior to the exam** and the request must comply with University policy. In addition, the request needs to be submitted as early as possible, but no later than 48 hours before the exam. Forward your request to me at [joan.hubbard@unt.edu](mailto:joan.hubbard@unt.edu) with the words "MGMT 4660 Exam Conflict" in the subject line, and include your name, student ID number, and detailed reason for request (and class schedule for alternate final time).

**Because I drop your lowest exam grade, no make-up exams are given unless you have a university-related or documented medical excuse; you can use your missed exam as your lowest grade. If you miss more than one exam, you need to provide official documentation giving the reason for missing two exams as well as to talk to an academic advisor. No make-ups are provided for missed or late assessments and chapter quizzes.**

#### **SUNDOWN RULE:**

You have **one (1) week (from the date the grade is released)** to inquire about your grade on an exam, quiz, video, or any other assignment. The exception to this is Exam 4 and your Final Letter Grade when inquiries need to be taken care of as soon as possible before I submit grades to the Registrar. The purpose is to resolve any issue during the term and not wait until the last week of the term. **Check your grades every week!**

#### **DROPPING THE COURSE:**

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: To drop the course, please contact the Department of Management at 940.565.3140. Be prepared to provide them with the course number, your full name, and student ID number. They may be able to assist you over the phone OR if you are on campus, you may go by the Department of Management which is located in the G. Brint Ryan College of Business— room 207.

#### **USE OF PERSONAL COMPUTERS & THE CANVAS LEARNING SYSTEM:**

**The student assumes ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections.** Direct Broadband/Hard-Wired (not wireless!!) connections are **HIGHLY RECOMMENDED** for the quiz and exams. ISP issues will be dealt with on an individual basis and will require documentation. CANVAS utilizes pop-up windows to display content. Please modify pop-up blocker software. In addition, your enrollment in this class signifies that you possess basic personal computer skills and have a rudimentary knowledge of CANVAS Learn. **The student assumes ALL responsibility for participating taking exams and completing assignments within the CANVAS Learning System.** For a short tutorial on how to navigate CANVAS, please check out the General Information Folder on the Course Home Page.

#### **PANDEMIC, DISASTER, OR WEATHER CONDITIONS:**

The word “Pandemic” refers to health related emergencies as declared by the proper authorities. The word “Disaster” refers to either natural and man-made activities, or states of emergency affecting the population, as declared by the proper authorities. Weather conditions are declared by UNT authorities. We will continue to operate through normal Internet connections. Course timing and due dates adjustments will be made as required. I will contact you via telephone, CANVAS Learn or www.My.Unt email platforms. If you miss an assignment or exam, please refer to the class attendance policy.

### **STEPS TO FOLLOW IN AN ACTIVE SHOOTER SITUATION from the UNT POLICE DEPARTMENT**

**•Run:**

- \*This involves escaping from the danger
- \*Consider the location of the shooter before doing so and do not run if it leads to the shooter
- \*Always know multiple means of escape (i.e. multiple exits, windows, etc...)
- \*If time allows, know your route before evacuating

**•Hide:**

- \*If not in a room get into one quickly
- \*Secure doorways (lock if possible) with heavy duty furniture. Essentially create an obstacle to slow down the shooter
- \*Turn off unnecessary lights
- \*Avoid being seen through any windows
- \*Avoid unnecessary noise
- \*Spread out if possible without being easily seen

**•Fight:**

- \*Only do so if your life is in imminent danger
- \*Identify/use items that can distract a shooter from easily looking down the sights of their weapon
- \*Identify/use make-shift weapons (i.e. scissors, pens, heaving objects, etc.) that can stop the shooter’s ability to hurt others. This can include removing the weapon from their control

**•When encountering Law Enforcement:**

- \*Make sure to follow directions given
- \*Keep hands empty and clearly visible
- \*Do not interfere with officers movements and avoid officers blindside.

### **EMERGENCY ALERTS:**

The University of North Texas has an emergency Notification System, Eagle Connect Alert, which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The university's

radio station, KNTU 88.1 FM and website <http://www.unt.edu>, will provide updated information during an emergency situation.

### **COURSE EVALUATIONS (SPOT – Student Perception of Teaching):**

This semester, UNT will administer course evaluations. The evaluations are used to evaluate faculty performance and provide guidance on what can be improved (also tell us what you like!). These are very important to me as you are the reason I'm here. I truly value your feedback and very much appreciate you taking the time to complete the evaluations which will be administered towards the end of the semester; however, *no extra credit is given for completing this evaluation*. An announcement will be posted when this evaluation is available.

### **ATTENDANCE AND ASSIGNMENTS POLICY:**

Students are expected to log into the class for any scheduled ZOOM sessions and to check class announcements, check grades, and complete assignments. For due dates and exam times, please see the Course Schedule in the syllabus. All of you are at the age where life happens and may require time away from class. University policy states the conditions and remedies for school and personal related absences. These include, but are not limited to school sanctioned activities, illness, civic duty, military service, caregiver leave, and religious observances. In order to treat everyone equally under the law (Federal and State), some form of official documentation is required as to why-when-where. This is not intended to be an invasion of privacy, but will allow me to accommodate you during this unusual period of time. Please inform me of the situation and discuss documentation at [joan.hubbard@unt.edu](mailto:joan.hubbard@unt.edu)

### **BROADCAST E-MAIL MESSAGES:**

Students may not send broadcast e-mail messages (CC: All Students) to the class. Sending messages without permission is a violation of the UNT Student Handbook and the Code of Conduct. Violations will be reported to the Provost and the Office of Student's Rights and Responsibilities. This policy has been enforced when students tried to cheat on online exams.

### **SCHOLASTIC DISHONESTY POLICY:**

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism.

The term "cheating" includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations including e-mail messages and on-line chat tools; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term "plagiarism" includes, but is not limited to, the use, by paragraph or direct

quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)

The incident will be reported to the UNT Office of the Provost and the investigation will follow the outlined "Academic Integrity Process" as referenced at <http://www.vpaa.unt.edu/academic-integrity.htm> . If you have engaged in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

NOTE: I will submit your work to an electronic plagiarism monitoring service such as [www.Turnitin.com](http://www.Turnitin.com). Proper action will be taken if significant plagiarism is evident.

#### **OFFICE OF DISABILITY ACCESS:**

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.

#### **COVID-19 POLICY AND CLASS ATTENDANCE:**

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me prior to being absent so I may make a decision about accommodating your request to be excused from class.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or [askSHWC@unt.edu](mailto:askSHWC@unt.edu)) or your health care provider

PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

### Class Materials for Remote Instruction

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. Students will need access to a [webcam and microphone – faculty member to include what other basic equipment is needed] to participate in fully remote portions of the class. Additional required classroom materials for remote learning include: [list specific software, supplies, equipment or system requirements needed for the course]. Information on how to be successful in a remote learning environment can be found at <https://online.unt.edu/learn>.

### **POLICY ON FACE COVERINGS:**

Face coverings are required in all UNT facilities. Students are expected to wear face coverings during this class. If you are unable to wear a face covering due to a disability, please contact the Office of Disability Access to request an accommodation. UNT face covering requirements are subject to change due to community health guidelines. Any changes will be communicated via the University.

### **ACCEPTABLE STUDENT BEHAVIOR:**

Student behaviour that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behaviour will be directed to leave the classroom (virtual or face-to-face) and the instructor may refer the student 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 <https://deanofstudents.unt.edu/conduct>

### **PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION (POLICY 16.004)**

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

## **SURVIVOR ADVOCACY**

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct. Federal laws and UNT policies prohibit discrimination on the basis of sex as well as sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking and/or sexual assault, there are campus resources available to provide support and assistance. The Survivor Advocates can be reached at [SurvivorAdvocate@unt.edu](mailto:SurvivorAdvocate@unt.edu) or by calling the Dean of Students Office at 940-565-2648.

## **RETENTION OF STUDENT RECORDS**

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

## **IMPORTANT NEWS FOR F-1 VISA HOLDERS:**

For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].

**UNT Compliance:** To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course. Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, they should contact the UNT International Student Office at 940.565.2195 or [InternationalAdvising@unt.edu](mailto:InternationalAdvising@unt.edu) to get clarification before the one-week deadline.

If such an on-campus activity is required, it is the student's responsibility to do the following:

(1) Submit a written request to the instructor for an on-campus experiential component *within one week of the start of the course*.

(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose. F-1 Visa holders will be required to attend weekly scheduled office visits throughout the term.

## **Academic Support & Student Services**

### *Student Support Services*

#### **Mental Health**

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- [Student Health and Wellness Center](https://studentaffairs.unt.edu/student-health-and-wellness-center) (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (https://studentaffairs.unt.edu/care)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

#### **CHOSEN NAMES**

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

*\*UNT EUIDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

#### **PRONOUNS**

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you, much like your name, and can be shared with a name when making an introduction, both virtually and in-person. Just as we ask and don't assume someone's name, we should also ask and not assume someone's pronouns.

You can [add your pronouns to your Canvas account](#) so that they follow your name when posting to discussion boards, submitting assignments, etc.



Below is a list of additional resources regarding pronouns and their usage:

- [What are pronouns and why are they important?](#)
- [How do I use pronouns?](#)
- [How do I share my pronouns?](#)
- [How do I ask for another person's pronouns?](#)
- [How do I correct myself or others when the wrong pronoun is used?](#)

### **Additional Student Support Services**

- [Registrar](https://registrar.unt.edu/registration) (https://registrar.unt.edu/registration)
- [Financial Aid](https://financialaid.unt.edu/) (https://financialaid.unt.edu/)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (https://studentaffairs.unt.edu/student-legal-services)
- [Career Center](https://studentaffairs.unt.edu/career-center) (https://studentaffairs.unt.edu/career-center)
- [Multicultural Center](https://edo.unt.edu/multicultural-center) (https://edo.unt.edu/multicultural-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [Pride Alliance](https://edo.unt.edu/pridealliance) (https://edo.unt.edu/pridealliance)
- [UNT Food Pantry](https://deanofstudents.unt.edu/resources/food-pantry) (https://deanofstudents.unt.edu/resources/food-pantry)

### *Academic Support Services*

- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (https://clear.unt.edu/canvas/student-resources)
- [Academic Success Center](https://success.unt.edu/asc) (https://success.unt.edu/asc)
- [UNT Libraries](https://library.unt.edu/) (https://library.unt.edu/)
- [Writing Lab](http://writingcenter.unt.edu/) (http://writingcenter.unt.edu/)

**MGMT 4660 – INTERNATIONAL MANAGEMENT PERSPECTIVES--ONLINE  
SUMMER 1, 2021 TENTATIVE COURSE SCHEDULE**

Date	Topic	Reading/Assignment
June 1 to June 11	<p>- Introduction &amp; Overview - Purchase Required Textbook and Register for MindTap OR purchase a used copy OR rent one. <b>MINDTAP IS NOT REQUIRED FOR THIS CLASS!</b></p> <p>Chapters 1-4 (<b>Course Module 1</b> and chapter quizzes)</p>	<p>- Print Syllabus from CANVAS and read thoroughly</p> <p>- The following assignments are DUE by or before <i>Friday, June 11</i> by 10:00 p.m.</p> <p>1) Syllabus Quiz 2) Discussion – Student Introductions</p> <p>Read and view additional information listed under Module 1 over Chapters 1-4</p> <p><i>All chapter quizzes are open on the first day of class.</i> Chapter quizzes 1, 2, 3, and 4 are open from Tuesday, June 1 to Thursday, June 10 at 10:00 p.m.</p>
<b>Friday, June 11</b>	<p><b>EXAM #1 Module 1: Chapters 1-4</b> <i>(All materials are testable!)</i></p>	<p><b>Opens on Friday, June 11 at 6:00 a.m. and closes at 11:59 p.m.</b></p>
June 12 to June 17	<p>Chapters 5-8 (<b>Course Module 2</b> and chapter quizzes)</p>	<p>Read and view additional information listed under Module 2 over Chapters 5-8 Quizzes 5-8 close at 10:00 p.m. on Thursday, June 17</p>
<b>Friday, June 18</b>	<p><b>EXAM #2 Module 2 over Chapters 5-8</b> <i>(All materials are testable!)</i></p>	<p><b>Opens on Friday, June 18 at 6:00 a.m. and closes at 11:59 p.m.</b></p>

June 19 to June 24	Chapters 9, 10, 11 ( <b>Course Module 3</b> and chapter quizzes)	Read and view additional information listed under Module 3 over Chapters 9-11  Quizzes 9-11 close on Thursday, June 24 at 10:00.
June 25	<b>EXAM #3 Module 3 over Chapters 9-11 (All materials are testable!)</b>	<b>Opens on Friday, June 25 at 6:00 a.m. and closes at 11:59 p.m.</b>
June 26 to July 1	Chapters 13, 14, and 16 ( <b>Course Module 4</b> and chapter quizzes)	Read and view additional information listed under Module 4 over Chapters 13, 14, and 16  Quizzes 13, 14, and 16 close on July 1 at 10:00 p.m.
Friday, July 2	- Exam #4 Module 4 over Chapters 13, 14, and 16) ( <b>All materials are testable</b> )	<b>Opens on Friday, July 2 at 6:00 a.m. and closes at 11:59 p.m.</b>
Friday, July 2	<b>CUMULATIVE FINAL—available ONLY to students who have missed two exams with a documented medical or university excuse (CHAPTERS 1-16 plus supporting articles and videos)</b>	<b>Opens Friday, July 2 at 6:00 a.m. and closes at 11:59 p.m. (Used <u>only</u>—I repeat--<u>only</u> if you have missed two exams with a documented legitimate excuse.)</b>
	<b>Final Letter Grades Posted on CANVAS and submitted to the Registrar's Office by Monday, July 5</b>	<i><b>I wish you the best of luck in your future endeavors, both Academically and Professionally! Congratulations to those of you who are graduating! – Dr. Hubbard</b></i>

**\*\*CLEAR posts the maintenance period for CANVAS on your class website. Do NOT try to take quizzes or exams during this time!**

**\*\*No make-ups will be granted for missed or late assignments, quizzes, discussions, or exams.**

<b>Key Semester Dates</b>	<b>Summer Session May 10-August 6</b>	<b>3 Week 1 Session May 10-May 27</b>	<b>8 Week 1 Session May 10-July 2</b>	<b>5 Week 1 Session June 1-July 2</b>	<b>10 Week Session June 1-August 6</b>	<b>8 Week 2 Session June 1-July 23</b>	<b>5 Week 2 Session July 5-August 6</b>
<b>Schedule of Classes Available on myUNT</b>	March 15	March 15	March 15	March 15	March 15	March 15	March 15
<b>Registration Opens</b> for specifics by student group/class: See registration guide at <a href="http://registrar.unt.edu/registration">registrar.unt.edu/registration</a>	March 22	March 22	March 22	March 22	March 22	March 22	March 22
<b>Regular Registration Ends</b> Registration closes at 4:30 pm and Tuition and Fees due by 5:00 pm. See <a href="#">Student Financial Services</a> for payment deadlines.	May 7	May 7	May 7	May 28	May 28	May 28	July 2
<b>Late Registration Begins - For Students not Registered for the Term</b> Students registering late will incur a late registration fee of \$75. See <a href="#">Student Financial Services</a> for payment deadlines.	May 8	May 8	May 8	May 29	May 29	May 29	July 3
<b>Last Day to Withdraw from Entire Term on myUNT</b> Courses do not appear on the transcript. Eligible for 100% refund. After this date see Dean of Students to withdraw from the entire term.	May 9	May 9	May 9	May 31	May 31	May 31	July 4
<b>Classes Begin</b>	May 10	May 10	May 10	June 1	June 1	June 1	July 5
<b>Last Day to Add a Class Section</b> See <a href="#">Student Financial Services</a> for payment deadlines.	May 14	May 10	May 14	June 3	June 4	June 4	July 7
<b>Census - Official Enrollment Determined</b> Last day to drop a course section to no longer appear on the official transcript and to receive a full refund for the course section. ( <i>Dropping courses may impact financial aid and degree completion. See advisors.</i> )	May 25	May 11	May 17	June 4	June 16	June 8	July 8

\*\*\*The Instructor reserves the right to make changes to this syllabus, if needed.

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<b>Drop with a Grade of W Begins</b> Beginning this date students can drop a course with a grade of W. The course appears on the transcript with a grade of W and tuitions fees remain. ( <i>Dropping courses may impact financial aid and degree completion. See advisors.</i> )	May 26	May 12	May 18	June 5	June 17	June 9	July 9
<b>Last day to change to pass/no pass grade option (undergrads)</b>	June 18	May 14	May 28	June 11	June 25	June 18	July 16
<b>Midpoint of the semester</b>	NA	NA	June 7	June 15	July 2	June 28	July 20
<b>Last day for a student to drop a course or all courses with a grade of W</b>	July 30	May 21	June 18	June 25	July 23	July 9	July 30
<b>First day to request a grade of Incomplete</b>	July 31	May 22	June 19	June 26	July 24	July 10	July 31
<b>Pre-Finals Days</b>	NA	NA	NA	NA	NA	NA	NA
<b>Last Regular Class Meeting</b>	August 5	May 26	July 1	July 1	August 5	July 22	August 5
<b>Reading Day - No Classes</b>	NA	NA	NA	NA	NA	NA	NA
<b>Final Exams</b>	August 6	May 27	July 2	July 2	August 6	July 23	August 6
<b>Last Day Term</b>	August 6	May 27	July 2	July 2	August 6	July 23	August 6
<b>University Grade Submission Deadline 4pm</b>	August 9	June 1	July 5	July 5	August 9	August 9	August 9
<b>Grades/Academic Standing posted on the Official Transcript.</b>	August 11	August 11	August 11	August 11	August 11	August 11	August 11

### **Payment and Financial Information:**

Fees must be paid by the deadlines stated in the above Academic Calendar or your registration request may be cancelled, meaning you will no longer be registered.

Bills will not be mailed for the Spring semester, so make sure to review your account balance information myUNT once you complete registration.

Go to the myUNT Student Center to view your bill.

For information about making payments, please visit [sfs.unt.edu/payments](https://sfs.unt.edu/payments).

**Registration through myUNT will be unavailable from the payment cancellation deadline through 11:59 pm for processing. Registration will reopen a midnight. For information about making payments, please visit [sfs.unt.edu/payments](https://sfs.unt.edu/payments).**

For information about Financial Aid and Scholarships, visit [financialaid.unt.edu](https://financialaid.unt.edu).

### **Dropping Classes and Withdrawing from the Term**

See important information about dropping classes or withdrawing from the university.

**Dropping classes or failing to complete and pass registered hours may make you ineligible for financial aid.** You must meet Satisfactory Academic Progress (SAP) requirements to maintain eligibility for financial aid as defined by the UNT Office of Student Financial Aid and Scholarships. See more information on UNT's SAP policies.

In addition, if you drop below half-time enrollment you may be required to begin paying back your student loans. Please contact financial aid directly as your situation may vary.

### **Additional Resources**

As always, the Registrar's Office is ready to assist you! All transactions can be done via self-serve except for documents requiring authentication. Information can be found on our Services tab. If you have a specific need, we offer phone and Zoom and in-person appointments Monday-Friday 8:00 am-5:00 pm.

**Avoid Lines: Make virtual and in-person appointments now at: Registrar Office Appointments**

#### **Phone**

940-565-2111

#### **Email**

[registrar@unt.edu](mailto:registrar@unt.edu)

- Commencement Information available at: <https://commencement.unt.edu/>
- For those graduating, be sure to check the application deadline at the beginning of the semester.

### Additional calendar information

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Admissions	Phone: 940-565-2681 Web site: <a href="http://admissions.unt.edu">admissions.unt.edu</a>
Graduate School	Phone: 940-565-2383 Web site: <a href="http://tgs.unt.edu">tgs.unt.edu</a>
Registrar's Office	Phone: 940-565-2111 E-mail: <a href="mailto:registrar@unt.edu">registrar@unt.edu</a> Web site: <a href="http://registrar.unt.edu">registrar.unt.edu</a>
Student Financial Services	Phone: 940-565-3225 Web site: <a href="http://sfs.unt.edu">sfs.unt.edu</a>
Housing	Phone: 940-565-2610 E-mail: <a href="mailto:housinginfo@unt.edu">housinginfo@unt.edu</a> Web site: <a href="http://housing.unt.edu">housing.unt.edu</a>
Orientation and Transition Programs	Phone: 940-565-4198 E-mail: <a href="mailto:freshman@unt.edu">freshman@unt.edu</a> and <a href="mailto:transfer@unt.edu">transfer@unt.edu</a> Web site: <a href="http://studentaffairs.unt.edu/orientation-and-transition-programs">studentaffairs.unt.edu/orientation-and-transition-programs</a>
UNT-International	Phone: 940-565-2197 E-mail: <a href="mailto:international@unt.edu">international@unt.edu</a> Web site: <a href="http://international.unt.edu">international.unt.edu</a>
Libraries	Web site: <a href="http://www.library.unt.edu">www.library.unt.edu</a>

## MY TURN: MAKING THE GRADE

BY KURT WIESENFELD

*Newsweek, June 17, 1996, p. 16*

It was a rookie error. After 10 years I should have known better, but I went to my office the day after final grades were posted. There was a tentative knock on the door. "Professor Wiesenfeld? I took your Physics 2121 class? I flunked it? I wonder if there's anything I can do to improve my grade?" I thought: "Why are you asking me? Isn't it too late to worry about it? Do you dislike making declarative statements?"

After the student gave his tale of woe and left, the phone rang. "I got a D in your class. Is there any way you can change it to 'Incomplete'?" Then the e-mail assault began: "I'm shy about coming in to talk to you, but I'm not shy about asking for a better grade. Anyway, it's worth a try." The next day I had three phone messages from students asking me to call them. I didn't.

Time was, when you received a grade, that was it. You might groan and moan, but you accepted it as the outcome of your efforts or lack thereof (and, yes, sometimes a tough grader). In the last few years, however, some students have developed a disgruntled consumer approach. If they don't like their grade, they go to the "return" counter to trade it in for something better.

What alarms me is their indifference toward grades as an indication of personal effort and performance. Many, when pressed about why they think they deserve a better grade, admit they don't deserve one but would like one anyway. Having been raised on gold stars for effort and smiley faces for self-esteem, they've learned that they can get by without hard work and real talent if they can talk the professor into giving them a break. This attitude is beyond cynicism. There's a weird innocence to the assumption that one expects (even deserves) a better grade simply by begging for it. With that outlook, I guess I shouldn't be as flabbergasted as I was that 12 students asked me to change their grades after final grades were posted.

***Many students wheedle for a degree as if it were a freebie T shirt***

That's 10 percent of my class who let three months of midterms, quizzes and lab reports slide until long past remedy. My graduate student calls it hyperrational thinking: if effort and intelligence don't matter, why should deadlines? What matters is getting a better grade through an unearned bonus, the academic equivalent of a freebie T shirt or toaster giveaway. Rewards are disconnected from the quality of one's work. An act and its consequences are unrelated, random events.

Their arguments for wheedling better grades often ignore academic performance. Perhaps they feel it's not relevant. "If my grade isn't raised to a D I'll lose my scholarship." "If you don't give me a C, I'll flunk out." One sincerely overwrought student pleaded, "If I don't pass, my life is over." This is tough stuff to deal with. Apparently, I'm responsible for someone's losing a scholarship, flunking out or deciding whether life has meaning. Perhaps these students see me as a commodities broker with something they want -- a grade. Though intrinsically worthless, grades, if properly manipulated, can be traded for what has value: a degree, which means a job, which



means money. The one thing college actually offers -- a chance to learn -- is considered irrelevant, even less than worthless, because of the long hours and hard work required.

In a society saturated with surface values, love of knowledge for its own sake does sound eccentric. The benefits of fame and wealth are more obvious. So is it right to blame students for reflecting the superficial values saturating our society?

Yes, of course it's right. These guys had better take themselves seriously now, because our country will be forced to take them seriously later, when the stakes are much higher. They must recognize that their attitude is not only self-destructive but socially destructive. The erosion of quality control--giving appropriate grades for actual accomplishments--is a major concern in my department. One colleague noted that a physics major could obtain a degree without ever answering a written exam question completely. How? By pulling in enough partial credit and extra credit. And by getting breaks on grades.

But what happens once she or he graduates and gets a job? That's when the misfortunes of eroding academic standards multiply. We lament that schoolchildren get "kicked upstairs" until they graduate from high school despite being illiterate and mathematically inept, but we seem unconcerned with college graduates whose less blatant deficiencies are far more harmful if their accreditation exceeds their qualifications.

Most of my students are science and engineering majors. If they're good at getting partial credit but not at getting the answer right, then the new bridge breaks or the new drug doesn't work. One finds examples here in Atlanta. Last year a light tower in the Olympic Stadium collapsed, killing a worker. It collapsed because an engineer miscalculated how much weight it could hold. A new 12-story dormitory could develop dangerous cracks due to a foundation that's uneven by more than six inches. The error resulted from incorrect data being fed into a computer. I drive past that dorm daily on my way to work, wondering if a foundation crushed under kilotons of weight is repairable or if this structure will have to be demolished. Two 10,000-pound steel beams at the new natatorium collapsed in March, crashing into the student athletic complex. (Should we give partial credit since no one was hurt?) Those are real-world consequences of errors and lack of expertise.

But the lesson is lost on the grade-grouching 10 percent. Say that you won't (not can't, but won't) change the grade they deserve to what they want, and they're frequently bewildered or angry. They don't think it's fair that they're judged according to their performance, not their desires or "potential." They don't think it's fair that they should jeopardize their scholarships or be in danger of flunking out simply because they could not or did not do their work. But it's more than fair; it's necessary to help preserve a minimum standard of quality that our society needs to maintain safety and integrity. I don't know if the 13th-hour students will learn that lesson, but I've learned mine. From now on, after final grades are posted, I'll lie low until the next quarter starts.