

University of North Texas
College of Merchandising, Hospitality & Tourism
Department of Hospitality & Tourism Management
Spring, 2012

HMGT 4860 / SMHM 5260: Hospitality Business Strategies

Course Information

Course Instructor: Young Hoon Kim, Ph.D.
Office Location: Chilton Hall 343G
Class Time: Wednesday 5:30 – 8:20 pm
Office Hours: Wednesday 08:00 – 11:00am and 1:00 – 3:00pm or by appointment
Telephone: (940) 565 – 4786
E-mail: younghoon.kim@unt.edu
Class Location: Curry Hall 103

*Prerequisite (s): **MUST have taken prior to enrollment in HMGT 4860:** SMHM 1420, 1450, 1470, 1500, 2280, 2480, 2800, 2860 (or Management 3720), 3200, 3250, 3260, 3300, 3600, 3700, 3790, 3800, 3950, 4210, 4250, 4480, 4750, 4820. The following courses may be taken **concurrently** with SMHM 4860: SMHM 3800, 4250, 4480, 4750, & 4820.

Required Text:

- Enz, C. (2010). *Hospitality strategic management: Concepts and cases* (2nd ed.). Hoboken, NJ: John Wiley & Sons, Inc.
- Assigned Readings (Journal Articles will be distributed via Blackboard in PDF format), PowerPoints™ (distributed via Bb), Case Studies, & In Class Handout Materials.

Suggested Textbook:

- American Psychological Association. (2004 or 2010). *Publication Manual of the American Psychological Association* (5th or 6th Ed.). Washington, DC: American Psychological Association.

Vision of the Hospitality & Tourism Management Program

To be a global leader in advancing education, creating knowledge, and shaping the hospitality and tourism professionals of the future.

Mission of the Hospitality & Tourism Management Program

Educating students for leadership in the global hospitality and tourism industries and advancing the profession through excellence in teaching, research, and service.

Program Learning Outcomes

Upon graduating with a Bachelor of Science in Hospitality and Tourism Management, students will be able to:

1. Demonstrate basic knowledge of theoretical constructs pertaining to the hospitality and industries.
2. Apply the basic principles of critical thinking and problem solving when examining hospitality and tourism management issues.
3. Apply technical aspects of the hospitality and tourism industry.
4. Demonstrate professional demeanor, attitude, and leadership needed for managerial positions in the hospitality industry.

Course Description

The course provides students with a comprehensive study, strategic management, leadership and analysis of the hospitality manager's role in operating a successful hospitality operation. This course was designed as the "capstone course" of the hospitality management program.

Learning Outcomes (Upon completion of this course, students will be able to):

- Apply critical thinking and strategic planning processes for a hospitality operation through case study analysis and discussion.
- Develop a personal leadership style for managing hospitality organizations.
- Use spreadsheets to build a financial business plan for a hospitality operation.
- Develop a human resources business plan for a hospitality operation.
- Develop a marketing plan for a hospitality operation.
- Address hospitality cost controls issues pertaining to labor management.
- Analyze legal and ethical issues in hospitality management.
- Analyze problems and create solutions from the executive management perspective.
- Analyze business strategies from both the corporate and entrepreneurial perspectives.

Course Format

This course utilizes a combination of lecture, class discussion, interactive activities (team-based learning), case studies, and field assignments (i.e., project). You are encouraged to actively participate in discussions by asking questions and/or providing feedback. Quizzes and assignments will be given frequently throughout the semester.

Exams

Three Exams (Exam I, II, & III) will be given during the semester: each exam will cover about 1 – 4 chapters. The lowest one will be dropped automatically. The final exam will be comprehensive. **Exams** will cover all material presented in lectures, class activities, daily assignments, projects, text, reading assignments, guest speakers, and other indicated sources. **No make-up exam** will be given unless arrangements are made with the instructor's approval.

Evaluation (Measurement of Performance)

Homework and Quiz (In and Out Class Practice)	10%	50
Class Participation/ Attendance with Daily Pop Quiz (Sincerity)	10%	50
Group Project (Application)/Case Study	20%	100
Exam (2 Exams and 1 Final Exam: Knowledge)	60%	300
Total	100%	500

- **Executive in Residence Lecture Required: It is a "Part of Class Attendance" (TBA).**
- The lowest exam score out of Exam I, II, & III will be dropped.
- **Extra Credits** will be announced during the semester.
- **Failing to analyze and submit the group case study and project in a group will result in zero points.**
- For your group project, you must report who (group member) is charge of a special section at the beginning of this semester. For example, Section I: Mr. North Texas, Section II: Ms. Texas Woman, and so on.
- **If you are not present for your in-class group presentation, you will receive zero points.**

Grading Scale:

A	451 – 500
B	401 – 450
C	351 – 400
D	301 – 350
F	300 and less

Course Webpage & On-line Communication

The course website is located at Blackboard (Bb). In order to log on to your Bb, you will need your UNT Login and Password. The Bb is intended to enhance class communications, and therefore it **does not** replace regular class sessions and face-to-face appointments with the Instructor. This site provides the following functions:

- Syllabus and Schedule
- Handouts – Class notes, supplementary readings, team projects guidelines, Assignments, quizzes, and exam hints.
- Grade – Attendance, assignment, quiz, extra-credit, project, and exam
- Discussions – Express your views regarding current and contemporary issues and exchange your ideas with your team members and other classmates.
- Email – Communicate freely without having to remember other's e-mail accounts.

The course Bb is only open to students registered in this course and can only be used for the purpose of this course. You are expected to check the site on a regular basis. **I strongly recommend you to check your student e-mail (e.g., denton@my.unt.edu) with a regular basis. I may announce the cancellation of class, a change of class time and room, and other important information you may need for this course.**

Group Project:

The group project consists of several different components is due in class on the designated date. Each student is required to work with **6** others for the group project. Each group must prepare a binder for the project and build each project component into the binder throughout the semester. At the end of the semester, a complete project must be submitted for a comprehensive grade. Each component submission that misses the deadline time will cause a **10% (10 points/day)** deduction from the allocated weight. Guideline for conducting each project component will be discussed in class and the instructor will provide handouts when appropriate. For the final presentation of project, all group members are required to participate. Each group will be given up to **25 (± 5)** minutes for the presentation. This means that a good coordination among team members is important for a smooth and consistent participation of each member during the presentation. The presentation must be formal with proper dress. **In the modern business environment, teamwork is one of the most important factors to organizational success. Through this group project, you are expected to learn how to collaborate with coworkers to achieve common objectives: individual projects are not allowed for this reason.**

Course Contents

PART I: Strategic Management

Chapter 1: Strategic Management

Chapter 2: The Environment and External Stakeholders

Chapter 3: Strategic Decision

PART II: Strategy for Organization

Chapter 4: Organizational Resources and Competitive Advantage

Chapter 5: Strategy Formulation at the Business-Unit Level

Chapter 6: Corporate-Level Strategy and Restructuring

PART III: Strategy Implementation Internally and Externally

Chapter 7: Strategy Implementation through Interorganizational Relationships and Management of Functional Resources

Chapter 8: Strategy Implementation through Organizational Design and Control

Chapter 9: Strategies for Entrepreneurship and Innovation

Chapter 10: Global Strategic Management and the Future

HMGT 4860 / SMHM 5260 – Tentative Class Schedule

DATES	TOPICS / ACTIVITIES	ASSIGNMENTS / EXAMS DUE DATE
Week 1		
JAN 18	Introduction & Checking Pre-requisite (s)	
Week 2		
JAN 25	Chapter 1& 2	
Week 3		
FEB 01	Chapter 3 & Review Chapter 1 – 3	PREVIEW PROJECT & TEAM
Week 4		
FEB 08	Guest Speaking I	Group Project Meeting (GPM)
Week 5		
FEB 15	EXAM: 1 Hour and 30 Minutes Chapter 1 – 3	Assignment #1 Due EXAM I / GPM
Week 6		
FEB 22	Chapter 4	CASE STUDY PREVIEW/GPM
Week 7		
FEB 29	Chapter 5 & 6	Assignment #2 Due/GPM
Week 8		
MAR 07	Review Chapter 4 – 6	Presentations (4) – Section I
Week 9		
MAR 14	Guest Speaking II Chapter 4 – 6	EXAM II / GPM
Week 10		
MAR 21	Spring Break	No Class

HMGT 4860 / SMHM 5260 - Tentative Class Schedule

DATES	TOPICS / ACTIVITIES	ASSIGNMENTS / EXAMS
Week 11		
MAR 28	Chapter 7 & 8	Assignment #3 Due
Week 12		Presentations (2) - Section I
APR 04	Chapter 9 & 10 / Review Chapter 1 - 10	Assignment #4 Due
Week 13	Guest Speaking III	Presentations (2) - Section II
APR 11	Project Review in Class	
Week 14		
APR 18	Chapter 7 - 10	EXAM III
Week 15		
APR 25		Presentations (4) - Section III
Week 16		Presentations - Section IV & V
MAY 02	Project Due by 5:30pm	FINAL PROJECT DUE W/ C. STUDY
MAY 09 Wednesday 5:30PM	Chapter 1 - 10 Curry Hall Room 103	FINAL EXAM

**Hospitality & Tourism Management
College of Merchandising, Hospitality & Tourism**

ACADEMIC REQUIREMENTS

- Students majoring in Hospitality and Tourism Management are required to have a minimum grade point average of at least 2.35 on all courses completed at UNT. First term/semester transfer students must have a transfer grade point average of 2.35.
- A grade of C or above must be earned in each merchandising, digital retailing, hospitality and tourism management course completed in residence or transferred to UNT.
- Academic requirements for graduation with a BS in Hospitality and Tourism Management from the College of Merchandising, Hospitality and Tourism include:
 - A minimum GPA of at least 2.35 on all courses completed at UNT.
 - A grade of C or above in each hospitality and tourism management course completed in residence or transferred to UNT. This includes all courses with prefixes CMHT, HMGT, MDSE, DRTL and HFMD.
 - A minimum of 2.35 GPA in all work attempted, including transfer, correspondence, extension and residence work.

For additional information regarding requirements and policies, refer to the 2011-2012 Undergraduate Catalog.

ACADEMIC ADVISING

- The CMHT Advising Staff recommends that students meet with their Academic Advisor at least one time per long semester (Fall & Spring). It is important to update your degree plan on a regular basis.
- **Departmental Contact Information (Chilton Hall 385):**

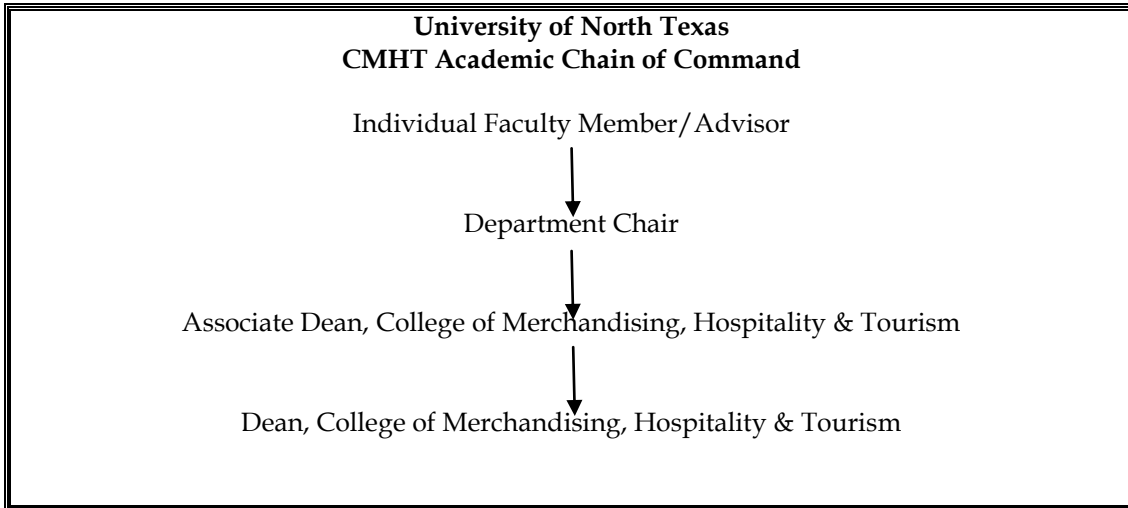
Assistant Director of Advising (Digital Retailing)	Lynne Hale, Ph.D.	940.565.3518
Hospitality (A-M)	Ernestine Denmon	940.565.4810
Hospitality (N-Z)	David Watkins	940.369.7599
- Please check prerequisites carefully prior to enrolling in courses. Students **MUST** complete all prerequisite courses before enrolling in upper division courses.
- It is imperative that students have paid for all enrolled classes. **Please check your online schedule daily through the 12th class day (January 30) to insure you have not been dropped for non-payment.** Students unknowingly have been dropped from classes for various reasons such as financial aid, schedule change fees, etc. CMHT will not be able to reinstate students for any reason after the 12th class day regardless of situation. It is the student's responsibility to ensure all payments have been made.

IMPORTANT SPRING 2012 DATES

January 16	Martin Luther King, Jr. Day - University Closed
January 31	Beginning this date a student who wishes to drop a course must first receive written consent of the instructor.
February 7	Graduation applications due
February 27	Beginning this date, instructors may drop students with grade of WF for nonattendance.
March 16-25	Spring Break
March 27	Last day for a student to drop a course with consent of instructor.
April 2	Early registration begins by classification for summer and fall 2012.
April 20	Last day for an instructor to drop a student with a grade of WF for nonattendance.
April 28-May 3	Pre-finals week
May 4	Reading day. No classes.
May 5-11	Finals week.
May 11-12	Commencement - Details to be announced.

ACADEMIC ORGANIZATIONAL STRUCTURE

Understanding the academic organizational structure and appropriate Chain of Command is important when resolving class-related or advising issues. When you need problems resolved, you should start with your **individual faculty member and/or advisor** who will then help you navigate the Chain of Command shown below:



QUALIFIED STUDENTS UNDER THE AMERICANS WITH DISABILITIES ACT OR SECTION 504 OF THE REHABILITATION ACT OF 1973

The College of Merchandising, Hospitality and Tourism cooperates with the Office of Disability Accommodation to make reasonable accommodations for qualified students with disabilities. If you have a disability for which you will require accommodation, please present your written accommodation request by the *end of the first week* and make an appointment with the instructor to discuss your needs.

COURSE SAFETY STATEMENTS

Students in the College of Merchandising, Hospitality and Tourism are urged to use proper safety procedures and guidelines. While working in laboratory sessions, students are expected and required to identify and use property safety guidelines in all activities requiring lifting, climbing, walking on slippery surfaces, using equipment and tools, handling chemical solutions and hot and cold products. Students should be aware that the University of North Texas is not liable for injuries incurred while students are participating in class activities. All students are encouraged to secure adequate insurance coverage in the event of accidental injury. Students who do not have insurance coverage should consider obtaining Student Health Insurance for this insurance program. Brochures for this insurance are available in the UNT Health and Wellness Center on campus. Students who are injured during class activities may seek medical attention at the UNT Health and Wellness Center at rates that are reduced compared to other medical facilities. If you have an insurance plan other than Student Health Insurance at UNT, please be sure that your plan covers treatment at this facility. If you choose not to go to the UNT Health and Wellness Center, you may be transported to an emergency room at a local hospital. You are responsible for expenses incurred there.

ACADEMIC DISHONESTY

Academic dishonesty includes, but is not limited to, the use of any unauthorized assistance in taking quizzes, tests, or exams; dependence upon the aid of sources beyond those authorized by the instructor, the acquisition of tests or other material belonging to a faculty member, dual submission of a paper or project, resubmission of a paper or project to a different class without express permission from the instructors, or any other act designed to give a student an unfair advantage. Plagiarism includes the paraphrase or direct quotation of published or unpublished works *without* full and clear acknowledgment of the author/source. Academic dishonesty will bring about disciplinary action which may include expulsion from the university. This is explained in the UNT Student Handbook.

CLASSROOM POLICIES

Student behavior 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 behavior will be directed to leave the classroom, and the instructor may refer the student to the Center for Student Rights and Responsibilities 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 classrooms, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at http://www.unt.edu/csrr/student_conduct/index.html.

The College of Merchandising, Hospitality and Tourism requires that students respect and maintain all university property. Students will be held accountable through disciplinary action for any intentional damages they cause in classrooms. (e.g., writing on tables). Disruptive behavior is not tolerated (e.g., arriving late, leaving early, sleeping, talking on the phone, texting or game playing, making inappropriate comments, ringing cellular phones/beepers, dressing inappropriately).

ETA SIGMA DELTA (ESD) FREE TUTORING SERVICE

As their service project, Eta Sigma Delta International Hospitality Management Honor Society members have offered their time to tutor Hospitality and Tourism Management students. If you need tutoring, contact Dr. Lea Dopson at DopsonL@unt.edu. Place the following message in the Subject line of the e-mail: URGENT!!! Need Tutoring. In the body of the message, include your cell phone number and the number and name of the class with which you need help. Dr. Dopson will then contact the Tutoring Coordinator of ESD and provide your e-mail information and cell phone information. An ESD member will then contact you directly to set up a tutoring schedule.

STUDENT EVALUATION OF TEACHING EFFECTIVENESS (SETE)

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available at the end of the semester to provide students a chance to comment on how this class is taught. Student feedback is important and an essential part of participation in this course.

FINAL EXAM POLICY

Final exams will be administered at the designated times during the final week of each long semester and during the specified day of each summer term. Please check the course calendar early in the semester to avoid any schedule conflicts.

ACCESS TO INFORMATION

As you know, your access point for business and academic services at UNT occurs within the my.unt.edu site www.my.unt.edu. If you do not regularly check Eagle Connect or link it to your favorite e-mail account, please so do, as this is where you learn about job and internship opportunities, CMHT events, scholarships, and other important information. The website that explains Eagle Connect and how to forward your email: <http://eagleconnect.unt.edu/>

COURSES IN A BOX

Any Hospitality and Tourism Management equivalent course from another university must receive prior approval from the CMHT academic advisor to insure that all UNT Hospitality and Tourism Management degree plan requirements are met. For example, courses that are taken online or from a program that offers course material via CD, booklet, or other manner of correspondence must have prior advisor approval. This includes "courses in a box" from other educational institutions (HMGT 4250, HMGT 4820, etc.). "Courses in a box" do not meet the UNT Hospitality and Tourism Management degree plan requirements and will not be approved.

IMPORTANT NOTICE FOR F-1 STUDENTS TAKING DISTANCE EDUCATION COURSES

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in multiple on-campus experiential components 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.

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 Advising Office. The UNT International Advising Office has a form available that you may use for this purpose.

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, students should contact the UNT International Advising Office (telephone 940-565-2195 or email international@unt.edu) to get clarification before the one-week deadline.

EMERGENCY NOTIFICATION & PROCEDURES

UNT uses a system called Eagle Alert to quickly notify you with critical information in an event of emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all active faculty staff, and students. Please make certain to update your phone numbers at www.my.unt.edu. Some helpful emergency preparedness actions include: 1) ensuring you know the evacuation routes and severe weather shelter areas, determining how you will contact family and friends if phones are temporarily unavailable, and identifying where you will go if you need to evacuate the Denton area suddenly. . In the event of a university closure you will be notified through Blackboard.

CLASS REQUIREMENTS BY INSTRUCTOR

Classroom Code of Civility

Students are expected to attend class and honor other students' educational rights by arriving **ON TIME** and conducting themselves in a professional manner at all times in the classroom. Students are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that all students have an opportunity to gain from time spent in class, students are prohibited from the following: *using cellular (smart) phones, texting message, personal digital assistants or beepers, eating, dominating discussion, making offensive or threatening remarks, reading newspapers or other materials not related to the class, leaving or sleeping during lecture, exhibiting violent behavior, talking excessively during lectures, or engaging in any other form of distraction.*

Inappropriate behavior in the classroom shall result in "minimally" a request to leave class. The instructor, in accordance with departmental policy, will determine any further disciplinary action. Repeated offenses may result in Initiation of Academic Discipline Cases and / or administrative withdrawal (drop) from the course. Student behavior 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 behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities 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 www.unt.edu/csrr Course drop information: see schedule at - <http://essc.unt.edu/registrar/schedule/scheduleclass.html> Policies on academic dishonesty: <http://www.vpaa.unt.edu/academic-integrity.htm>

Academic Conduct

HONESTY is required of students in the presentation of any and all phases of course work as their own. Failure to maintain academic integrity will be regarded as a serious offense liable to consequences, possibly suspension. **CHEATING on exams and assignments will not be tolerated and will result in disciplinary action and letter grade, "F."** Cheating includes, but is not limited to, dishonesty on exams or on written assignments, illegal possession of examinations, the use of unauthorized notes during an exam, obtaining information during an exam from another student, assisting others to cheat, alteration of grade records, illegal entry to or unauthorized presence in an office are instances of cheating. Plagiarism refers to offering the work of another's as one's own. The **SMHM** adheres to and enforces UNT's policy on academic integrity (cheating, plagiarism, forgery, fabrication, facilitating academic dishonesty and sabotage). Students in this class should review the policy (UNT Policy Manual Section 18.1.16), which may be located at http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf. Violations of academic integrity in this course will be addressed in compliance with the penalties and procedures laid out in this policy. Students may appeal any decision under this policy by following the procedures laid down in the UNT Policy Manual Section 18.1.16 "Student Standards of Academic Integrity."

ADA Statement

If you have a disability for which you will require accommodation under the terms of the Americans with Disabilities Act or Section 504 of the Rehabilitation Act of 1973, please discuss your needs with the instructor during office hours, or present your request in writing after class. The School of Merchandising and Hospitality Management cooperates with the Office of Disability Accommodation to make reasonable accommodations for qualified students with disabilities. If you have not registered with the ODA, we encourage you to do so. Please present your written Accommodation Request on or before the 2nd class day.

Assignment Policy

Refer to the Class Itinerary under **Topics/Activities** for dates when chapters, topics, and assignments will be introduced and discussed in class. Due dates for assignments are under **Assignments/Exams** on the Class Itinerary. It is the responsibility of each student to obtain the information regarding chapters, topics, and assignments if absent from class on the day the chapter, topic, or assignment is discussed. **Students are expected to come to class prepared to participate in the discussion of assigned chapters in the textbook, and assignments.** Chapters in the textbook and assignments are discussed in detail in class on the day noted under **Topics / Discussion** on the Class Itinerary. Class discussion of chapters and corresponding assignments extend on the learning process and are not intended to *orient* students to the

material covered in the assigned readings and assignments. **Daily assignments are to be completed as assigned.** Students will be required to present and explain assigned summary problems in class. The summary problems will be reviewed in class the next class meeting after each assignment is made. This is done to encourage the student to work the problems and not copy the answer for a daily grade. Students will work similar problems on exams; therefore, problems should be utilized as a test of an individual's understanding of the concepts covered. **Assignments with points given must be turned in during class to be considered for evaluation for course credit.** Assignments are to be turned into the instructor at the beginning of class on the designated due date to be considered on time for evaluation and course credit. **Late Assignments will not be accepted. Additionally, it is also your obligation to obtain the information of assignments and turn in your assignment(s) to the instructor. Although you have an excuse for a sick absence, the assignment(s) will not be excused.**

***Turn in Your Assignments by 11:59PM on Tuesday (Drop by my office or post on the Bb): Please DO NOT email me!**

Exam Policy

Refer to the Class Itinerary under **Assignments/Exams** for the dates exams will be administered. It is the responsibility of each student to obtain the information regarding an exam if absent from class on the days the material to be covered on the exam is discussed. All exams are to be taken. **Make-up exams** will be given only to students with an excused absence. If it is necessary for a student to miss an exam, it is student's responsibility to make arrangements for taking the make-up exam. Failure to make-up an exam on the scheduled date will result in a grade of zero [0] for the exam. **If you miss an exam, you must notify the instructor within 24 hours.**

Excused Absence Policy: Excused absences require written proof. Excused absences are given for the following reasons:

- **Illness** - Written evidence of your excuse is required the **FIRST DAY BACK** in class after the absence. A doctor's dated excuse or a dated slip from Student Health Services can be used.
- **Death in the Immediate Family** - Written evidence agreed on by student and instructor of the excuse is required the **FIRST DAY BACK** in class after absence.
- **Religious Observances**- Written evidence of your excuse is required **PRIOR** to the absence and should be provided by the **15TH DAY AFTER THE FIRST DAY OF THE SEMESTER.**
- **Approved University or Department Activities** - Written evidence of your excuse is required to be given **PRIOR** to the absence. Example of approved activities: Class field trips and professional meetings.
- **Legal Business** - Written evidence of your excuse is required **PRIOR** to the absence. Example of legal business: Being called as a witness for a trial.

Attendance Policy

Class attendance has a direct bearing on the student's grade because the content of material covered in class extends on information presented in the text. Class attendance will be taken at the beginning of each class session through the use of an attendance sheet. It is the responsibility of each student to sign the attendance sheet before leaving each class session. Failure to sign the attendance sheet on the day of attendance will result in a recorded absence for the day. Class attendance will not be considered on days for a student who (a) arrives to class five (5) minutes or **later** into the class meeting time or (b) leaves class prior to the designated ending time. Signing the attendance sheet for another student will result in disciplinary action to be determined by the instructor of record. ***More than 3 times (one-third of total attendance) absences will result in "F" in your total letter grade for this course. One absence will result in 10 points deduction in your attendance grade after two absences (excused and/or unexcused). Class Exercises and Quizzes will be awarded and up to 20 points per class. These points cannot be made up, even with a doctor's note. Class Points comprise a significant portion of the course total points. Attendance will affect your final grade!**

ATTENTION

- If you have any questions about class, please do not hesitate to **Ask Any questions at Any time**
- There is **No Make-up quiz.**
- Please let me know **who you are and what you want to know** when you email me.

As your instructor I will:

- treat you with the utmost respect and dignity.
- be available for assistance whenever possible.
- listen to your opinions and be open to feedback.
- return all graded work within two weeks.
- do my best to create an enjoyable, but challenging learning environment.

As my partner you will be expected to:

- **BE ON TIME!**
- ask questions to ensure you understand the material and its relevance.
- treat your classmates with dignity and respect.
- contribute to classroom discussion.
- not wear hats in class.
- come to class prepared, which means **reading the assignment prior to class!**

Evaluations: If you are not present for your in-class group presentation, you will receive zero points.

Revisions:

The instructor reserves the right to revise this syllabus and list of requirements when, in his judgment, such revision will benefit the advancement of the course goals and objectives.