We will be using Blackboard Learn, 9.1 (often shorten to read, “Learn”) for delivery of Mgmt 4660. This section of 4660 is offered as a 100% online delivery; there are no required face-to-face sessions designed in the delivery. Online delivery is different from traditional, face-to-face, sections. The Management Department offers other sections of 4660 with more traditional delivery. Be sure that online delivery is best delivery mode to meet your learning objectives for Mgmt 4660.

Remember: Blackboard Learn Student Help Desk is available by calling: 940.565.2324 and all Help Desk contact information, hours, etc., are available on your course Login page.

Catalog Description:

MGMT 4660 is a senior-level survey course designed to provide you with an overview of the field international business operations. MGMT 4660 is one of several ‘international course(s)’ offered by COB departments that, when completed, allow students to fulfill the international core requirement required of all COBA degree students must satisfy. The course title, International Management Perspectives, tells us immediately the course involves management issues that cross the U.S. boundaries. UNT's Undergraduate Catalog states: 4660. International Management Perspectives.

3 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, organization, human resources, operations management, entrepreneurship and ethics.

Course Objectives:

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

1. To develop an understanding of the institutional context of multinational management.
2. To understand the foundations of strategic management in the multinational company.
3. To understand the importance of embracing and managing diversity in organizations.
4. To identify the role of outsourcing with the context of the value chain.
5. To learn about career management in multinational and global organizations.
6. To examine the meaning of ‘value chain’ in a multinational and global context.
7. To examine the important variable of political risk and what companies can do to mitigate political risk.
8. To develop an awareness of the important role of small businesses and international entrepreneurship to countries and to international organizations.
9. To learn how organizational designs for multinational companies expands and enhances our knowledge necessary for managers to create performance teams.
10. To understand the importance of managing conflict and negotiation in all organizations.
11. To appreciate the role of influence tactics, empowerment, and politics in organizations.
12. To review the current state of knowledge of international leadership and leader behavior for diverse populations.
13. To study the impact of cultural variables and their role on organizational success.
14. To apply course concepts to practical organizational problems.

Specific Learning Objectives are listed at the start of each Lesson for Our Course

Instructor Information:
The instructor for this course is Dr. J. Lynn Johnson. Office: BLB 329B. Phone: (940) 565-3147; FAX (940)-565-4394; E-MAIL: Lynn.Johnson@unt.edu I do not use our Blackboard Learn e-mail system for class communication. Please use: Lynn.johnson@unt.edu

Please use my cell number to contact me with course questions or concerns. You will find my cell number by reading the Class Announcement, entitled “Professor Contact Information.”

Conference and Contact Information: I am available, during the time you are taking Mgmt 4660, 7 days a week between the hours of 6:00am to 6:00pm for telephone conferences and e-mail connections. Please use my cell phone number provided by an announcement called, Professor’s Contact Information. I also read e-mail every day (seven days per week) during our course. If you do not receive an e-mail reply from me within 24 hours, please use my cell number and call me---something has happen to your electronic message. If you would like an office appointment during the term to visit about your course, degree plan, or career, please drop me an e-mail or give me a call. We will arrange a day&time that works for both of us.

Textbook (required):
Please read the assigned chapters before or as you complete the related lessons and assignments.

If you would like to review our textbook for this course, you will find a copy of the text on the Reserve List in the Willis Library (check out limited to 2 hours or less). You may check it out for up to 2 hours.
Components for Evaluation of Performance and Grading System (Assessment):

<table>
<thead>
<tr>
<th>Components</th>
<th>Max Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questions for Discussion &amp; Participation—15 QFD @ 5 pts each</td>
<td>75</td>
</tr>
<tr>
<td>Chapter/Lesson quizzes—15 quizzes @ 5 pts each</td>
<td>75</td>
</tr>
<tr>
<td>Exam 1 (over text Chapters 1, 2, 3, 4, 5)</td>
<td>100</td>
</tr>
<tr>
<td>Exam 2 (over text Chapters 6, 7, 8, 9, 10)</td>
<td>100</td>
</tr>
<tr>
<td>Exam 3 (over text Chapters 11, 12, 13, 14, 15)</td>
<td>100</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>450</strong></td>
</tr>
</tbody>
</table>

At the end of the course, 405 points and above = A; 360-404 POINTS = B; 315-359 POINTS = C, etc. FINAL NUMERIC SCORES WILL NOT BE ROUNDED (FOR EXAMPLE, 359 TOTAL POINTS AT THE END OF THE COURSE WILL BE A "C", 459 WILL BE A "B", ETC.). FINAL SCORES/GRADES WILL NOT BE "CURVED" OR "ADJUSTED".

ADJUSTMENT OF E1, E2, & E3 EXAM SCORES MAY BE MADE IMMEDIATELY AFTER ONE OR MORE OF THESE EXAMS (NOT AT THE END OF THE COURSE) AFTER ANALYSIS OF THE FREQUENCY OF QUESTIONS MISSED.

There is NO EXTRA CREDIT OR BONUS POINTS IN THIS COURSE.

Questions for Discussion (QFDs) Participation:

Part of an effective class is the synergy created when students have read material and is able to provide online discussions on the topic. Your lessons require that you participate in online discussions during this term. In each Lesson, I have posted three questions. You must answer all three. One of the three questions, in most Lessons but not all, will require that you listened or read a specific media story. You may access all of the required media stories by finding your list of course tools; clicking on Course Content; look for your Module 1, 2, or 3; click on the appropriate module and you will see Lessons and Media Story links. In addition to posting an answer to all three questions, you must reply to one of your class-mate's answers.

Because QFDs are a graded component of our course, let me summarized our QFD requirements. Our QFD requires you to post an Original Response to each of my question(s) and to Reply to the original response to one answer posted by one of your class-mates (i.e. peers). All QFD discussion postings are time-sensitive as indicated in the Course Activity Schedule chart. QFD will be LOCKED (no more posts) on day/times indicated on the Course Activity Schedule chart in this syllabus. No discussion credit will be given if you do not post prior to the Lock day/time to the Discussion Forums. No partial credit -- you must answer all of my questions plus reply to a class-mate to receive credit for each Lesson's QFD. QFD credit (points) will be assigned within 24 to
48 hours following the close of a discussion. Our Questions for Discussion are intended to promote discussion between and among students. **THERE IS NO PROVISION FOR MAKING UP A MISSED QUESTION FOR DISCUSSION AND NO QUESTIONS FOR DISCUSSION WILL BE ADMINISTERED AT A TIME DIFFERENT THAN THAT PROVIDED IN THE COURSE SYLLABUS.**

DO NOT attach a file in place of entering your post into the text box that appears after you have clicked on the word, Reply, found at the bottom of my posted questions. Posting a file, instead of entering text, requires other students to enter the file instead of simply reading and following the discussion thread. Thank you for following this procedure---it helps all of us in reading your posts/answers.

**Instructions for Posting to our Course QFD:** From a course page, click on the word “Discussion” shown under course tools OR click on the phase QFD xx shown under the Table of Contents of each course Lesson. Click on the QFD that matches the lesson/chapter you are working on. You will see a set of Instructions plus my three questions. I suggest that you ‘draft your answers’ in a different word-processing document; then, when you are ready to post your answers to my questions; return to your Discussion tool, go to my questions, scroll down to the bottom, click on the word, Reply. You will see a text box appear; you should ‘cut & paste’ your answers into the box.

You will take the same steps in replying to someone else's post. Remember; do not start a new thread. **WITHIN A DISCUSSION FORUM - REPLY ONLY TO MY OR SOMEONE ELSE'S POST(S).**

**REMEMBER THAT IT TAKES at least 2 POSTED RESPONSES WITHIN a Lesson to Receive Credit for a QFD (e.g. you must post a response to all of my questions plus you must post a reply to one of your class-mates answers). IF YOU REPLY TO MY DISCUSSION QUESTION(S) BUT DO NOT POST A RESPONSE TO YOUR CLASS-MATE’S, YOU WILL RECEIVE A ZERO FOR THAT ASSIGNMENT.**

Remember, also, that you will not receive any credit unless you answer ALL of my questions in a reply to my question(s).

Public Discussion replies from me are unusual. A Discussion reply post from me will be rare simply because of the volume involved. I do read your posts. You will also find one or two Class Announcements identifying characteristics of quality QFD posts. If you have questions about our QFD or your grade, just drop me an e-mail. I do reply to all class e-mails—see section above entitled “Conference Information” or Class Announcements, entitled: **Professor’s Contact Information.**

Although discussion posts are locked on the Day/time shown in our Course Activity Schedule chart, grades will NOT be posted until all posts have been
reviewed. This will usually take 24 to 48 hours following the close of a QFD. In other words, there is not an immediate return of QFD evaluation/grades as there is with Chapter Quizzes.

Practice Questions, Chapter Quizzes, and Exams:

Our course contains three different types of assessments---i.e., Practice Questions (PQ), Chapter Quizzes (CQ), and Exams. It is my hope that each assessment component will help you make progress toward your target course goal.

**Practice Questions**---are available to provide you multiple opportunities to ‘test yourself’ at no risk. They are written and have the same relationship of question/answer to chapter content that you will find in CQ and exams. PQ release and lock with the Module it supports. PQ are for you to use in your study, review, and practice if you wish to access them---PQ scores ARE NOT counted as part of your course grade. You are allowed to access and complete each PQ multiple times—up to 3 attempts—during the open period.

**Practice Questions Scores and Feedback.** Your score, review of the questions, and the answer you submitted are available after you submit the PQ. The PQ will Lock/close a few minutes prior to the Module exam’s first release day/time.

**Chapter Quizzes**---You will have 15 Blackboard Learn Chapter Quizzes over the course term. No Chapter Quiz grades will be dropped. All quizzes are assessed by clicking on the word, Quizzes, found in the list of course tools and will be available on and will expire on the dates specified on the Course Activity Schedule chart. In other words, you may take the Chapter Quiz anytime ‘between the Release day/time and the Lock day/time’ shown on the Course Activity Schedule chart of our syllabus. All Quizzes are open book, open notes. Complete the quizzes without the help of anyone else. Complete the quizzes as you work through each corresponding lesson. You will receive a zero if you do not complete a quiz prior to its Lock day/time.

Each quiz contains 5 multiple choice questions and has a time limit of 10 minutes (ODA certified students 20 minutes). You can take a Chapter Quiz only once. **UNT Blackboard Learn Server time rules for any and all Quiz/Testing purposes. 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.** The five multiple choice questions in our CQ are written and have the same relationship of question/answer to chapter content that you will find in the major exams. Because CQ are open for different number of days (e.g., our Lessons also are open for different number of days), your Chapter Quiz feedback information occurs in two steps.

**Chapter Quiz Score and Feedback.** **Step 1.** Your CQ score is returned immediately after you submit the Quiz. Thus, you will submit your Quiz and you click on My Grade
tool to view your score. Step 2. You may view and download your CQ questions and submitted answers after the Lock day/time for the Lesson your CQ covers. In other words, you get your score in Step 1; but, you must wait until your Lesson locks to be able to access the questions and answers submitted. If you want to print out the CQ questions and your submitted answers for later review and study (e.g., I recommend that you use CQ for review, etc.), this is the time period to do so. Questions and submitted answers will lock (e.g., no longer available) at the start of the Module exam’s first release day/time.

Exams (See also Exams Appendix at the end of this Syllabus): Three (3) timed, open book/open notes exams will be administered using Blackboard Learn course system on the dates, at the times, and having the coverage and format indicated in the Course Activity Schedule chart. Complete the Exams without the help of anyone else. Each exam will consist of 50 multiple choice questions. "Exam Information" Appendix "A" at the end of this Syllabus contains more information about online exams. If something prevents you from starting/opening an exam during the scheduled availability period, a score of zero is entered for the Exam. Because you have 'made NO Attempt at the exam, the course Missed Exam Policy applies to your situation—review that policy and follow its requirements to remove the zero.

To take an exam, you must start your exam during the "availability window" (i.e. the time period between Release and Lock on the date assigned) by clicking on the word, Exam, in the course tool list followed by clicking on the word, Begin. After clicking to Begin your exam, you will have the budgeted time to complete. I recommend, strongly, that you start your exam early during the Open/Access Window. By starting early, you will also have access to Blackboard Student Help Desk at 940.565.2324 and to your Professor (e.g. See Professor Contact Information in the syllabus). If you have started your exam and have problems during your exam, call or e-mail your Professor immediately---do not leave your test-taking area until you receive a reply from your professor.

Exam Score and Feedback. You will not be able to view your exam score until I have completed a post-exam analysis. You should expect an Announcement that our scores are released 6 to 12 hours after the close of the 'last exam access/open window.' You will view your exam score in your My Grades tool. If you would like to review the exam questions and your submitted answers, please contact your professor to arrange an office visit for you to review your exam questions.

Missed Exams: For your success in this course, I recommend that you take each exam on the syllabus scheduled day and time shown in our Course Activity Schedule chart. Student grade records in prior sections of this course prove that student grades are maximized if exams are taken on the regular exam schedule. If you must miss an exam, you must take two (2) steps: 1. write the Professor an e-mail explanation prior to the exam day/time or immediately after the emergency event that prevented you from
taking the exam and 2. Complete the Make-up Exam on the Day and Time noted in the syllabus’ Course Activity Schedule chart.

Our Missed Exam policy, above, does not allow a ‘retake of an exam or retake to improve one’s score.’ In other words, each student will take each major exam one (1) time only.

<table>
<thead>
<tr>
<th>Exam</th>
<th>Date/Availability Period *</th>
<th># Questions, Format, Time to Complete *</th>
<th>Chapters (Lessons) Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>9/28, Mon 4:00-8:00pm OR Tuesday, 6-8:00am</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Chapters 1, 2, 3, 4, 5 (Lessons 1-5)</td>
</tr>
<tr>
<td>2</td>
<td>11/2 Mon 4:00-8:00pm OR Tuesday 6-8:00am</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Chapters 6, 7, 8, 9, 10 (Lessons 6-10)</td>
</tr>
<tr>
<td>3</td>
<td>12/6 Sun 4:00-8:00pm OR Mon 6-8:00am</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Chapters 11, 12, 13, 14, 15 (Lessons 11-15)</td>
</tr>
<tr>
<td>Make-up Exam 1</td>
<td>12/6, Sun 4:00-8:00pm</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Make-up Exam chapters match regularly scheduled exams coverage—see above</td>
</tr>
<tr>
<td>Exam 2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Please get your exam onto your personal calendar.

* UNT Blackboard/learn Server time rules for any and all Examination/testing purposes.

Research involving thousands of students in this course over the past 5 years indicates that 50 minutes is more than enough time to answer 50 examination questions in this senior level, survey 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 must have studied and prepared for our online, open book, open note exams JUST AS YOU WOULD PREPARE FOR A TRADITIONAL EXAM IN A FACE-TO-FACE COURSE.

Some of you will ask if the availability periods for Exams (i.e.4:00pm-8:00pm---evening period OR 6:00am to 8:00am---morning period) are correct. Think of it this way: you will be able to take the exam before or after an evening class OR you will be able to take the exam early in the morning before the work day starts. From the time you “click on Begin,” you will have 50 minutes to complete it. Remember, also, that this is not a self-paced course.

Time Zone Question --- AGAIN: As stated in the Syllabus, the UNT Server Clock rules on all Blackboard Learn time issues.

Course Lessons:
There are 15 Lessons in this course. Each Lesson contains a chapter from our textbook, course overview, learning objectives, chapter outline, power point slides summarizing the chapter’s examples, chapter practice questions, chapter Questions For Discussion and Chapter Quiz. You should consider the following as Required Assignments for each lesson: 1. Read the chapter, 2. Complete the Questions for Discussion, and 3. Answer the Chapter Quiz. The remaining components, course overview & learning objectives, chapter outline, power point slides, and chapter practice questions, are materials that I have provided that will "help you understand our course content, however, these are not grade components. Your Course Activity Schedule chart details your progression through each Lesson with the calendar dates that you must observe/meet. Please spend time reviewing our Course Activity Schedule chart to understand the pattern of Lesson Release dates and Lock day/times. REMEMBER, THIS IS NOT A SELF-PACED COURSE; you must work within the course and University’s Academic calendar.

CA (Course Announcements):

The Course Announcements (CA) tool will provide you with announcements by the instructor. CA also serves to provide information about course procedures and course issues. Since CA is an "official site" within Blackboard and part of the course, you are responsible for knowing what is in CA. Please reply privately to the Class Announcements (CA) by sending the instructor an e-mail message to discuss individual/private matters or arrange a conference call with him.

Course Activity Schedule Chart:

MGMT 4660.001 & .026, Fall Semester, 2015
Assignment Due Dates, Release Dates, & Availability Summary (Subject to Revision by Instructor)

"NLT" means No Later Than, "L" means Lesson, "C" means text Chapter, "QFD" means Questions for Discussion, "CQ" means Chapter Quiz.

Color Codes:

Questions for Discussion (QFDs)
Chapter Quizzes CQ
Exams

NOTE: Lesson numbers correlate with text Chapter numbers in all Lessons. Therefore, Lesson 11 covers Chapter 11, L12=C12, and L15=C15.

<table>
<thead>
<tr>
<th>Date</th>
<th>(NLT) No Later Than Time</th>
<th>Complete Activity/Assignment No Later Than This Date and Time OR Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>8/24 (Tuesday)</td>
<td>7:00am</td>
<td>Lessons 1-5 Released (become available)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student Information Survey Released</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Lesson 1</td>
</tr>
<tr>
<td>------------</td>
<td>--------</td>
<td>----------</td>
</tr>
<tr>
<td>8/30</td>
<td>4:00pm</td>
<td>Locked</td>
</tr>
<tr>
<td>9/6</td>
<td>4:00pm</td>
<td>Locked</td>
</tr>
<tr>
<td>9/13</td>
<td>4:00pm</td>
<td>Locked</td>
</tr>
<tr>
<td>9/20</td>
<td>4:00pm</td>
<td>Locked</td>
</tr>
<tr>
<td></td>
<td>4:00pm</td>
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<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/227</td>
<td>4:00pm</td>
<td>Locked</td>
</tr>
<tr>
<td></td>
<td>11:00pm</td>
<td></td>
</tr>
<tr>
<td>9/28</td>
<td>Monday</td>
<td>Take Exam 1 over Chapters 1,2,3,4,&amp;5</td>
</tr>
<tr>
<td></td>
<td>OR</td>
<td>Take Exam 1</td>
</tr>
<tr>
<td></td>
<td>Tuesday</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6:00-8:00am</td>
<td></td>
</tr>
<tr>
<td>10/4</td>
<td>4:00pm</td>
<td>Locked</td>
</tr>
<tr>
<td>10/11</td>
<td>4:00pm</td>
<td>Locked</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Event Details</td>
</tr>
<tr>
<td>------------</td>
<td>-------</td>
<td>---------------</td>
</tr>
</tbody>
</table>
| 10/18 (Sunday) | 4:00pm | Lesson 8 QFD Locked  
|            |       | Lesson 8 Ch Quiz Locked |
| 10/25 (Sunday) | 4:00pm | Lesson 9 QFD Locked  
|            |       | Lesson 9 Ch Quiz Locked |
| 11/1 (Sunday) | 4:00pm | Lesson 10 QFD Locked  
|            |       | Lesson 10 Ch Quiz Locked  
| (Sunday) | 11:00pm | Lessons 11,12,13,14,&15 Released |
| 11/2 (Monday) | Monday 4:00-8:00pm OR Tuesday, 11/3 6:00-8:00am | Take Exam 2 over Chapters 6,7,8,9,&10  
|            |       | Take Exam 2 |
| 11/8 (Sunday) | 4:00pm | Lessons 11 QFD Locked  
|            |       | Lessons 11 Ch Quiz Locked |
| 11/15 (Sunday) | 4:00pm | Lesson 12 QFD Locked  
|            |       | Lesson 12 Ch Quiz Locked |
| 11/22 (Sunday) | 4:00pm | Lesson 13 QFD Locked  
|            |       | Lesson 13 Ch Quiz Locked |
| 11/30 (Monday) | 4:00pm | Lesson 14 QFD Locked  
|            |       | Lesson 14 Ch Quiz Locked |
| 12/3 (Thursday) | 4:00pm | Lesson 15 QFD Locked  
|            |       | Lesson 15 Ch Quiz Locked |
| 12/6 (Sunday)  | Sunday 4:00-8:00pm OR Monday, 12/7, 6:00-8:00am | Take Exam 3 over Chapters 11,12,13,14,& 15  
<p>|            |       | Take Exam 3 |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Exam Chapters Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>12/6</td>
<td>Sunday 4:00pm-8:00pm</td>
<td>Make-up Exam chapters match regularly scheduled exams coverage—see above</td>
</tr>
</tbody>
</table>

**POLICY ON MISSING QUIZZES, DISCUSSIONS, EXAMS & OTHER ASSIGNMENTS**

SPECIAL NOTICE: This is not a self-paced course. Exams will be administered during the following “access window:”

Exam 1—opens Monday, September 28 from 4:00pm to 8:00pm; it will reopen Tuesday, September 29 from 6:00am to 8:00am.

Exam 2—opens Monday, November 2 from 4:00pm to 8:00pm; it will reopen Tuesday, November 3 from 6:00am to 8:00am.

Exam 3---opens Sunday, December 6 from 4:00pm to 8:00pm; it will reopen Monday, December 7 from 6:00am to 8:00am.

Make-up Exams---opens Sunday, December 6 from 4:00pm to 8:00pm.

(Note: Remember two important items: Make-up Exams are for individuals that have not attempted or taken the regularly scheduled exam---there are no re-takes in our course. And, there is no provision for 'making up’ a missed QFD or Chapter Quizzes.)

**UNT POLICY ON ACADEMIC DISHONESTY:**

(Source: Code of Conduct and Discipline at the University of North Texas section of the Student Guidebook.)

The University of North Texas Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating. The term cheating includes, but is not limited to the following:

- plagiarism of any kind, including intra- or inter-term copying of the Discussion Posts of others;
- the use of any unauthorized assistance in taking exams;
- dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; and
- the acquisition, without permission, of exams or other academic material belonging to a faculty member or staff of the university (i.e., removing exams from the classroom or teaching assistant's office and accepting exams from fellow students).
If an individual engages in any form of academic dishonesty related to this course, he/she will receive a letter grade of "F" in the course in addition to a letter grade of "F" on the course activity to which the academic dishonesty pertains. The student's case will be immediately referred to the Dean of Students Office for appropriate disciplinary action. This policy is intended to protect honest students from unfair competition with unscrupulous individuals who might attempt to gain an unfair advantage through academic dishonesty.

The expectation is that the instructor and all students will adhere to all guidelines of UNT's Code of Student Conduct and all information at the Center for Student Rights and Responsibilities website site www.unt.edu/csrr.

Students with Disabilities:
The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disabilities. If you have an established disability as defined in the Americans with Disabilities Act, are registered with the UNT Office of Disability Accommodation (ODA), and would like to request accommodation, please contact the instructor of this course as soon as possible to arrange accommodation, preferably by email. Instructor contact information is found in the Class Announcements, in the CA entitled, Professor Contact Information. University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed.

Important Notice for F-1 Students:
THERE IS NO REQUIRED on-campus experiential component for this course. To comply with immigration regulations, however, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for 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, s/he should contact the UNT International Advising Office (telephone 940-565-2195 or email international@unt.edu).

Other:
If you drop during the W/WF period, I will determine whether you are passing (equal to or greater than 60% of points to date) at the time of the drop. If so, you will receive a W. If you have less than 60% of points to date, you will receive a WF.

APPENDIX - EXAM INFORMATION
Exam Information, Tips, Reminders, and Answers to Frequently Asked Questions (Applies to all Exams)
Availability. Exams 1, 2, and 3 will be available during the time outlined in the Course Syllabus’ Course Activity Schedule chart. Failure to take an Exam during the scheduled
availability period will result in your receiving a zero on the Exam. Please review the Make-up Exam Policy if you miss an exam.

You can start your exam anytime in the "availability window" (4:00pm-9:00pm—the evening window OR 5:00am to 8:00am—the morning window) and still have the budgeted time to complete. I recommend, strongly, that you start your exam early during the Access Window. If you have problems during your exam, you must contact your Professor by calling or e-mail; stay at your testing area until you receive an answer from your professor.

**Coverage/Format.** Exams will cover the applicable text Chapters outlined in the Course Syllabus, and will consist of 50 multiple-choice or True/False questions

<table>
<thead>
<tr>
<th>Exam</th>
<th>Date/Availability Period *</th>
<th># Questions, Format, Time to Complete *</th>
<th>Chapters (Lessons) Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Monday 9/28, 4:00 to 8:00pm OR Tuesday 9/29, 6:00-8:00am</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Chapters 1, 2, 3,4,5 (Lessons 1-5)</td>
</tr>
<tr>
<td>2</td>
<td>Monday, 10/19, 4:00 to 8:00pm OR Tuesday, 10/20 6:00 to 8:00am</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Chapters 6,7,8,9,10 (Lessons 6-10)</td>
</tr>
<tr>
<td>3</td>
<td>Sunday 12/6, 4:00 to 8:00pm or Monday, 12/7, 6:00 to 8:00am</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Chapters 11,12,13,14,15 (Lessons 11-15)</td>
</tr>
<tr>
<td>Make-up Exam 1</td>
<td>12/6 (Sunday) 4:00pm-8:00pm</td>
<td>50 Multiple Choice/TF 50 minutes</td>
<td>Make-up Exam chapters match regularly scheduled exams coverage—see above</td>
</tr>
<tr>
<td>Make-up Exam 2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

UNT Blackboard/vista Server time rules for any and all Examination/testing purposes.

**Duration, Beginning, Finishing.** The maximum time allowed for an Exam is 50 minutes. No answer will be allowed after this time allocation has expired. Only one (1) exam attempt is allowed. Your completion time is measured from when you click "Begin Quiz" to when you click "Finish". Again, your 50 minutes begins when you click BEGIN QUIZ. Once time has expired, you will not be able to save any more answers.

**New Browser Window>Loading.** The quiz screen will appear in a new browser window. Please allow the quiz to load completely before attempting to do anything else.

**Exam Instructions.** Read all exam instructions carefully! Among other directions, the Exam Instructions will read: "Please read each question carefully. You can return to any question to change the answer. To do so, you will look at your first question on a quiz or exam; look just ‘above the first question’ for the statement: “Question Completion Status.”

Click on the statement, Question Completion Status. You will see a set of numbers appear that will correspond to your quiz or exam questions—you may return to any question as long as you have time remaining. You can change your answers before you submit your exam, but not after. You can revisit each question by clicking on the buttons shown on the
Question Completion Status but you must return to the final question to locate the ‘Save and submit’ command.

I suggest that you practice these various commands AND practice answering multiple choice questions in one (1) minute or less using your Practice Questions and Chapter Quiz. Your PQ and CQ, in other words, are important review and study devices for your major exams.

**Question Delivery.** The questions will be delivered one question at a time. Any question can be revisited during the time limit. The questions may be answered in any order. If you wish, you may revisit questions after you have answered them.

**Open Book Exam.** All Exams are "open book, open notes." You are on your honor to NOT USE any other individual or source for your answers. FYI, students sitting side-by-side at different computers will receive questions in a different sequence.

**Questions Not in Chapter Sequence.** Questions are randomly drawn from the exam question inventory. As such and except be pure chance, the questions will NOT be presented in Chapter sequence.

**Similarity to Chapter Quizzes.** Exams are similar in content, format and procedure to the Practice Questions and Chapter Quizzes. One of your better preparations for an Exam is to complete, understand and know the information covered in the Chapter Quizzes.

**Blackboard Learn Student HELP Desk.** Please familiarize yourself with all pertinent information—specifically the hours open and closed—regarding Blackboard Learn on your course Login page. The Help Desk contact number is: 940.565.2324. I suggest you plan on taking your major exams during a time period that the Help Desk personnel are available.

**Exam Scores Not Immediately Released.** Unlike the Chapter Quizzes, your exam score will NOT be released until (1) the availability period has ended, (2) all questions have been graded, and (3) the instructor has reviewed all frequently missed questions and provided any "adjustment" in final score for the class as a whole. Further, the Exam column under your "MyGrades" icon will not be displayed until 1-3 conditions above have been met. The "time to display your final score" may vary from one (1) hour after availability ends to no later than 24 hours following the exam.

**Questions/Answers Not Returned.** Unlike the Chapter Quizzes, Exam questions, answers, missed questions, correct answers, etc. will NOT be returned in Learn or in any other form other than in person. If you want to see or go over your exam, you will need to MAKE AN APPOINTMENT with the instructor by using the Conference and Contact Information in this syllabus. Please contact the instructor who will arrange a conference time for you to review your exam.

**Answering questions.** To save your answer to a question, click save answer or just click on the 'next number on the Questions Completion Status' link. Your prior question will be automatically save, you will save time, etc. This will ensure that any work you have done is not lost in the event of any technical problems (see Troubleshooting below). This also allows you to revisit questions and make changes if you have clicked on “Question Completion Status.” To find your “Save and Submit” command, you must go to the final question on your quiz or exam, scroll to the bottom.
**Submitting the quiz for grading.** To submit the quiz for grading, click Save and Submit, found at the bottom of the final question of your quiz or exam. A confirmation message appears. Click OK. The Quizzes and Surveys screen appears.

**Troubleshooting.** Enable JavaScript and **TURN POPUP BLOCKERS OFF BEFORE YOU BEGIN THE EXAM.** Since questions open in a new window (popup) **YOU WILL NOT BE ABLE TO SEE THE EXAM OR QUESTIONS IF POPUP BLOCKERS ARE ENABLED.** **It is YOUR RESPONSIBILITY TO HAVE ADEQUATE AND ADEQUATELY CONFIGURED COMPUTER EQUIPMENT AND SOFTWARE TO TAKE THIS WEBCT COURSE.** Set your browser to check for newer versions of pages every time.

Consider using one of the College of Business open access computer lab to take your major exams unless you have ‘great confidence in your personal computer and your internet server. Think about it, even if you have the most up-to-date personal or business computer, security issues and correct Java software matches can be issues. Do not allow these issues to occur during a major exam if the COB labs are available to you.

**Study Tips.** You must be **prepared** for online Exams to do well on the exams. Try to answer as many questions as possible WITHOUT referring to the book or your notes. **I DOUBT THAT YOU WILL HAVE TIME TO EFFECTIVELY “LOOK UP” THE ANSWER TO MORE THAN 1-2 QUESTIONS -- you simply will not have time to do so.** Said another way, you must know the material well enough to answer the question(s) as you read the questions the first time without going to the book. Wait until you have attempted all questions before you open your book to ‘look up’ answers. Otherwise, you will have a tendency to spend too much time ‘looking-up answers;’ thus, your time limit will force you to ‘rush your answers to questions’ at the end of your exam. It goes without saying that you should have complete peace and quiet as you take your exam.

**Good Luck!!**