

# **MGMT 5330, Section 120, Cross-Sector Partnerships Syllabus**

## **Fall 2021 – Blended Classroom & Online**

Texas A&M University-Central Texas  
College of Business Administration

### **COURSE DATES, MODALITY, AND LOCATION**

The course is taught in a “blended” format, meaning class will meet alternative Thursday nights 6:00 – 8:45 p.m., with online content and assignments provided in between class meeting times using the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>]. Attendance at Thursday night face to face sessions is MANDATORY, the dates for these sessions are: 8/26, 9/9, 9/23, 10/7, 10/21, 11/4, 11/18, and 12/2. We will meet in Founders Hall Room 209. Students who have to miss a session due to required work, travel or an illness should advise Dr. Altman in advance and she will work with you to make up the work. The advantage of a blended format is that synchronous meeting times are reserved for activities/exercises best suited to interaction and discourse, and concepts/learning resources best suited to individual study can be accomplished via online learning, thereby optimizing student time management.

### **STUDENT RESPONSIBILITIES**

Students must be self-disciplined and a self-starter to be successful in this class. The reading load is substantial, the topics complex and you will need to carefully think through and support your perspectives on the issues with well documented rationales. Good writing skills are essential as case analyses, journal writing, discussion forums and papers are all required assignments. Please review this Syllabus, the grading points/assignments, and course schedule in detail prior to agreeing to all course requirements via the Student Course Agreement.

### **INSTRUCTOR AND CONTACT INFORMATION**

**Instructor:** Dr. Barb Altman

**Office:** Founders Hall, 217

**Phone:** 254-501-5841

**Email:** *via Canvas message system is preferred mode of communication.* (May use [altman@tamuct.edu](mailto:altman@tamuct.edu) if Canvas is down)

**Office Hours:** **by appointment**

### **Student-instructor interaction**

I am readily accessible through the Canvas email function (messages) in the course web site. I check messages often and will get back to you within 24 hours during the week and within 36 hours on the weekend. There is also a “Course Q&A” Discussion Forum for students to post questions about the class that all students would most likely be interested in. For individual issues please send a Canvas message. I encourage students to interact with me by participating actively in the Zoom sessions, asking questions on the Course Q&A Discussion Forum and if you would like further direction or are having issues in the class, by setting up an appointment. If

you wish to meet one-on-one either via phone or Zoom, please send me a Canvas message with several options for days/times and I will respond confirming one of your options.

### **COVID Update Information**

**Given this class will be meeting biweekly be sure to keep up with the latest campus COVID information linked here:**

**Fall 2021 Return to Campus Plan.** For the most recent campus information regarding COVID-19 see the Texas A&M University-Central Texas [Fall 2021 Return to Campus Plan](https://www.tamuct.edu/covid19/) [https://www.tamuct.edu/covid19/]

### **WARRIOR SHIELD**

#### **Emergency Warning System for Texas A&M University-Central Texas**

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://www.tamuct.edu/police/911cellular.html) [https://www.tamuct.edu/police/911cellular.html] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

### **COURSE INFORMATION**

**Course Catalog Description:** Cross-sector partnerships have proven to be one of the most effective approaches to complex environmental challenges. Through case studies of environmental partnerships, literature on collaboration strategies, reflective journals and research, students will develop the skills necessary to lead future collaborative sustainability initiatives. Prerequisite(s): Management leveling.

### **Student Learning Outcomes**

Upon successful completion of this course, students should be able to:

1. Identify and describe the range of partnerships being utilized to realize Sustainable Development Goal #17.
2. Identify and describe the skill sets necessary to lead and/or participate in a successful cross-sector partnership.
3. Summarize the state of knowledge related to factors that promote or inhibit successful formation and implementation of cross-sector partnerships.
4. Evaluate case studies of sustainability partnerships to discern qualities that promote success.
5. Evaluate case studies of sustainability partnership efforts to identify challenges and opportunities for intervention.
6. Reflect on personal leadership abilities and identify developmental activities to increase effectiveness in cross-sector partnership efforts.
7. Choose a partnership initiative of particular interest and conduct independent research in to the dynamics of that partnership.

## Required Readings and Textbook

*All readings for the class will be accessed via the library e-reserves or course web site, there is no required text. The library e-Reserves link is:*

[https://tamuct.libguides.com/er.php?course\\_id=76987#](https://tamuct.libguides.com/er.php?course_id=76987#)

## COURSE REQUIREMENTS

**a. Student Profile and Course Agreement:** Students must read this Syllabus carefully and document they understand all course requirements by the end of the first week of class. The course agreement certifies students understand this Syllabus, all required course assignments, and the expectations associated with this class. The agreement is worth 20 grading points.

**b. Discussion Forums:** Early in the semester two Discussion Forums will help students engage with core partnership readings and concepts. Students must read the assigned articles and compose an initial post responding to prompts; this post is worth 20 grading points. Two response posts will be required, challenging your student colleagues to think harder about their initial post and the readings and concepts. Each of the second posts are worth 5 points. Total for each Forum is 30 grading points. (LOs 1, 2 & 3)

**c. Reflection Journals:** Twice during the semester students will engage in a self-study about the partnership concepts. This written paper will probe your personal sentiments about cross sector work and sustainability, and the critical capabilities needed to accomplish them. These papers will be worth 50 grading points. (LO 6)

**d. Meta-Analysis Paper:** All of the assigned background readings will offer varying perspectives on the critical components and processes necessary to have successful cross-sector partnerships. In this paper students will analyze and track readings for these factors and compose a combined analysis of these features. Early in the semester students will submit a preliminary analyses to gain feedback that they are on track with their analyses, this assignment will be worth 10 grading points. After all the readings have been completed, the full meta-analysis paper will be due; it will be worth 90 grading points. (LO 3)

**e. Student presentations on supplemental articles:** The literature on partnerships is quite large and growing. Every attempt has been made to design the readings in this class to highlight the most informative. These “core” readings have been assigned to all students. For some topic areas in the class there are additional readings that lend some perspectives not covered in the identified core readings. Once during the semester, students will be assigned a “supplemental” reading to read and summarize its contribution to the class. This presentation is worth 20 grading points. (LOs 1, 2)

**f. Case Analyses:** Careful study of “real world” partnerships, both those that have succeeded and those with challenges, will be a critical part of this class. Following completion of the “meta-analysis” paper, there will be a series of published case studies assigned. These case studies take some time and in-depth reading multiple times to grasp the dynamics of the partnership. Each case study analysis will be worth 50 grading points. Instructions for the

format and method for these case analyses will be shared via the course web site and in the face to face class sessions. (LOs 4, 5, 7)

**g. Case Research and Write-Up:** There are exciting NGO/business sustainability partnerships happening in our region. We will review some of these projects early in the semester and students will choose one of particular interest to do supplemental research on for a final project in the class. Students will write an initial memo identifying the case they will research, with preliminary supporting information, this will be worth 10 points. The case study written final paper will be worth 80 grading points. The last night of class students will be required to present their case study to the class, including a PowerPoint presentation. This presentation will be worth 10 grading points. (LOs 7&8)

**Class Grading Points:**

1.	Course Agreement	20
2.	Discussion Forums (2 @ 30 points)	60
3.	Meta-Analysis Paper	
	Initial Submittal 10	
	Final Draft 90	100
4.	Supplemental Article Presentation	20
5.	Reflection Journals (2@50)	100
6.	Major Case Analyses (2@50 points)	100
7.	Partnership Case	
	Initial Memo 10	
	Paper 80	
	Presentation 10	100
<b>Total Points:</b>		<b>500</b>

**Final Course Grade Calculation:**

Calculation	Point Cut-Off	Course Grade
.90 X 500	450	A
.80 X 500	400	B
.70 X 500	350	C
.60 X 500	300	D

Minimum points required for a specific course grade are noted on the above table.  
*Minimum points required for a specific course grade will NOT be revised for any reason. There is no extra credit in this class.*

**Grading Criteria Rubrics**

Grading rubrics are provided for all course assignments within the Canvas course web site assignments and grade book. Students should review these rubrics carefully when preparing assignments to see how assignments will be evaluated.

**Posting of Grades**

All student grades will be posted in the Canvas Grade Book and students should monitor their grading status through this tool. Grades for Cases, Reflections Journals and Written Papers will be posted no later than one week following the due date. Grades for Discussion Forums and Class presentations will be posted within five days of the due date.

**Grading Policies**

It is best not to get behind in this course so normally late assignments are not accepted. We are living in a pandemic, however, so uncertainty can create situations where deadlines may need to shift. If you find you need an extension on an assignment, message Dr. Altman PRIOR to the due date/time of the assignment and request an extension; state the reason and when you think you will be able to complete it. Reasonable requests will be accommodated. If students need an extension on a Case Assignment, please note that student will be asked to excuse themselves from that part of the class discussion that follows directly after the due date of the case (this is necessary to prevent an unfair advantage in writing up the case study).

## COURSE OUTLINE AND CALENDAR

*Course Calendar: Use the schedule below to map out readings and assignments. Course weeks start on a Thursday and end the follow Wednesday night. Assignments are due at 11:59 p.m. unless noted otherwise. All articles below are in class library eReserves, unless noted otherwise. Class meeting days are highlighted in yellow.*

Week/Date	Topic	Readings/Assignments
Class - 8/26	Class Introduction Context of SDG 17 Organization of the class Course web site navigation Weeks 1 and 2 Assignments	Ch. 17, Cross Sector/Cross Boundary Collaboration United Nations Partnership Guide, Part 1, pp. 4-21 - report posted on Course web site home page
1. 8/26 – 9/1	Calls for a Partnership Approach	The Collaboration Imperative – eReserves (in HBR folder) The Ecosystem of Shared Value – eReserves (HBR folder) Social Partnerships and responsible business – what, why and how? Ch. 1 – Social Partnerships & Responsible Business eBook <b>Discussion Forum 1 – 1<sup>st</sup> post due (20 points) 8/30, 2<sup>nd</sup> posts (10 points) due 9/1 (LOs 1&amp;2)</b>
2. 9/2 – 9/8	Overviews – the State of Knowledge	Joining Forces: Collaboration & Leadership for Sustainability An Inclusive Approach to Partnerships for the SDG’s – Using a Relationship Lens Taking environmental partnerships seriously <b>Meta-Analysis Assignment One – Getting Started (10 points) due 9/8 (LOs 1,2&amp;3)</b>

Class 9/9	Debating the Calls for Partnership Making Sense of the State of Knowledge Intro – Partnerships in Practice Leadership Models  Sign up for Supplemental Readings presentations	
3. 9/9 – 9/15	Leadership Models for Collaboration	Integrative Leadership and the creation and maintenance of cross-sector partnerships Dawn of Systems Leadership UN Partnering Guide – web site <b>Discussion Forum 2 – 1<sup>st</sup> post due 9/13, 2<sup>nd</sup> posts due – 9/15 (LO 2)</b>
4. 9/16 – 9/22	Perspectives from the Sectors	Core readings: Towards a new theory of the firm – Ch. 16, Social Partnerships & Responsible Business eBook Revisiting Collaborations Between Nonprofits and Businesses: An NPO-Centric View and Typology <b>Reflection Journal 1 (50 points) Due 9/22 (LO 6)</b> <b>Supplemental readings presentations due 9/23, 5 p.m. (20 points) (1/2 of class) (LO 2)</b>

Class – 9/23	Leadership Skills Deeper in to Sector Perspectives Introduction – Literature on Challenges	Supplemental readings presented in class
5. & 6. 9/23 – 10/6	Barriers/Obstacles and Overcoming Them	Partnerships as Panacea for addressing global problems, Ch. 2 Conflict in Cross-Sector Partnerships, Ch. 11 Role Partnership Brokers play in creative effective partnerships, Ch. 21 All in Social Partnerships & Responsible Business eBook - eReserves <b>Supplemental readings presentations due 10/7, 5 p.m. (20 points) (1/2 of class) (LO 2)</b> <b>Case Study Memo due 10/6 (10)</b>
Class – 10/7	Strategies for Overcoming Barriers Role of Convener Meta-Analysis Paper Q/A Instructions for Case Analysis Practice Case	Supplemental readings presented in class
7. 10/7 – 10/13	Meta-analysis paper	<b>Meta-Analysis Paper Due 10/13 (90 points) (LO 3)</b>
8. 10/14 – 10/20	Case 1	<b>Case Analysis Due 10/20 (50 Points) (LOs 4&amp;5)</b>
Class – 10/21	Extending Case 1 and Lessons Learned	
9. 10/21 – 10/27	Case 2	<b>Case Analysis Due 10/27 (50 Points) (LOs 4&amp;5)</b>



10. 10/28 – 11/3	Reflections - Cases	<b>Reflection Journal 2 Due 11/3 (50)</b>
<b>Class – 11/4</b>	Extending Case 2 & Reflections Lessons Learned Guest Speakers	
11. – 12. 11/4 – 11/17	Data Collection – Individual Case & Interview	
<b>Class – 11/18</b> (entire class will not meet – sessions will be scheduled by individuals)	Check-in: Case Development	
13. & 14. 11/18 – 12/1	Case Writing	<b>Case Due (80 points) due 12/1 (LOs 7&amp;8)</b>
<b>Class – 12/2</b>	Case Presentations Course Wrap-up	<b>Individual Case Presentations (20 points) due 5 p.m. 12/2 (LOs 7&amp;8)</b>

### Important University Dates

August 25 – Deadline for add, drop, late registration  
September 7 – Deadline to drop 16-week class with no record  
October 19 – Deadline for Graduation Application for Fall Ceremony Participation  
November 1 – Registration opens for Spring semester  
November 5 – Deadline to Drop 16-week class with a Q or W  
November 11 – Veterans Day (University closed)  
November 25-26 – Thanksgiving (University closed)  
December 10 – Fall Semester ends

### TECHNOLOGY REQUIREMENTS AND SUPPORT

#### Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system.

**We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

### **Canvas Support**

Use the Canvas Help link, located at the bottom of the left-hand menu on the Course web site, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, post to the “Course Q&A” Discussion Forum.

### **Other Technology Support**

For log-in problems, students should contact Help Desk Central 24 hours a day, 7 days a week

Email: [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu)

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

*Please let the support technician know you are an A&M-Central Texas student.*

*Technology issues are not an excuse for missing a course requirement or deadline – make sure your computer is configured correctly and address issues well in advance of deadlines. Complying with this requirement is part of your “Course Agreement”.*

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## **UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES**

### **Drop Policy**

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web. Faculty cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the Academic Calendar (or see Important Dates on this Syllabus) for which the form must be completed. Once you submit the completed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

### **Academic Integrity**

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact Dr. Altman before taking a course of action.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html),  
[https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0),  
[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\_id=0].

*A found incidence of Academic Dishonesty for any assignment in this class will result in 0 points and be referred to the Office of Student Conduct for action. Multiple incidences will result in an F course grade.*

### **Academic Accommodations**

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://tamuct.instructure.com/courses/717) Canvas page (log-in required)  
[https://tamuct.instructure.com/courses/717]

*If you require accommodations for this class, please let Dr. Altman know within the first week of class, with the appropriate paperwork. All requests approved by the Office of Access and Inclusion will be honored.*

### **Important information for Pregnant and/or Parenting Students**

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html) [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) online, please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in

the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

### **Tutoring**

Tutoring is available to all A&M-Central Texas students, on a remote online basis. Visit the Academic Support Community in Canvas to view schedules and contact information. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Student success coaching is available online upon request.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, success coaching, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing [studentsuccess@tamuct.edu](mailto:studentsuccess@tamuct.edu).

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

### **University Writing Center**

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. For the Fall 2021 semester, the hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via WOnline at <https://tamuct.mywconline.com/>. In addition, you can

email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

### **University Library**

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 400,000 eBooks and 82,000 journals, in addition to the 96,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place virtually through WebEx, Microsoft Teams or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [<http://tamuct.libguides.com/index>].

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## **ADDITIONAL POLICY STATEMENTS**

### **A Note about Sexual Violence at A&M-Central Texas**

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Wellness and Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional

information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

### **Behavioral Intervention**

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\_id=2]. Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/bit) website for more information [https://www.tamuct.edu/bit]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

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### **Instructor Additional Policies**

#### **Course Standards**

Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues, should be kept professional, including Discussion Forum postings and messages. For online correspondence, appropriate "netiquette" rules should always be followed (see orientation module on course web site for netiquette readings). For written assignments, all work should be proofread, free of grammatical errors, include proper citations and be in accordance with American Psychological Association (APA) standards (see link to APA resources in Orientation module).

#### **Copyright Notice**

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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*Professor Altman reserves the right to make changes to this Syllabus should circumstances during the semester cause revision. Note the date below of this Syllabus. Should changes be necessary a revised Syllabus will be posted on the Course web site, an announcement posted to that effect, and the new version will have a different date in the footer.*