

MGMT 5330, Section 120, Cross-Sector Partnerships Syllabus

Fall 2022 – Online

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

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Dr. Barb Altman

Office: Founders Hall, 217

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

Office Hours: **by appointment (via phone or Zoom, to schedule see student-instructor information below)**

COURSE DATES, MODALITY, AND LOCATION

Mode of instruction and course access:

This course is a 100% online course utilizing the A&M-Central Texas Canvas Learning Management System [<https://tamuct.instructure.com>] for class communications, content distribution, and assessments. Students will access all course materials, assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course web site and Library eReserves.

Student responsibilities:

Students must be self-disciplined and a self-starter to be successful in this class. Be sure you have set aside the time to complete all readings and assignments fully. 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, reflection writing, short essays, discussion forums and a research paper are all required assessments. 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.

Student-instructor interaction:

I am readily accessible through the Canvas email function, “messages”, on the course web site. I check messages often and will get back to you within 24 hours during the week (usually much sooner!) 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 hearing the response. For individual issues (e.g. accommodations) please send a Canvas message. I encourage students to interact with me by asking questions on the Course Q&A Discussion Forum, sending me a Canvas message or by setting up an appointment to meet via web-conferencing. If you wish to set up an appointment please send me a Canvas message with several options for days/times and I will respond confirming one of your options. Early evenings appointments are available for those of you working full-time.

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

SAFEZONE. SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the [SafeZone](http://www.safezoneapp.com) website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps:

1. Download the SafeZone App from your phone store using the link below:
 - o [iPhone/iPad](https://apps.apple.com/app/safezone/id533054756): [https://apps.apple.com/app/safezone/id533054756]
 - o [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp) [https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)
3. Complete your profile and accept the terms of service

For updates on COVID information, please monitor the University [website](https://www.tamuct.edu/covid19/) [https://www.tamuct.edu/covid19/]

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. This is a required class for students in the M.S. program in Leadership for Sustainability and a graduate elective for MBA students. It is strongly recommended that students take MGMT 5307, the Ethics and Responsibilities of Leadership, prior to taking this class.

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 accessing via the library e-reserves or course web site, there is no required text. Folders within the eReserves site are labeled by module topic.

The library e-Reserves link is:

https://tamuct.libguides.com/er.php?course_id=91119

Readings are from a wide variety of academic and practitioner sources in order to represent multiple perspectives on Cross Sector partnerships. Sources include the eBook *Social Partnerships and Responsible Business*, *Harvard Business Review*, *Public Administration Review*, *Nonprofit and Voluntary Sector Quarterly*, *Leadership Quarterly*, *Sustainability*, *Sloan Management Review*, *Journal of Business Ethics*, *Business Horizons*, *Stanford Social Innovation Review*, and United Nations and Network for Business Sustainability publications.

COURSE REQUIREMENTS

The learning objectives associated with each assignment are show in parentheses, along with the grading points.

Student Profile and Course Agreement (20 points): 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.

Discussion Forums (LO's 1, 2, 3 & 7; 60 points each): Throughout the semester students will be assigned Discussion Forums to 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 40 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 10 points.

Comprehension Quizzes (LO 1, 2 & 3; 60 points each): The eReserve readings in this class are a critical part of student's knowledge acquisition and accomplishment of course learning objectives. Students should utilize a well-developed system of note taking while reading as topics build upon each other throughout the class and this knowledge base is critical for the case study assignments later in the semester. The course resources module has suggestions for note-taking methods. Three times during the semester there will be an assigned essay question quiz to ensure students are reading effectively and absorbing the key themes.

Reflection Journals (LO 6; 80 points each): Twice during the semester students will engage in a self-study and reflection writing assignment related to the partnership concepts. This written paper will probe your personal sentiments about cross sector work and sustainability, the critical capabilities needed to accomplish them, where you believe you rate on these competencies and what development you still need.

Case Analyses (LO's 4, 5 & 7; 100 points each): Careful study of “real world” partnerships, both those that have succeeded and those with challenges, will be a critical part of this class. There will be a series of published case studies assigned to analyze in depth. These case studies take some time and careful reading multiple times to grasp the dynamics of the partnership. Each case study analysis will be worth 100 grading points. Instructions for the format and method for these case analyses will be shared via the course web site.

Partnership Case Study Project (LO's 7 & 8; 200 points): 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 40 points. The case study written final paper will be worth 160 grading points. This paper will be in lieu of a final in the course. The last Discussion forum will be dedicated to students sharing their case study findings.

Class Grading Points:

1. Course Agreement	20
2. Discussion Forums (4 @ 60 points)	240
3. Comprehension Quizzes (3 @ 60 points)	180
4. Reflection Journals (2 @ 80)	160
5. Major Case Analyses (2 @100 points)	200
6. Partnership Case	
Case Study Proposal Memo (40 points)	
Final Case Study Paper (160)	<u>200</u>
Total Points:	1,000

Final Course Grade Calculation:

Calculation	Point Cut-Off	Course Grade
.90 X 1000	900	A
.80 X 1000	800	B
.70 X 1000	700	C
.60 X 1000	600	D

Grading Policies

- 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.
- All student grades will be posted in the Canvas Grade Book and students should monitor their grading status through this tool. Grades for all assignments will be posted no later than one week following the due date.
- 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.*
- It is best not to get behind in this course so normally late assignments are not accepted. We are still dealing with community health issues, 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.

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. First and last weeks have a slightly different schedule. Assignments are due at 11:59 p.m. All articles below are in library eReserves, unless noted otherwise.

Week/Module/Dates	Topic	Readings/Assignments
1. 8/22 – 8/31	Class Introduction Importance of Partnerships/SDG 17	Watch Dr. Altman Welcome & Introduction to Partnerships Video Complete Student Profile & Course Agreement (20), due 8/31 Read: <ul style="list-style-type: none"> • e-Book Chapter 17 "Cross-sector/cross-boundary collaboration: making a difference • The need for cross-sector collaboration • United Nations Partnership Guide, Part 1, pp. 4-21 - report posted in Module 1 Discussion Forum 1 – 1st post due (40 points) 8/29, 2nd posts (20 points) due 8/31

2. 9/1 – 9/7	Partnerships' Value Added	<p>Watch Dr. Altman Video</p> <p>Read:</p> <ul style="list-style-type: none"> • The Collaboration Imperative (in HBR folder) • The Ecosystem of Shared Value – (HBR folder) • eBook Ch. 1 – Social partnerships & responsible business: what, why and how? <p>Discussion Forum 2 – 1st post due 9/5 (40 points), 2nd posts due 9/7 (20 points)</p>
3. 9/8 – 9/14	Types of Partnerships	<p>Watch Dr. Altman video</p> <p>Read:</p> <ul style="list-style-type: none"> • Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses: Part I. Value Creation Spectrum and Collaboration Stages • Collaborative Value Creation: A Review of Partnering Between Nonprofits and Businesses. Part 2: Partnership Processes and Outcomes • Taking environmental partnerships seriously <p>Comprehension Quiz 1 (60 Points) due 9/14</p>
4. 9/15 – 9/21	Perspectives from the Sectors	<p>Watch Dr. Altman Video</p> <p>Read:</p> <ul style="list-style-type: none"> • eBook, Ch. 16 Towards a new theory of the firm • Revisiting Collaborations Between Nonprofits and Businesses: An NPO-Centric View and Typology • Public Values in Public–Private Partnerships. <p>Reflection Journal 1 (80 points) due 9/21</p>
5. 9/22 – 9/28	Success Factors	<p>Watch Dr. Altman Video</p> <p>Read:</p> <ul style="list-style-type: none"> • NBS Study Sustainability thru Partnerships – posted in Module • Joining Forces: Collaboration & Leadership for Sustainability • Transnational multistakeholder

		<p>partnerships for sustainable development: Condition for success</p> <ul style="list-style-type: none"> • UN Partnership Guide, Building Blocks section, pp. 44-56, report posted in Module 1 <p>Comprehension Quiz 2 (60 Points) due 9/28</p>
6. 9/29 – 10/5	Leadership Models	<p>Watch Dr. Altman Video</p> <p>Read:</p> <ul style="list-style-type: none"> • Integrative Leadership and the creation and maintenance of cross-sector partnerships • Dawn of Systems Leadership • Essential skills of cross sector leadership • UN Partnership Guide, Building blocks & Annex 1, pp. 57-67, report posted in Module 1 <p>Reflection Journal 2 (80 points), due 10/5</p>
7. 10/6 – 10/12	Barriers/Obstacles and Overcoming Them	<p>Watch Dr. Altman Video</p> <p>Read:</p> <ul style="list-style-type: none"> • eBook Ch. 2, Partnerships as Panacea for addressing global problems • eBook, Ch. 11, Conflict in Cross-Sector Partnerships • Navigating Tensions in a cross-sector social partnership: How a convenor drives change for sustainability <p>Comprehension Quiz 3 (60 points) due 10/12</p>
8. 10/13 – 10/19	Process Improvements	<p>Watch Dr. Altman Video</p> <p>Read:</p> <ul style="list-style-type: none"> • Designing and Implementing Cross-Sector Collaborations: Needed and Challenging • Multi-stakeholder Partnerships for Sustainability: Designing Decision-Making Processes for Partnership Capacity. • An Inclusive Approach to Partnerships for the SDGs: Using a Relationship Lens to Explore the Potential for

		Transformational Collaboration <ul style="list-style-type: none"> eBook Ch. 24, Cross-sector partnerships: Prototyping 21st century governance Discussion Forum 3 – 1st post due 10/17 (40 points), 2nd posts due 10/19 (20 points)
9. 10/20 – 10/26	Case 1 – Allianz and WWF	Case Analysis (100 Points) due 10/26
10. 10/27 – 11/2	Choose individual case for research	Case Study Memo due 11/2 (40 points)
11. 11/2 – 11/9	Case 2 – Canadian Forest Agreement	Case Analysis due 11/9 (100 Points)
12. 11/10 – 11/16	Data Collection – Individual Case Analysis Check-in: Case Development	Case study check-in's
13. & 14. 11/17 – 12/2 (Friday deadline)	Case Writing	Case Due (160 points) due 12/2 Post Exec Summary to final Discussion Forum #4 (40 points)
15. 12/2 – 12/9 (Friday deadline)	Case sharing	Post second posts (20 points) to Discussion Forum 4 by 12/9

Important University Dates

See important University dates for the fall semester: link to http://catalog.tamuct.edu/undergraduate_catalog/general-information/academic20calendars20and20final20exam20schedule/

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

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”.

COLLEGE, UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

COBA Learner Access and Success

This web site has been specially designed to provide “one stop shopping” for the University and College resources that College of Business Administration students are likely to need throughout the semester. This includes setting up an appointment with an advisor, tutoring, career and professional development, among other services and many helpful videos. Check it out and bookmark it, it will be very useful: COBA Learner Access and Success (<https://www.tamuct.edu/coba/coba-learners.html>)

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 Warrior Center for Student Success, Equity 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]

Please advise Dr. Altman of any academic accommodations you may require for the semester as soon as those have been approved by the Office of Access & Inclusion. She will work with you to meet any approved requests.

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 your instructor 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 referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Note the Academic Honor Code posted in the “Course Resources” module within the course web site; adherence to this Code is part of your course agreement.

Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](https://federation.ngwebsolutions.com/sp/startSSO.ping?PartnerIdpid=https://eis-prod.ec.tamuct.edu:443/samlSSO&SpSessionAuthnAdapterId=tamuctDF&TargetResource=https%3a%2f%2fdynamiforms.ngwebsolutions.com%2fSubmit%2fStart%2f53b8369e-0502-4f36-be43-f02a4202f612) Dynamic Form through Warrior Web. [https://federation.ngwebsolutions.com/sp/startSSO.ping?PartnerIdpid=https://eis-prod.ec.tamuct.edu:443/samlSSO&SpSessionAuthnAdapterId=tamuctDF&TargetResource=https%3a%2f%2fdynamiforms.ngwebsolutions.com%2fSubmit%2fStart%2f53b8369e-0502-4f36-be43-f02a4202f612].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the Academic Calendar 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.

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant, experiencing pregnancy-related conditions, 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, both virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing WarriorCenter@tamuct.edu.

To schedule tutoring sessions and view tutor availability, please visit [Tutor Matching Services](https://tutormatchingservice.com/TAMUCT) [https://tutormatchingservice.com/TAMUCT] or visit the Tutoring Center in 111 Warrior Hall.

Chat live with a remote 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 Library & Archives

The University Library & Archives 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. [Schedule an appointment here](https://tamuct.libcal.com/appointments/?g=6956) [https://tamuct.libcal.com/appointments/?g=6956]. 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]

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. 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 [WCOOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at 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.

OPTIONAL 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](#) online

[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](#) 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 254-501-5805.

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 Course Resources module on course web site for netiquette guidelines). 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 web site in Course Resources module).

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Individual use of all copyrighted articles and cases is acceptable, however reproduction for others is prohibited without consent of the author or publication. 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.