

BUSI 5359 COURSE SYLLABUS

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

Course Information

<i>Course Number/Section</i>	BUSI 5359-130, CRN #11820
<i>Course Title</i>	Business Strategy Seminar
<i>Term</i>	Spring 2022
<i>Days & Times</i>	Online
<i>Class Location</i>	Canvas

Instructor Contact Information

<i>Instructor</i>	Soo Jung Kim, PhD.
<i>Email</i>	Soojung.kim@tamuct.edu
<i>Office Location</i>	Founder's Hall 217
<i>Office Hours</i>	By appointment only; WebEx or phone call meetings can be arranged
<i>Student-instructor interaction</i>	The easiest way to contact me is through email. I will respond to your emails in 24-48 hours on weekdays. My response may take longer on weekends. I will make an announcement on Canvas if I will be out of contact for an extended period of time. Please check Canvas periodically for announcements and course content.

Mode of Instruction and Course Access

This course is a 100% online course and uses the TAMUCT Canvas Learning Management System: [<https://tamuct.instructure.com>]. There are instructions that will follow in this to assist you with gaining access and technical support. It will be essential that you are familiar with the general use of Power Point, Microsoft Word and the Internet at a minimum.

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

Required Textbook: Crafting & Executing Strategy: The Quest for Competitive Advantage (Concepts and Cases), 21th Ed. Authors: A. A. Thompson, M. Petaraf, J. E. Gamble, A. J. Strickland. Publisher: McGraw Hill Education. ISBN 978-1259732782.

Course Overview and Description: This course is the integrating capstone course for the MBA program. The MBA Comprehensive Exam is represented by your combined individual score for the midterm and final examination of this course. We will examine the basic factors affecting the development and execution of business strategy, policy, and organizations as well as, examining the integration of the strategy and policy issues you have studied in the areas of marketing, finance, economics, distribution, and organization theory. The course will apply the analytical techniques of management and business through the use of case studies. How management intends to grow the business, how they will build a loyal clientele and outperform their rivals is the essence of crafting a strategy. The strategic plan must be implemented and executed in a manner that is superior to competitors and allows the firm to sustain a strategic competitive advantage. The strategy case will be an important emphasis of this course.

Course Objective: In this course, students will have the opportunity to learn about the theories, models, and frameworks that constitute the body of knowledge for strategic management. The course will demonstrate how those theories, models, and frameworks are applied in practice. Additionally, the course will provide students with the opportunity for synthesizing the theories, models, frameworks and tools of analysis within the context of a strategy case analysis and a business strategy simulation game.

Student Learning Outcomes: At the conclusion of the course the student should be able to:

- a) Understand what strategy is, why it is important, and how strategy plays a crucial role in determining a company's mission and direction.
- b) Understand the core concepts and analytical tools of the strategic management discipline, including the ability to analyze a company's external and internal environment.
- c) Understand how strategies are crafted, including generic competitive strategies, strategic competitive moves, international competition, and diversification.
- d) Understand how strategy is implemented, through building organizations capable of good strategic execution.
- e) Effectively apply the strategy concepts (stated in learning outcome a, b, c, and d) to a strategy case analysis and a business strategy simulation game, which will allow students to analyze, evaluate, and craft a strategic plan for a company which should lead to a competitive advantage, should attain or strengthen profitability, and should create stakeholder value, particularly shareholder value.

INSTRUCTOR POLICIES

Spelling, Grammar, and Writing Skills for reports: The content of all written assignments is what you will be evaluated on, provided that your spelling and grammar does not have major issues. While a few spelling and grammar mistakes are acceptable and will not affect your grade, I reserve the right to remove of up 10% of the points of a written assignment for excessively bad grammar and spelling mistakes. Students who proofread their work, use spelling and grammar checking tools, or obtain help from the University Writing Center (described above) should not be affected by this policy.

Participation in Group Work: This class includes an important group work component. All members in a group are expected to do their fair share of work. If a group member is not pulling his or her weight in a group project, any other group member can contact me to request that a peer-evaluation be given at the end of the semester for their group. If a group elects to do a peer review, each group member will be asked to fill out an evaluation form based on a 5-point scale. A student needs an average rating of 2.5 to receive the full group grade. Students receiving an average grade below 2.5 and above 1.5 from the other group members will see their group grade reduced by 40%. If a student has an average group grade under 1.5, this student will receive zero points on the group work component of the course. If no members of a group request a peer review, then I will assume that the work was shared fairly, and all students will receive the same grade for group work.

Academic Honesty and Cheating: All work for individual assignments and exams must be your own. You may not collaborate in any way on online exams. Any students who deliberately cheats on an exam will receive a zero grade for that exam and be reported to the university's Office of Student Conduct.

Submitting Assignments and Late Policy: Students need to submit their assignments (e.g., forum posts and response to a fellow class member, midterm and final examinations) within the allotted time for each module. As can be seen on the course outline, modules close at a preset date and time. Once a module is closed, the submission period is over and students will receive zero points for the module. Late submissions will only be allowed for unanticipated and legitimate reasons (e.g., unforeseeable emergency). Traveling, loss of internet access, or simply forgetting about an assignment are not considered to be unanticipated and legitimate circumstances.

Required Studying: Instructor-Created/Provided Materials and Book Chapters: Lessons are a major type of module used for instruction in this online class. While *Lesson Forum Discussions* (detailed next in the Assessments section of the syllabus) are the equivalent of face- to-face discussions, studying the materials as instructed is the equivalent of attending a lecture. You are required to study the material as instructed if you want to succeed in the class. Studying for a module may include: listening/watching to instructor-created audio and/or video content (e.g., narrated presentation), listening/watching instructor-provided audio and/or video content (e.g., a news segment about an event that impacts business strategy), reading instructor-created notes and PDFs, reading instructor-created slides, reading-instructor provided slides, and lastly, reading book chapters as instructed.

COURSE REQUIREMENTS AND ASSESSMENTS

<INDIVIDUAL WORK COMPONENT>

Lesson Forum Discussions (12 x 10 points)

Lesson forum discussions are intended to emulate a class setting and to trigger conversations between classmates about strategy. This is an essential component of any strategy course, as students typically share a wealth of knowledge derived from everyone's unique thoughts, ideas, experiences, and background. Forum discussions rely on the principles of *learner-learner interaction* to deepen the understanding of each lesson. As your instructor, I will rarely intervene in discussions, but will read every post and grade them according to their adequacy. To receive a maximum grade for a forum discussion, students must make at least two posts: 1. a primary post should respond to a set of questions asked by the instructor regarding the subject matter (questions to which answers will often be opinion or research based); and 2. a secondary post should respond to at least one other student (an answer should include at least 3 sentences and be relevant to the fellow student's initial post—generic answers will not get points). Grading for forum discussions largely depend on your ability to follow instructions and give well-justified answers; and not on your ability to be right or wrong like in an exam. Students are encouraged to enjoy learner-learner interactions in forums and should see them as equivalent to a class discussion. Lesson forum discussions are mandatory, and students who do not participate in a given module will not earn points for that module.

Business Case Study (2 x 30 points)

For two times during the semester, we will read business cases (eg. Harvard Business Review) which are relevant to the course material and meet online for live discussions. Business case studies are effective pedagogical tools used in many MBA classrooms around the world to promote critical thinking and disentangle complex business concepts. More details on the chosen case studies, requirements and meeting schedule will be available later during the semester.

Midterm and Final Examination (2 x 170 points)

This course has two equally-weighted examinations. The midterm examination will reflect lessons and chapters 1 through 6, while the final examination will reflect lessons and chapters 7 through 12. Examinations include both multiple choice and essay questions. Announcements with more information will be made prior to each examination.

If you are an MBA student subject to a comprehensive examination, then this course's midterm and final examination will constitute your comprehensive examination. Strategy is the capstone course for MBA programs, and incorporates the knowledge you have acquired in other courses.

Business Strategy Game (180 points)

The Business Strategy Game (BSG) simulation is intended to give you an opportunity to practice the concepts taught in this class. Students will be assigned to individual companies at the beginning of the game, and will compete against their classmates' companies within an industry. The competitive head-to-head game encourages strategic decisions and forward thinking to cultivate a winning advantage just as in real industries. Students are encouraged to read pages 12-16 of the course textbook to learn more about

the BSG.

Separate instructions and a schedule for the BSG will be provided in Canvas. However, the BSG is accessed on **BSG-online.com**, not Canvas.

<GROUP WORK COMPONENT>

Strategy Case Analysis – Written Report (200 points)

Students will have to write a full strategy case analysis that covers all aspects of strategic management taught in this class. This is the most important single assignment of the MBA capstone course and the highest weighted (200 points). As such, the case analysis requires a significant time commitment from all group members. Groups will conduct a full strategic management case analysis consisting of an 8 to 12 pages single-spaced report, in addition to attachments and appendices.

The strategy case analysis component of the course will start after the midterm and a dedicated module will be made available on Canvas. As their first tasks, students will get to pick a company and group. The instructor will decide which strategy cases are available to groups.

Specific instructions will be provided when the strategy case module opens.

Strategy Case Analysis – Video Presentation (100 points)

Your group will need to make a video recording of a compelling presentation of your strategy case analysis. The presentation video should include slides (large format) and a face recording of the speaker (smaller cutout within each video). Each group member is expected to speak. This type of video recording is consistent with the Management and Marketing department standard for video recording implemented in other graduate classes. Software information and instructions will be provided in the strategy case module.

SUMMARY OF GRADING CRITERIA

<u>Assessments:</u>		<u>Points:</u>	<u>Percentage:</u>
Lesson Forum Discussions	12x10	120	12%
Business Case Studies	2x30	60	6%
Midterm Examination		170	17%
Final Examination		170	17%
Business Strategy Game (administered separately)		180	18%
Strategy Case Analysis – Written report		200	20%
Strategy Case Analysis – Video presentation		100	10%
Total points:		1000	100%

Note: Final grades will be calculated using a standard scale (900-1000 points=A, 800-899 points=B, 700-799 points= C, 600-699 points=D, less than 600 points= F). Students begin the class with 0 points and earn points throughout the semester. Although changes to this grading criteria are rare, I reserve the right to adjust point allocation based on the pace of the class.

Grades will be posted on Canvas on a regular basis, although it may take the instructor up to 7 days to post grades.

Posting of Grades

Your BSG grades will be posted following the completion of the simulation towards the end of the semester. Other assignments and exam grades will be posted within six business days in Canvas. Because the instructor teaches other courses with grading responsibilities as well, certain assignments which need my feedback will be prioritized in grading when there are multiple assignments in waiting to be graded. Your grades are always posted and available in Canvas.

When you send Canvas messages to me, they automatically get forwarded to my email inbox. Unfortunately I noticed that once in a while, a message that a student sends gets left out and do not automatically get forwarded as they normally should. I never leave a student stranded so if you do not hear back from me in a maximum of three days, please kindly message me again or email me directly. I will also try to check my Canvas message box from time to time just in case there are messages that did not get forwarded.

COURSE SCHEDULE

(Subject to change at the instructors' discretion)

Important, read first:

- Typically, lesson modules open on **Mondays at 6pm** and close on the following Sundays at 11:59pm. Students have a little over 6 days to complete each lesson.

Module Name	Starts (opens)	Due date	Activity	Due (The BSG is accessed on BSG-online.com, not Canvas)
Course Orientation	Tues, Jan 18	Sun, Jan 23	Post to the "Present yourself" forum (required to show that you are active in the course) <i>Read and review syllabus</i>	Present yourself post.
Lesson 1	Mon, Jan 24	Sun, Jan 30	Study professor-created video lectures and provided content, as well as <i>Chapter 1</i> - What is strategy and why is it important? Post to the Lesson 1 forum and respond to at least one other student's post.	Lesson 1 forum posts
Lesson 2	Mon, Jan 31	Sun, Feb 6	Study professor-created video lectures and provided content, as well as <i>Chapter 2</i> - Charting a company's direction Post to the Lesson 2 forum and respond to at least one other student's post.	Lesson 2 forum posts

BSG instructions	Tue, Feb 8	Tue,	<u>Read BSG instructions for BSG due dates.</u> Participate in BSG game throughout the semester.	
Lesson 3	Mon, Feb 7	Sun, Feb 13	Study professor-created video lectures and provided content, as well as <i>Chapter 3 - Evaluating a company's external environment</i> Post to the Lesson 3 forum and respond to at least one other student's post. BSG participation (first deadline is Feb 8).	Lesson 3 forum posts BSG Decision Round Practice Year 11
Lesson 4	Mon, Feb 14	Sun, Feb 20	Study professor-created video lectures and provided content, as well as <i>Chapter 4 - Evaluating a company's resources, capabilities, and competitiveness</i> Post to the Lesson 4 forum and respond to at least one other student's post. BSG participation.	Lesson 4 forum posts BSG Decision Round Practice Year 12
Lesson 5	Mon, Feb 21	Sun, Feb 27	Study professor-created video lectures and provided content, as well as <i>Chapter 5 - The five generic competitive strategies</i> Post to the Lesson 5 forum and respond to at least one other student's post. BSG participation.	Lesson 5 forum posts BSG Quiz
Lesson 6	Mon, Feb 28	Sun, Mar 6	Study professor-created video lectures and provided content, as well as <i>Chapter 6 - Strengthening a company's competitive position: Strategic moves, timing, and scope of operations</i> Post to the Lesson 6 forum and respond to at least one other student's post. BSG participation.	Lesson 6 forum posts BSG Decision Round Year 11
Midterm	Mon, Mar 7	Sun, Mar 13	Midterm. Lessons and chapters 1-6. Will be online on Mon, Mar 7 at 6:00pm. Students have until Sun, Mar 13 at 11:59pm to take the midterm. BSG participation.	Midterm examination BSG Decision Round Year 12
Strategy Case	Mon, Mar 21	-	Module will be open by Mon, Mar 21 at 6pm. Students should study the instructions and must join a team by Sun, Mar 27, 11:59pm.	Group & case choice
Lesson 7	Mon, Mar 21	Sun, Mar 27	Study professor-created video lectures and provided content, as well as <i>Chapter 7 - Strategies for competing in international markets</i> Post to the Chapter 7 forum and respond to at least one other student's post.	Lesson 7 forum posts BSG Decision Round Year 13

			BSG participation.	
Lesson 8	Mon, Mar 28	Sun, Apr 3	Study professor-created video lectures and provided content, as well as <i>Chapter 8 - Corporate strategy: Diversification and the multibusiness company</i> Post to the Chapter 8 forum and respond to at least one other student's post. BSG participation.	Lesson 8 forum posts BSG Decision Round Year 14
Lesson 9	Mon, Apr 4	Sun, Apr 10	Study professor-created video lectures and provided content, as well as <i>Chapter 9 - Ethics, corporate social responsibility, environmental sustainability, and strategy</i> Post to the Chapter 9 forum and respond to at least one other student's post. BSG participation.	Lesson 9 forum posts BSG Decision Round Year 15
Lesson 10	Mon, Apr 11	Sun, Apr 17	Study professor-created video lectures and provided content, as well as <i>Chapter 10 - Building an organization capable of a good strategy: People, capabilities, and structure.</i> Post to the Chapter 10 forum and respond to at least one other student's post. BSG participation.	Lesson 10 forum posts BSG Decision Round Year 16
Lesson 11	Mon, Apr 18	Sun, Apr 24	Study professor-created video lectures and provided content, as well as <i>Chapter 11 - Managing international operations: Actions that promote good strategy execution.</i> Post to the Chapter 11 forum and respond to at least one other student's post.	Lesson 11 forum posts BSG Decision Round Year 17
Lesson 12	Mon, Apr 25	Sun, May 1	Study professor-created video lectures and provided content, as well as <i>Chapter 12 - Corporate culture and leadership: Keys to good strategy execution.</i> Post to the Chapter 12 forum and respond to at least one other student's post.	Lesson 12 forum posts
Final	Wed, May 4	Tue, May 10	Final. Lessons and chapters 7-12. Will be online on Wed, May 4 at 6:00pm. Students have until Tue, May 10 at 11:59pm to take the final.	Final examination
Strategy Case	-	Wed, May 11	Submit <i>case analysis write-up</i> and the <i>video recording of your presentation</i> by Wed, May 11 at 11:59pm.	Case analysis write-up. Submit video pres.

Important University Dates:

January 18, 2022	Classes Begin for Spring Semester
January 20, 2022	Deadline for Add, Drop, and Late Registration for 16- and First 8-Week Classes
February 2, 2022	Deadline to Drop 16-Week Classes with No Record
March 14-18, 2022	Spring Break (No Classes - Administrative Offices Open)
March 21, 2022	Class Schedule Published for Summer Semester
March 25, 2022	Deadline for Spring Graduation Application for Ceremony Participation
April 1, 2022	Deadline for GRE/GMAT Scores to Graduate School Office
April 4, 2022	Registration Opens for Summer Semester
April 8, 2022	Deadline to Drop 16-Week Classes with a Quit (Q) or Withdraw (W)
April 16, 2022	Deadline for Final Committee-Edited Theses with Committee Approval Signatures for Spring Semester to Graduate School Office
May 13, 2022	Deadline to Withdraw from the University for 16- and Second 8-Week Classes
May 13, 2022	Spring Semester Ends
May 13, 2022	Deadline for Applications for Tuition Rebate for Spring Graduation (5pm)
May 13, 2022	Deadline for Spring Degree Conferral Applications to the Registrar's Office. \$20 Late Application Fee.
May 14, 2022	Spring 2022 Commencement at Bell County Expo 7 PM

General Class Policies

Demonstrate PROFESSIONAL INITIATIVE at all times by taking responsibility for one's own performance in the course, as well as for any opportunities one may be able to take to enhance the course for others. This should be demonstrated vis-à-vis course assignment details, course deadlines (and personal time management, generally), contributions to group work, use of required course technology, and the anticipation and competent management of contingencies relating to oneself and to others that may affect one's performance in the course (e.g., job, family, other courses).

Demonstrate PROFESSIONAL COURTESY at all times by maintaining a professional tone in all communication with all persons involved with this course: peers, professor, teaching assistant, etc. This includes any communication that may involve reporting interpersonal conflict, engaging in discussions or disputes, or giving / responding to negative feedback. Professional courtesy also includes a commitment to listening well, and to engaging in meaningful dialogue where other parties are given ample opportunity to contribute to the discussion or assignment at hand without fear of disruption, retribution, or unwarranted criticism. Finally, it also includes common courtesies such as letting group members know in advance if you going to be unavailable for a scheduled meeting, or if you are going to miss an agreed-upon deadline due to an unforeseen disruption.

Demonstrate PROFESSIONAL INTEGRITY at all times by complying with all guidelines and restrictions regarding the completion of student work, the use of external sources, and the general compliance with the TAMUCT academic integrity policy, and the giving of specific, accurate, and timely peer performance evaluation.

Demonstrate a commitment to PROFESSIONAL DEVELOPMENT at all times by reading, comprehending, integrating, and applying all textbook and other reading materials, audio and video supplements to all course assignments and activities (as measured by exams, cases, simulation, reviews etc.), and by successfully completing all assignments and activities to the best of one's abilities at the present time.

Demonstrate PROFESSIONAL MATURITY at all times by accepting the circumstances under which one has chosen to attempt to complete this course, and by accepting the evaluation of one's work by one's peers and/or instructor without complaining or resorting to irrelevant appeals (e.g., "this could hurt my GPA," "I was really busy," etc.). This is notwithstanding any exceptional situations in which a student is able to provide written documentation that a legitimate, objective evaluation error has been made, or in which normal evaluation policy should be set aside because of a documented emergency.

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.

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, 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, contact your instructor.

Online Proctored Testing

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

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.

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.

[<https://dynamicforms.ngwebsolutions.com/casAuthentication.aspx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2FSubmit%2FForm%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.

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>].

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].

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](#) Canvas page (log-in required) [<https://tamuct.instructure.com/courses/717>]

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]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](#) 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>] 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 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 Spring 2022 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 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 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 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>].