



BUSI 3344-115, 60145: Global Business Environment

COURSE SYLLABUS

8 Week Online, Jun 6- Jul 29, 2022

Instructor: Dr. Leyla Orudzheva
Office: Founders Hall Suite 217L
Email: Leyla.orudzheva@tamuct.edu

Office Hours:

Online by appointment –via Teams/Webex

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 (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course web site and Library eReserves.

Student-instructor interaction:

For questions related to course requirements, syllabus, group project, and subject content, I encourage students to interact with me by asking questions on the “Course Q&A” Discussion Forum so my answers can also benefit the rest of the class. Remember that if you have a question, some of your classmates might have similar questions and would most likely be interested in the answers. Hence, students should “Subscribe” to this discussion forum to be notified of new messages.

TAMUCT Canvas messaging system is the preferred communication method for all individual questions (e.g., individual student’s grades, request of extensions in case of a documented emergency, issues with group members, other personal matters you may want to discuss, etc.). I check messages regularly and usually respond within 24h during weekdays (48h during weekend and holidays).

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

COURSE INFORMATION

Course overview and objectives: This course covers key concepts and issues in the current global business environment. Political, financial, cultural, and regulatory effects on firm-level operations will be emphasized.

This course is designed to increase the student's understanding of the complexity and the continuously evolving nature of global business. The course will introduce issues, such as the role of trade, investment liberalization, economic integration, and the multinational enterprise. We will examine the influence of cultural, social, religious, economic, political, geographic, philosophical, and environmental forces on competitiveness of an international business. This course also facilitates (cross-cultural) collaboration within a diverse project team.

Student Learning Outcomes:

- a) Develop cross-cultural sensitivity to interact with individuals from different business cultures.
- b) Analyze the cultural, legal, political, and economic forces of international business environment.
- c) Understand specific trade and investment theories.
- d) Understand the impact of government intervention and trade agreements on global business decisions.
- e) Explain the reasons and methods of entering international business through foreign markets and through domestic import/export markets.
- f) Select appropriate entry modes and business organization models to match strategic international business marketing and/or production objectives.
- g) Apply basic marketing, management, and human resource principles to doing business in various countries.
- h) Collaborate professionally and effectively use project management skills in a diverse work group.

Required Textbook and Readings:

Morris, S., & Oldroyd, J. (2020). *International business*. (2nd Ed.) John Wiley & Sons. ISBN 13: 9781119693246

COURSE REQUIREMENTS

Individual Assignments

1. Syllabus Quiz

2. Students Introduction Discussion #1

3. Module Forum Discussions #2-4:

Module forum discussions are designed to engage online conversations amongst students about module topics. This is an essential component of this course, as students typically share knowledge derived from their specific perspectives, ideas, and experiences. Forum discussions rely on the principles of learner-learner interaction to deepen your understanding of the material. Instructors rarely intervene in discussions, but every post is read and graded according to their appropriateness for that subject, degree of accuracy, and the extent to which a post/response furthers the conversation.

To receive a maximum grade for each forum discussion, students must post their Initial response & Respond to a classmate(s), draw upon relevant course and external resources to support their statements, and cite them appropriately:

Additional details along with Grading Rubrics will be provided in Canvas.

4. Cultural Interview Report

The cultural interview must be conducted with a person who has a different nationality than yours, or with a person who originates from a different nation. Assignment guidelines will be provided in Canvas.

5. Exams (2 @ 150 points each)

Two examinations are required for your final grade. Students must complete at least two exams which cover textbook material, all supplemental resources provided in the module folders (e.g. audio/videos, lectures, readings, case studies, discussions, etc.). The exams ensure that you have read, listened to, and understood the materials provided, as this substitutes for an in-class lecture. Three exams will be available:

1. **Exam 1** covers the first half of the course.

2. **Exam 2** covers the second half of the course.

3. The **Final comprehensive exam** covers the entire semester.

Note: Students are welcome to take all three exams, in which case the lowest grade will be dropped. If a student is satisfied with her/his first two exam grades, s/he can skip the final exam. In all cases, the lowest of the three exam grades will be dropped. Exams will be accessible on CANVAS and contain multiple-choice and true/false questions.

Group assessment

Students are assigned to groups at the end of the 1st week. Your group will produce three interconnected international business assignments: each building on the previous assignment (details found in the guidelines).

Group assignments create opportunities to collaborate with your peers and develop your professional, analytical, operational, and project management skills. Working with colleagues who have diverse work experiences, cultural backgrounds, areas of expertise, and educational credentials offer opportunities to fine tune your communication skills and negotiation competences. Indeed, project deadlines for online (international) collaboration simulates modern work conditions that you will likely face in your career. When you successfully navigate this set of projects, you should know more about the global business environment, how to plan an international entry strategy, and how to more efficiently lead yourself and others in your team.

The three group assignments in this course reinforce skills relevant both to group and to individual work. These skills include the ability to break complex tasks into parts and steps, how plan and manage time, how refine understanding through plenary discussion and explanation, how to give and receive feedback on performance, how challenge assumptions, and how develop stronger communication skills. Ultimately, class assignments facilitate development of critical group project skills which are in high demand on the job market. For example, group projects help students develop skills specific to collaborative efforts relevant to global business settings.

Initial Country Research Report

The initial country research report forms the foundation for the final country report. There will be two broad topics to be researched related to trade and monetary environment, and to international opportunity and market entry into a foreign country. This is the first part of your three-part assignment. Detailed instructions will be provided in Canvas.

Students will be given an opportunity to peer review an Initial report done by other groups to learn from their peers & to earn extra credit.

Final Country Group Presentation

Each group will present their country group report online in one consolidated video file. Groups are expected to make a professional presentation highlighting significant findings from the final country report. Each group member is expected to present a part of the project. More detailed instructions will be published in CANVAS.

Final Country Group Report

The final country group report builds on the initial country report. By the end of the semester, your group will provide a full business report regarding the entry of a new product in your selected country. This report includes two major components: a country analysis (including an analysis of political, legal, economic, monetary, trade, and cultural environments) and a proposed plan for new product entry (including an analysis highlighting the challenges and opportunities of doing business in your chosen country, a description of your product, a competitor analysis, and an entry strategy). More detailed instructions will be published in CANVAS.

Peer review of groups

Students' involvement in team activities will be evaluated by peers using a collective Peer Evaluation process. Each team project component will be accompanied with a collective peer evaluation. Based on the grade awarded by peers, a student will either receive the full points associated with the team grade on a relevant team assignment or only a portion of the points.

NOTE 1: No later than 24 hours after a peer evaluation due date, any team member may request that the instructor arbitrate team ratings. If arbitration is requested, and conducted, the decision of the instructor will be final. The Peer Evaluation will be submitted with each of the team assignments.

NOTE 2: A student not putting effort in the team's work can be "fired" from his or her team by his/her team members and after the instructor's approval. Such student will have to complete the remaining team project parts on his own with a maximum possible grade capped at 79%. Furthermore, a student fired from a team won't be able to earn points for the Team presentation.

Details about peer review requirements and a template for Collective Peer Evaluation will be published on CANVAS.

Grading Rubrics

Grading rubrics are provided for all course assignments within the Canvas course web site. Students should always consult the grading rubric for each assignment prior to submitting, so that you fully understand the expectations and grading criteria.

There are 850 grading points available in this class, assigned as follows:

Syllabus Quiz	20
Introductory Discussion Forum	10
Exam (2@150_	300
Discussion Forums 2-4 (3@40 points)	120
Cultural Interview	100
Initial Country Research Report	100
Final Country Research Presentation	50
Final Country Research Report	150
Total:	850 points

Grades are assigned as follows:

<u>Course Grade</u>	<u>%</u>	<u>Points Required</u>
A	90% X 850	765-850
B	80% X 850	680-764.99
C	70% X 850	595-679.99
D	60% X 850	510-594.99
F	<60%	<510

Grading Policy

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.

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 Exams will be posted after the availability period has expired. Grades for written assignments will be posted by one week after it is due.

COURSE OUTLINE AND CALENDAR

Unless otherwise noted, all written assignments are due on Sundays of a corresponding week by 23:59.

Exams open on Mondays of a corresponding week and remain open through the following Sunday until 23:59

This is not a self-paces course and students are expected to meet all deadlines to succeed in the course.

(NB! Considering the large window of availability for exams, no make-ups are allowed.)

Module	Dates	Topic /Readings	Assignments & online activities
1	Week 1 Jun 6-12	Course Overview and Introduction Ch. 1 – Globalization Ch. 2 - Analytical tools for IB Ch. 8 - Culture	✓ Read Syllabus ✓ Buy textbook ✓ Complete the Syllabus Quiz ✓ Study all content provided in the Canvas module ✓ Post to Student Introduction Discussion #1 (required to show you are active in the course & to be assigned to a group project) ✓ Start working on your Cultural Interview: identify an appropriate interviewee and schedule the interview
2	Week 2 Jun 13-19	Ch. 3 - Political systems Ch. 4 - Legal environment (Ethics) Ch. 5 - Economic systems	✓ Study all content provided in the Canvas module ✓ Check groups membership & start working on the Initial Country Research Report ✓ Submit your Cultural Interview
3	Week 3 Jun 20-26	Ch. 7 Trade Ch. 12.4 Protecting intellectual property Ch. 9 Sustainability	✓ Study all content provided in the Canvas module ✓ Post to Discussion 2 Trade Wars and Tofu

4	Week 4 Jun 27-July 3	Ch. 14 International Strategy Ch. 13 Country selection & entry modes Ch. 15 International organizational structures	<ul style="list-style-type: none"> ✓ Study all content provided in the Canvas module ✓ Post to Discussion 3 International strategy application
5	Week 5 July 4-10 4 th of July campus closed in observance of the Independence Day		<ul style="list-style-type: none"> ✓ Take Exam 1 (Ch.1-5, 7-9, 12.4-15) ✓ Submit Initial Country Research Report & collective peer evaluation
6	Week 6 Jul 11-17	Ch. 17 Global marketing Ch. 18 Global operations & supply chain management	<ul style="list-style-type: none"> ✓ Study all content provided in the Canvas module ✓ Complete Initial Country Research Report Peer review (20 Extra credit pts) by Tuesday NOON
7	Week 7 Jul 18-24	Ch. 16 Global leadership Ch. 19 Global Human resource management Ch. 20 Global finance & accounting	<ul style="list-style-type: none"> ✓ Study all content provided in the Canvas module ✓ Post to Discussion 4 Global HRM ✓ Submit Research Report Presentation ✓ Take Exam 2 (Ch. 16-20)
	Week 8 Jul 25-29	Course wrap-up	<ul style="list-style-type: none"> ✓ Submit Final Country Research Report with collective peer evaluation by Wednesday NOON ✓ Comprehensive exam (optional) due by Thursday, July 28, 11:59 pm. ✓ Complete End-of-Course Evaluation Survey

Import University Dates (subject to change!):

<https://www.tamuct.edu/registrar/academic-calendar.html>

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, 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.

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.

For this course, you will need reliable and frequent access to a computer and to the Internet. Check browser and computer compatibility for all computers you will be using for this course this semester. This is a CRITICAL step as these settings are important when you take an exam or submit an assignment.

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”.

For issues with **Canvas**, use the Canvas Support Resources noted on the previous page.

For issues related to course content and requirements, contact Dr. Orudzheva via Canvas messages or the “Course Q&A” Discussion Forum.

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.ashx?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),
[<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].

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>]

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, 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 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 [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 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.

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. [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].

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 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/student-affairs/bat.html) website for more information [https://www.tamuct.edu/student-affairs/bat.html]. 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.

INSTRUCTOR 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 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. A link for APA guidelines is included in the Additional Resources module on the course web site.

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.

Professor Orudzheva 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.