College of **Business Administration**

Online course MGMT 5311 – 110 Sustainable Operations & Services (CRN: 10230)
Spring 2023 – 16 Weeks – January 17 – May 12
Texas A&M University – Central Texas

COURSE DATES, MODALITY, AND LOCATION
This course runs from January 18 to May 13, 2021. This course is a 100% online course and uses the A&M-Central Texas Canvas Learning Management System: https://tamuct.instructure.com. Students should use your MyCT account and password (i.e. xx111).

INSTRUCTOR AND CONTACT INFORMATION
Instructor: Vinay Gonela
Office: Founder's Hall (FH) 217N
Phone: 254-501-5846
Email: Preferred email for course – Canvas "Inbox"
vinay.gonela@tamuct.edu

Office Hours: My office hours will be on Monday 1:00PM to 4:00PM and Tuesday 9:00AM – 12:00PM. Office hours will be conducted in online modality. For online meetings, I will be available through Microsoft Teams. However, students are required to schedule an appointment by sending a meeting request through "Canvas Inbox" to avoid congestions in scheduling. In addition, students can send me questions related to this course to my "Canvas Inbox". I will try to respond to the student's questions within 24 hours. It is to be noted that I will be as flexible as possible in terms of meeting with you online. Therefore, feel free to request Microsoft Teams meeting, if you are struggling with this course. Any questions unrelated to this course can be directed to my email: vinay.gonela@tamuct.edu. Any deviations in office hours and correspondence due to meetings and conferences will be communicated to students through instructor announcements.

Student-instructor interaction: As suggested in office hours, students can contact me through canvas in two ways in relation to this course: (1) schedule a Microsoft Teams meeting; and (2) ask questions in relation to the course through "Canvas Inbox". I often check my "Canvas Inbox" twice a day. I will try to respond to your questions with 24 hours. *Student engagement and success is very important to me; therefore, I suggest you contact me as soon as you realize that you have a question or struggling with course content.*

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 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]
    o Android Phone / Tablet
       [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/]

Course Overview and description: This course focuses on providing students with a broad understanding and knowledge of operations and service management concepts. Emphasis will be placed on incorporating various aspects of sustainability, while designing, managing and controlling business operations and services. In addition, students will be exposed to several analytical tools, models and methodologies that are necessary to design, develop and evaluate various sustainable business operations. Prerequisites: Management and Statistics Leveling.

Course Learning Objective (CLO): All the course objectives can be achieved by mastering each weekly objective. At the end of the course, students meet the CLOs by achieving acceptable grade of 80% or above for the entire course.

CLO 1: Identify and explain effectively the dynamics of operations and services in various business operations
CLO 2: Demonstrate the effective use of operations and service management concepts, models, tools, and methodologies related to both manufacturing and services-based organizations
CLO 3: Apply decision making and analytical skills to solve operations and service-related problems
CLO 4: Explain sustainability concepts comprehensively as applied to business operations and services
CLO 5: Use sustainability while analyzing operations and services and Vice versa
CLO 6: Design sustainability driven business operations and services

Week based Student Learning Outcomes (W_SLO): W_SLO enable students to master the skills in each chapter. Gaining proficiency in each of the week's objective will enable students achieve CLOs. Students gain proficiency by achieving an acceptable grade of 80% or above for the entire course.

Week 1 (CLO4): After completing this week, students should be able to:

W1_SLO 1.1: Define the term Sustainability
W1_SLO 1.2: Explain triple bottom line in sustainability

Week 2 (CLO1, CLO2, CLO3, CLO6): After completing this week, students should be able to do:
W2_SLO 2.1: Define Operations management
W2_SLO 2.2: Explain the distinction between goods and services
W2_SLO 2.3: Explain the difference between production and productivity
W2_SLO 2.4: Compute single factor and multi factor productivity
W2_SLO 2.5: Identify critical variables in enhancing productivity
W2_SLO 2.6: Explain how stakeholder engagement increases productivity, sustainability and profit

Week 3 (CLO 1, CLO 2, CLO 3, CLO 4, CLO 6): After completing this week, students should be able to do:
W3_SLO 3.1: Define mission and strategy
W3_SLO 3.2: Identify three strategic approaches to competitive advantage
W3_SLO 3.3: Understand the significance of key success factors and core competencies
W3_SLO 3.4: Use factor rating to evaluate both country and outsource providers
W3_SLO 3.5: Identify and explain four global operations strategy options
W3_SLO 3.6: Develop factor rating method to determine sustainable business

Week 4 (CLO 3): After completing this week, students should be able to do:
W4_SLO 4.1: Use Gantt chart for scheduling
W4_SLO 4.2: Draw activity-on-activity (AOA) networks
W4_SLO 4.3: Complete forward and backward passes for a project
W4_SLO 4.4: Determine a critical path for a project
W4_SLO 4.5: Calculate the variances of the activity times

Week 5 (CLO 2, CLO 3, CLO 5): After completing this week, students should be able to do:
W5_SLO 5.1: Understand the three time horizons and which models apply for each
W5_SLO 5.2: Explain when to use each of the four qualitative models
W5_SLO 5.3: Apply the naïve, moving average, exponential and trend methods
W5_SLO 5.4: Compute Mean absolute deviation and mean square error
W5_SLO 5.5: Conduct a regression and correlation

Week 6 (CLO 1, CLO 2, CLO 3, CLO, CLO 5): After completing this week, students should be able to do:
W6_SLO 6.1: Define product life cycle
W6_SLO 6.2: Describe a product development system
W6_SLO 6.3: Explain how time-based competition is implemented by operations management
W6_SLO 6.4: Describe how products and services are defined by operations management
W6_SLO 6.5: Explain how the customer participates in the design and delivery of services
W6_SLO 6.6: Apply decision trees to product and sustainability issues

Week 7 (CLO 3, CLO 4, CLO 5, CLO 6): After completing this week, students should be able

to do:
W7_SLO 7.1: Describe corporate social responsibility
W7_SLO 7.2: Describe sustainability
W7_SLO 7.3: Explain 3Rs for sustainability
W7_SLO 7.4: Calculate design for disassembly
W7_SLO 7.5: Explain the impact of sustainable regulations on operations

Week 9 (CLO 1, CLO 2): After completing this week, students should be able to do:
W9_SLO 9.1: Define Quality and TQM
W9_SLO 9.2: Describe the ISO international quality standards
W9_SLO 9.3: Explain what six-sigma is
W9_SLO 9.4: Explain how benchmark is used in TQM
W9_SLO 9.5: Explain quality robust products and Taguchi concepts
W9_SLO 9.6: Use the seven tools of TQM

Week 10 (CLO 1, CLO 2, CLO 4): After completing this week, students should be able to do:
W10_SLO 10.1: Describe four process strategies
W10_SLO 10.2: Compute cross over points for different processes
W10_SLO 10.3: Use the tools for process analysis
W10_SLO 10.4: Identify recent advances in production technology
W10_SLO 10.5: Describe systems thinking and systems approach to sustainability

Week 11 (CLO 1, CLO 2, CLO 3, CLO 5): After completing this week, students should be able to do:
W11_SLO 11.1: Identify and explain seven major factors that affect location decisions
W11_SLO 11.2: Compute labor productivity to determine the best location
W11_SLO 11.3: Apply factor rating for location decisions
W11_SLO 11.4: Use center of gravity method
W11_SLO 11.5: Understand the difference between service and industrial sector location analysis
W11_SLO 11.6: differentiate the location decisions under economic, environmental and social aspects of sustainability

Week 12 (CLO 1, CLO 2, CLO 5): After completing this week, students should be able to do:
W12_SLO 12.1: Explain the strategic importance of the supply chain
W12_SLO 12.2: Identify six sourcing strategies
W12_SLO 12.3: Explain issues and opportunities in the supply chain
W12_SLO 12.4: Describe the steps in supplier selection
W12_SLO 12.5: Explain major issues in logistics management
W12_SLO 12.6: Explain closed loop supply chain and industrial symbiosis concepts

Week 13 (CLO 1, CLO 2, CLO 3): After completing this week, students should be able to do:
W13_SLO 13.1: Conduct an ABC Analysis
W13_SLO 13.2: Explain and use cycle counting
W13_SLO 13.3: Explain and use the EOQ model for independent inventory
W13_SLO 13.4: Apply production order model
W13_SLO 13.5: Explain and use quantity discount model

Week 14 (CLO 1, CLO 2, CLO 3): After completing this week, students should be able to do:
W14_SLO 14.1: Define JIT, TPS and lean operations
W14_SLO 14.2: Define the seven wastes and the 5Ss
W14_SLO 14.3: Explain JIT partnerships
W14_SLO 14.4: Define Kanban
W14_SLO 14.5: Explain the principles of the Toyota Production System

Criteria for meeting all course objectives and outcomes: Students meet competency requirements for this course by achieving a minimum of 80% or above grade in the entire course.

Required Reading and Textbook(s):
This section presents the course material required for this course.
Required Textbook: Operations Management (Text only)
Author: Heizer
Edition: 12th
ISBN: 9780134130422

Note 1: A Student of Texas A&M University – Central Texas (TAMUCT) is not under any obligation to purchase a textbook from a university – affiliated bookstore.

Microsoft Excel: This course recommends students to complete assignments in excel such that the student's excel skills can be improved. Therefore, several class practices will use excel and assignments can be solved by using excel.

Other required materials: Apart from the required textbook, students should have access to computer with Microsoft Word, PowerPoint, and PDF reader along with proper internet service. Students can obtain a free PDF reader at http://www.adobe.com/products/acrobat/readstep.html. All the materials related to the course will be available in electronic format (lecture slides, video lectures, homework assignments, exams and solutions) in canvas: https://tamuct.instructure.com. Students will also be required to submit the scanned copies or images of the assignments and exams. Therefore, students are required to have scanner and/or camera to take pictures. Students are recommended to have a handheld calculator (should be able to perform square roots and above apart from addition, subtraction, multiplication and division – at a minimum) for calculations. Please feel free to contact me whenever you have difficulty in accessing the material.

COURSE REQUIREMENTS
The assessments in this section will measure the CLOs and W_SLOs stated in the course information section. In this course, some of the outcomes will be measured several times using discussions, assignments, case studies, and exams.

Discussions: There will be 13 discussions in this course. Select Discussions from the menu found on the left side of the Canvas class home page. All discussions and questions will be placed in their respective topics for ease of understanding by all class members and the instructor. All entries are threaded so that you may easily see a question and the respective responses to that question. All class members are required to fully participate in the discussions by sharing their perspectives

of a particular chapter or supplemental reading. Students have to post at least one new discussion and reply at least one discussion to receive full credit. **Please note that this does not mean you will post assignment and case study solutions to the assignments. Posting assignment and case study solutions to discussion will result in deduction of 20 points from final score for each instance.**

Assignments: There will be 12 assignments. Each assignment will be worth 20 points adding to 240 points. Each assignment will assess the CLOs pertaining to a chapter (see course outline and calendar). Each assignment will have several essay questions and problem-solving questions. The rubric for the assignment essay questions and problem-solving questions are available in page 17 and page 18 respectively. Students can handwrite, scan (or make image) and post the assignments to the canvas. However, make sure that the handwriting is readable. If the assignment is not readable, students will not receive any points. For assignments, students must show the work in order to receive full credit. Points will be awarded based on the correctness and quality of the work. Each assignment will assess CLOs and CH_SLOs pertaining to the chapter (see course information). However, all the assignments together will assess all the CLOs.

Case studies (CLO3, CLO4, CLO5, and CLO 6): There will be three case studies. Each case study is worth 50 points adding to 150 points. The rubric for case study will be provided when case study is given. The case study must be typed in APA style. Please refer to the following link for APA style: https://owl.english.purdue.edu/owl/resource/560/18/ . Students must show the work in order to receive full credit. Points will be awarded based on the correctness and quality of the work.

Exams (CLO1, CLO2, CLO3, CLO4, and CLO5): There will be a online exams. Each exam is worth 100 points. Both the exams will consist of essay questions and problem-solving questions. The rubrics for Exam essay questions and problems are provided in page 17 and page 18 of the syllabus.

Project (CLO1, CLO2, CLO3, CLO4, CLO5, and CLO6): There will be one project which will require students to write a report. The project will include either literature review or evaluate a company's business strategy such as location, process, and technology selection from a sustainability perspective. The topics might include, but not limited to closed loop supply chains, industrial symbiosis systems, waste management etc. The total points for the project will be 250 points which will include: (1) Project decision and topic selection; (2) Project deliverable 1; (3) presentation report and (4) Project peer evaluation. Note that project group selection does not have any points. The following presents the timeline for the project. All the information related to the project will be posted in project page.

Activities	Week														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Project group selection	■	■	■												
Project decision and topic selection				■	■										
Project deliverable 1						■	■	■	■	■					
Project report											■	■	■	■	■
Project peer evaluation															■

Note 2: For assignments, students can choose to handwrite. However, make sure to be readable when you handwrite the assignments. If the assignment is not readable, students will not receive any points.

Note 3: Check the course outline and Calendar section for assessment due dates. All the discussions and assignments will be due on Sunday @ 11:59 PM

Late submission policy: No late submissions will be accepted for this course.
Grading Policy: Following is the grading policy that will be used for this course:

Course Evaluation: Table 1 presents the point scale for each of the activities performed in this class.

Table 1: Activity scores and percentages

Activity	Point scale	Percentages
Discussions (13)	13*5 = 65	7.18%
Assignments (12)	12*20 = 240	26.52%
Case studies (3)	50*3 = 150	16.57%
Exam 1	100	11.05%
Exam 2	100	11.05%
Project decision and topic selection	20	2.21%
Project deliverable 1	30	3.31%
Project report	150	16.57%
Project peer evaluation	50	5.24%
Total	905	100%

Grade computation: Below is the grading scale for the course. Students earn the grades by completing the scheduled activities. There will no bonus points. Failure to submit the appropriate activities will result in a failing grade.

Grading Scale:
A = 814.5 – 905 (90% - 100%)   B = 724 – 814.499 (80% – 89.99%)
C = 633.5 – 723.99 (70% - 79%)   D = 543 – 633.499 (60% - 69.99%)
F = 542.99 and below (59.99% and below)

Grading Criteria Rubric and Conversion
The rubrics for essay questions and problems are provided in page 17 and page 18 respectively. It should be noted that assignments, and exams will contain essay questions and problems. Therefore, essay rubric (Page 17) will be used for essay questions and problems rubric (Page 18) will be used for problems. The rubric for the case study will be given with the case study.

Posting of Grades
All the grades will be posted on canvas. Students can view the grades in the "Grades" tab. The grades will be posted within one weeks of the submission.

COURSE OUTLINE AND CALENDAR

Complete Course Calendar (This is a tentative calendar and can change at the instructor's discretion)

Week	Reading	Homework
Week 1: 01/17 – 01/22	Syllabus Supplemental Reading: Research the term sustainability and triple bottom line	**Discussion 1 ("Meet and Greet") due by 01/22@ 11:59 PM** **Discussion 2 due by 01/22@ 11:59 PM** (CLO 4, W1_SLO 1.1 - W1_SLO 1.2)
Week 2: 01/23 – 01/29	Chapter 1 Supplemental Reading: http://www.huffingtonpost.com/nadine-b-hack/stakeholder-engagement_b_1556070.html	**Discussion 3 due by 01/29@ 11:59 PM** **Assignment 1 due by 01/29 @ 11:59 PM** (CLO1, CLO2, CLO3, CLO6, W2_SLO 2.1- W2_SLO 2.6)
Week 3: 01/30 – 02/05	Chapter 2 Supplemental reading: http://www.hindustantimes.com/india/india-s-cities-are-faced-with-a-severe-waste-management-crisis/story-vk1Qs9PJT8l1bPLCJKsOTP.html	**Discussion 4 due by 02/05 @ 11:59 PM** **Assignment 2 due by 02/05@ 11:59 PM** **Case study 1 due by 03/12 @ 11:59 PM** (CLO 1, CLO 2, CLO 3, CLO 4, CLO 6, W3_SLO 3.1- W3_SLO 3.6) **Project group selection due by 02/05 @11:59 PM**
Week 4: 02/06 – 02/12	Chapter 3	**Discussion 5 due by 02/12@ 11:59 PM** **Assignment 3 due by 02/12 @ 11:59 PM** (CLO 3, W4_SLO 4.1- W4_SLO 4.5)
Week 5: 02/13 – 02/19	Chapter 4	**Discussion 6 due by 02/19 @ 11:59 PM** **Assignment 4 due by 02/19@ 11:59 PM** (CLO 2, CLO 3, CLO 5, W5_SLO 5.1- W5_SLO 5.5) **Project decision due by 02/19 @11:59 PM**
Week 6: 02/20 – 02/26	Chapter 5	**Discussion 7 due by 02/26 @ 11:59 PM** **Assignment 5 due by 02/26@ 11:59 PM**

		(CLO 1, CLO 2, CLO 3, CLO, CLO 5, W6_SLO 6.1- W6_SLO 6.6)
Week 7: 02/27 – 03/05	Chapter 5S	**Discussion 8 due by 03/05@ 11:59 PM** **Assignment 6 due by 03/05@ 11:59 PM** **Case study 2 due by 04/09@11:59 PM** (CLO 3, CLO 4, CLO 5, CLO 6, W7_SLO 7.1- W7_SLO 7.6)
Week 8: 03/06 – 03/12	**Exam 1 on 03/12 @ 11:59 PM** **Chapter 1, Chapter 2, Chapter 3, Chapter 4, Chapter 5 and Chapter 5S**	
03/13 – 03/19	**Spring Break**	
Week 9: 03/20 – 03/26	Chapter 6	**Discussion 9 due by 03/26 @ 11:59 PM** **Assignment 7 due by 03/26@ 11:59 PM** (CLO 1, CLO 2, W9_SLO 9.1- W9_SLO 9.6)
Week 10: 03/27 – 04/02	Chapter 7 Supplemental reading: https://www.youtube.com/watch?v=lhbLNBqhQkc https://www.notjustalabel.com/editorial/saving-china-with-sustainable-fashion	**Discussion 10 due by 04/02@ 11:59 PM** **Assignment 8 due by 04/02@ 11:59 PM** (CLO 1, CLO 2, CLO 4, W10.1_SLO 10.1- W10_SLO 10.6) **Project deliverable 1 due by 04/02 @ 11:59 PM**
Week 11: 04/03 – 04/09	Chapter 8	**Discussion 11 due by 04/09 @ 11:59 PM** **Assignment 9 due by 04/09 @ 11:59 PM** **Case study 3 due by 05/11@ 11:59 PM** (CLO 1, CLO 2, CLO 3, CLO 5, W11.1_SLO 11.1- W11_SLO 11.6)
Week 12: 04/10 – 04/16	Chapter 11 Supplemental reading: http://www.dell.com/learn/us/en/uscorp1/corp-	**Discussion 12 due by 04/16@ 11:59 PM** **Assignment 10 due by 04/16@ 11:59 PM** (CLO 1, CLO 2, CLO 5, W12_SLO 12.1- W12_SLO 12.6)

	comm/closed-loop-recycled-content	
Week 13: 04/17 – 04/23	Chapter 12	**Discussion 13 due by 04/23 @ 11:59 PM** **Assignment 11 due by 04/23@ 11:59 PM** (CLO 1, CLO 2, CLO 3, W13_SLO 13.1- W13_SLO 13.5)
Week 14: 04/24 – 04/30	Chapter 16	**Discussion 14 due by 04/30@ 11:59 PM** **Assignment 12 due by 04/30@ 11:59 PM** **(CLO 1, CLO 2, CLO 3,** W14_SLO 14.1- W14_SLO 14.5)
Week 15: 05/01 – 05/07	**Project Report due on 05/07 @ 11:59 PM** **Project peer evaluation 05/07 @ 11:59 PM**	
Week 16: 05/08 – 05/12	**Exam 2 due by 05/11 @ 11:59 PM** **Chapter 6, Chapter 7, Chapter 8, Chapter 11, Chapter 12, Chapter 16**	

Important University Dates
The following link shows the important dates relevant to the student: *https://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, 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]
Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

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

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

Drop Policy

If you discover that you need to drop this class, you must complete the Drop Request 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%2fdynamicforms.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]. 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 Library & Archives

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 350 electronic databases containing approximately 631,525 eBooks and 75,149 journals, in addition to the 97,443 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]. 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 [https://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 WCOnline [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.

OTHER 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].

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 POLICIES

Following is some of the instructor related policies. Students are required to follow them over the entire course period.

Class Policy: Instructor holds the right to change certain policies such as reading schedule, late submissions if the instructor feels it is necessary or beneficial for the class.

Late submissions: The instructor will not accept late submissions under any circumstances without appropriate documentation.

Emergency situation: It is the responsibility of the student to work with professor for assignment submissions under emergency. The student needs to contact the professor as soon as possible, i.e., within 15 days of emergency. The professor will not accept any reasoning for non-submission after 15 days of emergency. If the student fails to complete 30% of the course without notifying the professor, then the instructor will not accept any makeups or resubmissions. In that case, the student needs to either drop the course or receive the overall earned grade.

Academic Integrity: If the student violates any academic integrity (that include, but not limited to cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials), the student will receive the following penalty:

1st Offense: One downgrade and the student has to write a 1500 word paper on academic integrity. The due date for the submission of the paper will be 3 weeks from the day of realization of violation of academic integrity by the student.

2nd Offense: The student will receive failing grade.

Note 9: Under both offenses mentioned above, the student will be reported to university's Office of Student Conduct.

Communication policy: Students are expected to have read the course content at least once before communicating with the professor for doubts. The faculty will not be able to teach the entire course or chapter content during the communications. Faculty can help students with the doubts, but not with the entire topic.

Netiquette: Online communication is a very critical component of any online environment, and in this course, you are expected to conduct yourself in the same respectful manner that would be followed in a face-to-face course. Be sure to abide by the following guidelines when participating in the various methods of communication with instructors and classmates:

- Think your response through before responding. Before you submit your comments, proofread your comments to prevent any misunderstandings from occurring.
- Do not capitalize everything. Capital letters may be used for the occasional EMPHASIS,

but avoid typing completely in capital letters AS IT MAY APPEAR AS THOUGH YOU'RE SHOUTING!

- Keep conversations clean from foul language. The online course is an environment for positive feedback and productive dialogue. Profanity will not be tolerated.
- Use correct spelling and proper grammar. Keep your responses on topic and concise. Do not write long responses, for it will not likely be read or take up too much of another person's time.
- Do not ramble. You are not the only person behind a keyboard. Be mindful of others' feelings and treat them with the same respect that everyone deserves.
- Communicate respectfully.

In this course, you are also expected to abide by the University's student code of conduct and the policies on classroom. View the University's Student Code of Conduct online (https://www.tamuct.edu/student-affairs/student-conduct.html). Visit the Office of Student Conduct Website here. (https://www.tamuct.edu/student-affairs/student-conduct.html)

Copyright Notice

Rubric for essay questions
*Note: This rubric will be used for essay questions in assignments, and Exams

Criteria	No work (0%)	Missing work (25%)	Needs improvement (50%)	Met Expectations (75%)	Exceeds expectation (100%)
Evidence/Content 65%	Work is not submitted	The answer has several errors in both conceptual level (textbook) and communication clarity.	The answer contains one or two basic facts that are correct (textbook), but may also have incorrect statements as well.	The answer contains most (75%) of the points that needed to be included.	The answer contains the main points and provides comprehensive understanding.
Writing mechanics 35%	Work is not submitted	Writing mechanics are a major issue.	Problems with length, format, grammar, spelling, originality, or citations.	Only minor problems with length, format, grammar or spelling, or citations. No issues with originality	No problems with length, format, grammar or spelling, originality, or citations if needed.

Rubric for Problems

Sub-Competency/Criteria	Exceeds expectations 5	Meets expectations 3	Needs Improvement 1
Problem Definition: • Identify and understand the problem	Correctly identifies problem and articulates the problem with appropriate reasoning	• Correctly identifies the problem, or recognizes and articulates need or opportunity	• Incorrectly identifies problem or fails to recognize the need or opportunity
Situation Analysis: • Identify and interpret symptoms • Determine possible causes	• Applies most appropriate models, tools, and techniques in understanding the situation	• Basic application of some models, tools, or techniques in understanding the situation •	• Does not use appropriate models, tools, or techniques in understanding the situation
Solution Alternatives: • Identify and evaluate feasible ways of addressing the situation	• Identifies most of the viable alternatives with thoughtful and creative approach	• Identifies some viable solutions or alternatives	• Identifies no alternatives, one obvious alternative or infeasible alternatives
Select appropriate solution: • Selects the appropriate alternative • Provides support for decision	• Selects the optimal solution with adequate reasoning.	• Selects a good solution	• Does not evaluate alternatives or does so incorrectly