**Product Management Syllabus**

**MARK 5328-001 – Spring, 2014**

**Instructor:** Dr. Michael Richarme

**Office Number:** COBA 618

**Office Hours:** Wednesday 2-4 p.m. or by appointment

**Telephone Number:** 817-272-3027

**Email Address:** richarme@uta.edu

**Course Number, Section Number, and Course Title:** MARK 5328-001, 21240, Product Management

**Time and Place of Class Meetings:** Mondays 7-10 p.m. in COB 141.

**Class Website:** Course materials are found on Blackboard in the appropriate week.

**Description of Course Content:** Management of the firm’s product or service offerings. Topics include new product development, new product screening, evaluation of existing products, product line and mix analysis, product abandonment decisions, the role of the product or brand manager, the new product planning department, and others. Emphasis on development of meaningful criteria for decision-making in the product area and on the development of information systems to suggest, screen, and monitor products. PREREQUISITE: MARK 5327 or enrollment in MSEM program.

**Student Learning Outcomes:**

1. To understand concepts related to the new product development process, to the product and brand manager’s roles, and to the new product planning department.
2. To develop the ability to apply product management concepts in particular and concrete situations. Specifically, you will prove your mastery of the following in case discussions, and in the Advanced Strategic Marketing simulation exercise.

**Required Textbooks and Other Course Materials:**

**Textbook**: *Product Planning Essentials Second Edition*, by Kenneth B. Kahn, Sage Publications. ISBN 978-0-7656-2607-3.

**Cases**: Assorted Harvard Cases (list attached to syllabus).

**Simulation**: PharmaSim- information will be provided during first two class periods. This is a multi-week team-based simulation, and it is a competition with other teams in this class.

**COURSE FORMAT:** The class will utilize a variety of pedagogical techniques to foster a positive learning environment. To maximize learning, students **MUST** read the assigned material prior to class discussions. The ability to learn the material and grades will significantly depend on your understanding of the assigned readings. Class lectures will utilize a combination of the lecture method and the Socratic method of questioning to foster discussions.

**COURSE ELEMENTS:** The course will consist of readings and discussion from texts and articles, two examinations, eight case write-ups, and a team project which will allow application of class materials in a competitive situation. All assignments must be typewritten and uploaded to Blackboard in at the beginning of the class on which they are due. **No emailed or late assignments will be accepted**. If the mid-term exam is missed by a student, a make-up exam will be allowed during the final exam period, which means the student will take both the mid-term and final at the same time. Case write-up assignments are to be no more than two pages of cogent and salient insight. If there is a question as to a specific assignment, ask before it is due – not understanding the assignment is not a reason for not completing it.

**GRADING POLICY**: Your course grade is determined objectively from a combination of the exams, case write-ups, and team project. Class participation and overall respect for the course are the best options for enhancing your grade.

Each grade element is as follows:

Test 1 (Midterm) 100 points

Fifty multiple choice, plus

up to 3 short answer questions

Test 2 (Non-cumulative Final) 100 points

Fifty multiple choice, plus

up to 3 short answer questions

Case write-ups (8 @ 25 points each) 200 points

Team Simulation Project

Strategy Profile 20 points

Simulation Results 30 points

Team presentation 40 points

Board Report 50 points

Peer evaluation 60 points

**Total 600 points**

Each of these elements is described in detail in the syllabus. If the requirements for this class are unclear, it is your responsibility to remedy the situation through an appointment with the instructor. Class time will be devoted to discussion of the critical topics. You are strongly encouraged to monitor your grades regularly to make sure that the scores for your assignments are posted correctly.  **DO NOT WAIT UNTIL THE END OF THE SEMESTER TO MAKE CORRECTIONS.** Tracking your scores should also help you to adjust your effort, if you are expecting a particular grade from this course. Grades will not be “curved.”

|  |  |
| --- | --- |
| Percent of Points | Grade |
| 90-100 | A |
| 80-89 | B |
| 70-79 | C |
| 60-69 | D |
| Below 60 | F |

**Professionalism and Attendance:** A climate of cooperation should permeate this course. However, for cooperation to be effective there has to be an atmosphere of mutual respect. Professionalism is reflected in appropriate class behaviors, work ethics, and adequate completion of the course assignments. Professionalism will go a long way in establishing respect, from fellow students and the instructor.

Due to the interactive nature of this class, attendance for the entire class period is crucial to success. Material missed due to class absence is your responsibility. Due dates on assignments are printed in the syllabus. There will be no make-ups on missed class work. If you are not in class, you cannot earn points. “Letting me know” that you will not be able to attend class does not exempt you from turning in written assignments.

**YOU MUST ATTEND THE FIRST CLASS ON JANUARY 13. ABSENCE WILL BE AN IMMEDIATE DEDUCTION OF 30 POINTS (5%) OF YOUR SEMESTER GRADE.**

You are expected to offer salient comments during class and be prepared to answer questions. If you are absent due to illness or documented extenuating circumstances, you are required to submit a summary (2 pages double spaced) covering the main points in the chapter missed or provide answers to the questions from the chapters (check with the instructor). You need to make such arrangements prior to the next class period.

**CLASS SCHEDULE**

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Topics** | **Readings** | **Due** |
| Jan. 13 | Introductions  Go Over Syllabus and Course  Overview of Product Development  Case analysis process  Strategy Simulation team assignment | Chapter 1 |  |
| Jan. 20 | No class – Dr. Martin Luther King national holiday |  |  |
| Jan. 27 **it** | Strategy and Process  Organizing People  ASM Simulation Launch | Chapter 2  Chapter 3 | *MicroFridge*  ASM Project teams |
| Feb. 3 | Opportunity Identification 1 | Chapter 4 | SIM 1 due  *Johnsonville Sausage (A)* |
| Feb. 10 | Opportunity Identification 2 |  | SIM 2 due  *Vistakon* |
| Feb. 17 | Concept Generation 1 | Chapter 5 | SIM 3 due  *MarketSoft* |
| Feb. 24 | Concept Evaluation  Marketing Plans  Review for midterm exam | Chapter 6 | SIM 4 due  Draft Strategy Profile |
| Mar. 3 | **MIDTERM EXAM** (chapters 1-6) |  |  |
| Mar. 10 | **SPRING BREAK – Be Safe** |  |  |
| Mar. 17 | Overview of Choice Modeling | Powerpoints on Blackboard |  |
| Mar. 24 | Technical Development | Chapter 7 | SIM 5 due  Final Strategy profile  *Enhance (A)* |
| Mar. 31 | Market Planning | Chapter 8 | SIM 6 due  *Icedelights* |
| Apr. 7 | Commercialization and Launch | Chapter 9 | SIM 7 due  *Four Products* |
| Apr. 14 | Life Cycle Management | Chapter 10 | SIM 8 due  *ApproTEC Kenya* |
| Apr. 21 | Special Topics and Best Practices | Chapters 11 & 12 | Peer evaluation  Teacher evaluation |
| Apr. 28 | Team presentations |  | Board Report |
| May 5 | **FINAL EXAM** **DUE** (chapters 7-12) |  |  |

**Harvard Case Write-up Instructions:**

You will prepare an individual write-up for each case. The write-up must be typewritten, double-spaced, and no more than two pages in length. Any supporting documents, graphs, etc. should be appended to the write-up, but these are not included in the case write-up grade. With only two pages, you will need to be cogent and succinct with your answers. Support your answers with facts; try to stay away from global generalizations or unsupported opinion.

These write-ups must be uploaded to Blackboard by the end of class on the date on which they are due. **NO EMAIL SUBMISSIONS ARE ACCEPTED**. Any late submissions will receive a zero for that assignment, as we will discuss the solution in class that evening.

**Harvard Cases**:

1. MicroFridge, Harvard Business School, 9-395-027
2. Johnsonville Sausage (A), Harvard Business School, 9-387-103
3. Vistakon, Harvard Business School, 9-596-087
4. MarketSoft, Harvard Business School, 9-800-069
5. Johnson Wax: Enhance (A), Harvard Business School, 9-583-046
6. Icedelights, Harvard Business School, 9-898-196
7. Four Products, Harvard Business School, 9-506-050
8. ApproTEC Kenya, Harvard Business School, 9-503-007

**Case write-up questions**

These questions are intended to give the student **hints** as to critical direction for the case. USE THE CASE ANALYSIS FORMAT WITH SECTION HEADERS – SIMPLY ANSWERING THESE QUESTIONS WILL RESULT IN A LOW GRADE FOR THE CASE. Support your analysis and recommendations with facts, not opinion. Use text and article materials as added support also.

Case 1.

1. What do you think Bob should do? Justify your answer
2. Discuss these next steps in the context of the product development process.

Case 2.

1. What are the differences between Johnsonville’s “old” philosophy of management and their “new” philosophy?
2. Define the key strategic issue regarding the Palmer Sausage opportunity.
3. Detail the plan of action that you would recommend to Ralph Stayer.
4. Specifically, what decision would you make regarding Palmer Sausage?

Case 3.

1. What do you think Vistakon should do? Justify your answer.
2. What is the relationship among the needs of Vistakon, the needs of the ECP’s and the buying habits of customers?
3. Is it possible to advance technology and still consider the needs of all groups?

Case 4.

1. How does a “lead management process” work?
2. What does Exhibit 6 say about the needs of MarketSoft’s prospective customers?
3. What are the top three strengths and weaknesses of MarketSoft’s product development process?
4. How have Erman and Benovich-Gilvy created value at each stage of the venture?

Case 5.

1. What is the nature of competition in the instant conditioner market?
2. What are the roles of product, advertising copy, advertising budget, and price in determining sales volume in the market? How well does ASSESSOR measure the impact of each of these marketing program elements?
3. Sherman wants to know “why did I only get about half the share points I need?” What would you tell him?
4. Does the ASSESSOR methodology seem an appropriate research tool given Sherman’s situation?
5. What should Sherman do now (other than march on Atlanta again)?

Case 6.

1. Evaluate the Icedelights opportunity.
2. What are the critical risks faced by: 1) the business and 2) each of these individuals?
3. What are the potential rewards?
4. Evaluate the deal as finally structured.

Case 7.

1. Answer the questions embedded in the last 2 paragraphs of page 2 of the case.

Case 8.

1. Of the six options given by Nick Moon when explaining his three-year development plan, as shown on case pages 13 and 14, which items would you focus on if you had unrestricted money of $500,000 only? $1.5 million only? Prioritize.
2. What value has ApproTEC created? For whom? Is it accomplishing its mission?
3. What should ApproTEC do now?

**Advanced Strategic Marketing (ASM) Simulation exercise**

Advanced Strategic Marketing allows students to develop and execute a complete marketing strategy, including brand design, pricing, ad copy design, media placement, distribution, and sales force management. The setting for the simulation is the start of the PC industry about 30 years ago. You will initiate operations for your PC manufacturing firm. Throughout the exercise, students will receive information on customer needs as well as feedback on customer satisfaction with brands, prices, and advertising. Students discover how their actions reflect in both brand profitability and firm profitability. Simulation participants learn to study competitive tactics and adjust their marketing strategy to stay ahead of the competition.

Game demo (using Flash): <http://marketplace-live.com/demo/demo-asm.html>

Students will play against their classmates. The grading is based on the balanced scorecard that measure profitability, customer satisfaction, market share in the targeted market segments, and preparedness for the future and wealth.

You will operate in teams of four persons. This should be a lot of fun. It is like an extensive case – only you get to see how your decisions play out over a period of years. Teams should meet at least once a week to review their team’s:

1. Performance (market, financial, balanced scorecard)
2. Market analysis (market trends, customer satisfaction, strengths and weaknesses of each competing firm)
3. Market effectiveness (specifically, Brand and Ad Judgment ratings across the relevant geographic markets for each targeted segment. Focus on obtaining ratings exceeding 80 on Ad Judgment)
4. Adjustments in marketing strategy and tactics and their justification, and plans and decisions that shape the future

Note: Each and every student must be prepared to defend the analysis and logic behind their team’s decisions and plans. Saying that another team member handled that aspect of the simulation will not be sufficient.

Team success is a combination of the balanced scorecard results, the presentation at the end of the semester, the peer evaluations, and the instructor’s evaluation of market success for the team.

This is what Marketplace players (the students) will do:

1. Analyze market research data
2. Design brands to appeal to different market segments
3. Devise advertising campaigns, sales force incentives, and price options
4. Manage cash and allocate scarce funds to R&D, advertising, and distribution
5. Compete head to head with other student teams

The specific goal of the simulation exercise is to develop your product and marketing skills by giving you an integrated perspective of the entire marketing operation. You will benefit in these ways:

1. Develop strategic planning and execution skills within a rapidly changing environment
2. Crystallize the linkages between marketing decisions and financial performance
3. Instill a bottom line focus and the simultaneous need to deliver customer value
4. Internalize how important it is to use market data and competitive signals to adjust the strategic plan and more tightly focus marketing tactics
5. Develop teamwork across functions, opening up new communications links
6. Promote better decision-making by helping individuals see how their decisions can affect the performance of others and organizations as a whole
7. Facilitate learning of important marketing concepts, principles, and ways of thinking
8. Build confidence through knowledge and experience

**Chronology of events**

This chronology of events has been scripted to follow the normal life cycle of a start-up business. You will start slowly and then grow the company as you gain experience and resources. During the first four quarters (simulation periods) you are financially constrained from expanding too quickly before you have developed a feel for the market.

**Quarter 1: Organize your company**

In Q1, you will organize your team and assign corporate responsibilities. You will also name your company and contract for a survey of potential customers. The survey will arrive in Q2 and provide information on benefits sought, buying patterns, demographic characteristics, buying intentions, and market size.

**Quarter 2: Set up Shop**

In Q2, you will analyze the market survey data and decide upon your overall business strategy, including corporate goals, target markets, and strategic direction. You must also make several tactical decisions, including brand design, plant location, production capacity, and sales office location.

**Quarter 3: Go to Test Market**

In Q3, your team will test market its marketing strategy, including brands, prices, ad copy, media campaigns, and sales staffing. The team must work through its production planning process for the first time and schedule production for the quarter. Market research also needs to be contracted so that you can discover customer reactions to your marketing decisions and what the competition (other teams in the class) has done to the market. Finally, you will need to forecast market demand and simulate your production operation given your manufacturing decisions. With this information, the software will prepare pro-forma financial statements (cash flow, income statements, and a balance sheet). The pro-forma statements will help you to evaluate the potential financial outcome of your first quarter of total business operation. You may need to adjust your tactics if the projections are not favorable ☺.

**Quarter 4: Skillful Adjustment**

In Q4, you will receive the second market research data that you requested during the test market phase. You will also have available manufacturing and accounting data from your first quarter of sales. With this data in hand, you must evaluate your performance and adjust the firm’s strategy and tactics (brand design, pricing, advertising, work force, production, and finances) as needed. With one quarter’s worth of market experience, your performance should improve substantially in Q4 ☺.

**Quarter 5: Invest in the Future**

In Q5, you begin with a review of the marketing, manufacturing, and accounting data from your second quarter of test marketing. Your skillful adjustments should have resulted in an improvement in your performance. In Q5, you will have the opportunity to substantially expand your position in the market by investing in research and development (however, you might take a big hit financial performance in the short term), new sales outlets, and factory capacity. However, you will not have enough money to do all that you would like or need to do. Thus, you will be given the opportunity to seek outside funding from venture capitalists (aka vultures).

To obtain the needed funding, your team must prepare a final Strategy Profile document as a request for additional capital funding. Your team’s Strategy Profile should give a thumbnail account of your strategy over the remaining periods of competition. After doing this, put your strategy profile into ONE SENTENCE (possibly covering generic strategy, business definition and rationale, promotional strategy, geographic coverage, performance objectives, key success factors, and strategic assumptions). This is the crystallized version of your marketing plan that we will call your “strategy gemstone.”

**Quarter 6 and beyond: Expand and Improve the Business**

The major emphasis in Q6 and beyond will be on improving your marketing, manufacturing, and financial performance through careful monitoring and continuous improvement. You will also face new competitive threats as other firms introduce new technology, more reliable products, better prices, and more advertising, and also expand into new segments and geographic markets. During this time, the team will have the opportunity to explore new relationships through cross-licensing of technology.

**Final quarter: Submit Report to Board**

At the conclusion of the simulation exercise, your team must prepare a Report to the Board. In it, you will 1) highlight the key features of the Strategic Profile that was presented to the Venture Capitalists; 2) assess your business strategy and performance during the second year (compare actions taken against the business plan, discuss departures from the business plan, justification, and outcome, and review significant events that affected the company and market; 3) assess your current situation and the market (what are your firm’s strengths and weaknesses); and, 4) summarize how you have prepared your firm to compete in the future.

A marketing plan outline is included in the syllabus. Use this to think through the issues confronting your team in the future. Remember to consider the context of the case and the pertinent issues related to your brand.

**Odds and ends:**

Questions to the instructor: The help files in the software (User’s Guide and Professor Help) contain all of the directions you will need to participate in the marketing strategy simulation. The instructor will charge $10,000 against your team’s profits to answer any question already addressed in software.

Computation of simulation performance: A Balanced Scorecard will be used to measure your firm’s performance. The team’s total business performance will be based upon its 1) financial performance, 2) market effectiveness, 3) marketing performance, 4) investments in the firm’s future, and 5) creation of wealth. A total score will be computed for each firm competing in the Advanced Marketing Strategy simulation.

**Registration and payment for Advanced Strategic Marketing:**

Dr. Richarme will have given each team a team number – don’t try to register for the game until you have it.

The fee for participating in the simulation exercise is $55 per student. Go to <https://web.marketplace-live.com> . Innovative Learning Solutions accepts American Express, Discover, MasterCard, and Visa payments via its secure online payment mechanism.

Fill in the Game ID number 2986-0011-0939, credit card information, including cardholder name as it appears on the card, the card billing address, card number, and expiration date. After each payment transaction is processed, the student is automatically sent a receipt via e-mail which includes their student license number. Some cards require the billing address and card number/expiration date, when processed, to match with the address on file with the card issuing bank. If the information entered in the Innovative Learning Solutions system is incorrect, the card will be declined. Please contact Pam Childs at Marketplace Orders if you have any questions, at [orders@ilsworld.com](mailto:orders@ilsworld.com) .

**To access the game for the first time**

1. Go to ***gm.marketplace-live.com***
2. Click the ***Sign in as student*** link
3. Under the "Getting Started" box, enter your student license number and click the ***Sign up for a game*** link
4. Enter the Game ID number.**Your Game ID is: 2986-0011-0939**
5. Choose your team. **Your team number is:** 
6. Enter your contact information and designate a password. You will need this password each time you want to access your game.
7. Verify your information and confirm that you have read the "Terms of Use" statement.

**After you have your username and password**

1. Go to ***gm.marketplace-live.com***
2. Click the ***Sign in as student*** link
3. Under the "Continue the game" box, enter your registered email address and password and you are in!

Technical Support:Email: support@ilsworld.com, Phone: +1-865-522-1946

IMPORTANT: ALL SIMULATION DECISIONS MUST BE SUBMITTED AND “WRAPPED” NO LATER THAN NOON ON THE DAY THEY ARE DUE.

**Strategy Profile** League\_\_\_\_\_\_\_\_\_/Firm\_\_\_\_\_\_\_\_\_\_

Your strategy will serve as your firm’s “roadmap” throughout the simulation. Your plan should consist of 8 elements, as listed below.

Please respond to the following questions to create an overall definition of your strategy. You may choose to address these in a maximum of two, typewritten, double-spaced pages. Bullet points on each topic are acceptable. Bring in a completed draft of your team’s first Strategy Profile document on February 27. Please complete your Final Strategy Profile document and give to Dr. Richarme on March 26 before making Decision 5.

1. Strategy Gemstone: ONE SENTENCE that captures: generic strategy, business definition and rationale, promotional strategy, geographic coverage, and key success factors. (For example, “The \_\_\_\_\_ team in the \_\_\_\_\_ league will obtain the best cumulative balanced scorecard by focusing on \_\_\_\_\_ for the \_\_\_\_\_ segment(s) in the \_\_\_\_\_ region(s) while emphasizing \_\_\_\_\_ in our promotional strategy and ensuring we excel on the key success factor(s) of \_\_\_\_\_.)
2. Generic Strategy: Which of Porter’s 3 generic strategies (cost leadership, differentiation, focus) will be the foundation for your firm’s strategy?
3. Business Definition: Who do you want to serve and why? Be sure to include customers/segments to be targeted and customer needs satisfied. What is the rationale for these choices (for example, segment attractiveness, market gaps, fit with resources, synergies, etc.)?
4. Promotional Strategy: Will you emphasize your sales force or advertising or a balance of the two in your promotional spending?
5. Geographic Coverage: Which regions and cities will you target?
6. Performance Objectives: Aside from the highest balanced scorecard, what other performance goals do you have for your firm? (examples: highest cumulative profit, highest stock price, largest market share in target markets, etc.)
7. Key Success Factors: What is required of your firm to successfully execute this strategy? (examples: product development, outspend competitors, first in the market, etc.)
8. Strategic Assumptions: For your strategy to be successful, are there any underlying assumptions that you have made? (for example, your rival, the Green team, exits the Workhorse segment, or you are able to introduce a new PC by period 6, or you have certain first mover advantages, etc.)

**Board Report and Presentation**

Your team should couch its report as a justification for a bonus, and/or increased responsibility, or avoidance of getting fired (depending on your own results).

Board Report – To be turned in at the end of class on April 29. Limit the document to a total of 10 pages, typewritten and double-spaced. Supporting materials, such as tables and figures, should be appended and will not count against the 10 page limit. The 10 page body of the report should describe:

1. What were the turning points in your play of the simulation – the MAJOR events, not a catalog of each decision made
2. What would you have done differently if you had to do it all over again (be specific)
3. What were the major concepts learned about product management (for example, “concept evaluation is only as good as the concepts previously generated” or “ideas are easy, implementation is the tough part”)
4. Append a printout of your 6 PowerPoint slides

Team Presentation – To be presented in class on April 29. Use no more than **6** PowerPoint slides. Each team gets **10-15** minutes total.

Slide 1 – Final Strategy Gemstone

Slide 2 – Positioning (target segment(s), attribute, consumer benefit) in each market entered

Slide 3 – line graph of market share (x-axis will be periods, y-axis will be % of units sold in the market). Plot the line for your brand’s market share in red, use other colors for the other teams. Oral discussion of market share drivers, results.

Slide 4 – line graph (x-axis will be years, y-axis will be $ in profits. Plot a line for your brand’s yearly profits/losses, and include a plot of the cumulative profits. Oral discussion of profits/losses, drivers, results.

Slide 5 – lessons learned about product and marketing management – hint, don’t just state the obvious or “what the last presentation said”

Slide 6 – your call (use it wisely)**CLASSROOM PARTICIPATION**

**EXCELLENT PERFORMANCE A**

1. initiates information relative to topics discussed
2. accurately exhibits knowledge of assignment content
3. demonstrates excellent listening by remaining on the “same page” as the rest of the class as demonstrated by comments
4. brings up questions that need to be further explored
5. clarified points that others may not understand
6. draws upon practical experience or personal opinion, as appropriate
7. offers relevant/succinct input to class
8. actively participates in simulations and classroom exercises
9. demonstrates ability to apply, analyze, evaluate, and synthesize course material
10. prepares all assignments on time, thoughtfully

**GOOD PERFORMANCE B**

1. regularly participates in discussions
2. shares relevant information
3. gives feedback to classroom discussions
4. consistently demonstrates knowledge of reading assignments
5. demonstrates ability to analyze/apply course material
6. demonstrates willingness to attempt to answer questions
7. prepares most assignments on time with some thoughtfulness

**FAIR PERFORMANCE C**

1. participates in group discussion when solicited
2. demonstrates some knowledge of course material
3. offers clear, concise information relative to class assignment
4. offers input, but tends to reiterate the intuitive
5. attends class regularly
6. prepares most assignments on time with some thoughtfulness

**POOR PERFORMANCE D**

1. Occasional input, often irrelevant, unrelated to topic or fails to participate, even when specifically asked (in large/small group discussion)
2. reluctant to share information
3. does not follow the flow of ideas
4. drains energy from the class
5. behaves towards others in a disruptive fashion, for example: sarcastic comments aimed at others who are attempting to participate
6. does not attend class regularly
7. fails to prepare assignments on time or with thought

**(Thanks to David Bowen, American Graduate School of Mgt. for these.)**

**COLLEGE/UNIVERSITY GENERAL POLICIES**

**Drop Policy:**

Effective Fall 2006, adds and drops may be made through late registration either on the Web at [MyMav](http://www.uta.edu/mymav/) or in person in the academic department offering the course. Drops may continue in person until a point in time two-thirds of the way through the semester, session, or term. Students are responsible for adhering to the following regulations concerning adds and drops.

1. A student may not add a course after the end of the late registration period.
2. No grade is posted if a student drops a course before 5:00 p.m. CST on the Census Date of that semester/term.
3. A student entering the University for the first time in Fall 2006, or thereafter, may accrue no more than a total of 15 semester credit-hours of coursework with a grade of W during his or her enrollment at the University.
4. A student may drop a course with a grade of "W" until the two-thirds point of the semester, session, or course offering period. A student may drop a course after that point only upon approval of the appropriate official.
5. Exceptions to this policy may be entertained because of extraordinary non-academic circumstances. Under such circumstances, approval must be received from the instructor, department chair, dean, and the Office of the Provost.

**Americans With Disabilities Act:**

The University of Texas at Arlington is on record as being committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 92-112 - The Rehabilitation Act of 1973 as amended. With the passage of federal legislation entitled *Americans with Disabilities Act (ADA)*, pursuant to section 504 of the Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens.

As a faculty member, I am required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Student responsibility primarily rests with informing faculty of their need for accommodation and in providing authorized documentation through designated administrative channels.  Information regarding specific diagnostic criteria and policies for obtaining academic accommodations can be found at www.uta.edu/disability.   Also, you may visit the Office for Students with Disabilities in room 102 of University Hall or call them at (817) 272-3364.

**Academic Integrity:**   
  
It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University.   
  
"Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts." (Regents’ Rules and Regulations, Series 50101, Section 2.2)

**Student Support Services Available:**   
  
The University of Texas at Arlington supports a variety of student success programs to help you connect with the University and achieve academic success. These programs include learning assistance, developmental education, advising and mentoring, admission and transition, and federally funded programs. Students requiring assistance academically, personally, or socially should contact the Office of Student Success Programs at 817-272-6107 for more information and appropriate referrals.

**Final Review Week:**   
  
A period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabi. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. Classes are held as scheduled during this week and lectures and presentations may be given.

**E-Culture Policy:**

The University of Texas at Arlington has adopted the University email address as an official means of communication with students. Through the use of email, UT-Arlington is able to provide students with relevant and timely information, designed to facilitate student success. In particular, important information concerning registration, financial aid, payment of bills, and graduation may be sent to students through email.

All students are assigned an email account and information about activating and using it is available at [www.uta.edu/email](http://www.uta.edu/email). New students (first semester at UTA) are able to activate their email account 24 hours after registering for courses. There is no additional charge to students for using this account, and it remains active as long as a student is enrolled at UT-Arlington. Students are responsible for checking their email regularly.

**Grade Grievance Policy**:

Refer to the University of Texas at Arlington Graduate Catalog.