This substantive revision to the syllabus for MANA 3319.004 (“Management Process Theory”) was published on 2020 March 20. This revised syllabus and the revisions contained within it were necessary because of the 2020 spring global COVID-19 pandemic. Details about the university’s response to the COVID-19 pandemic are available at https://www.uta.edu/announcements/coronavirus.

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Make an Appointment: https://www.tinyurl.com/TomUTA
Office Number: COBA 231

Additional ways to connect:
https://www.linkedin.com/in/TomGraca/
https://twitter.com/Tom Graca
https://www.facebook.com/TomGraca/

Section Information: MANA 3319.004

Time and Place of Class Meetings:

2020 January 21 through 2020 March 5:
Tuesdays and Thursdays 9:30am-10:45am
COBA 149

2020 March 24 through 2020 May 12:
https://uta.instructure.com/courses/33024

Description of Course Content:

Fundamentals of the management process; principles and techniques for all organizations. The basic functions of management: planning, organizing, directing, and controlling. Social responsibilities, political influences, and ethical considerations as they affect the management of organizations. Coverage of international business, production, communications, and decision-making in terms of management activities. Prerequisite: 60 credit hours.
Expected Student Learning Outcomes:

Successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

1) understanding fundamental management concepts;
2) understanding and articulating the managerial processes of planning, organizing, directing, coordinating, motivating and controlling; and how each of these help effective and efficient management of organizational resources;
3) understanding management and its performance expectations;
4) appreciating the various external and internal influences that drive managerial processes;
5) examining the major aspects of managerial processes;
6) recognizing the internal and external environments;
7) characterizing the different aspects of external and internal business environments;
8) defining organizational structure and agility;
9) describing what it means to effectively influence and lead others by using communication and motivational tools;
10) describing the major steps in managerial decision making and planning processes;
11) explaining managerial considerations related to ethics, international management, entrepreneurship, human resources management, organization structure, innovation, and organizational change;
12) defining what it means to be an effective and ethical organization member and citizen;
13) achieving a thorough understanding of management theory and practice and their relationship to the functional aspects of business, at all levels (large to small);
14) identifying basic philosophies of proponents regarding corporate social responsibility;
15) identifying major organizational stakeholders and how they are affected by different ethical philosophies used in decision-making;
16) identifying the necessary steps to reach decisions which are both ethically and socially responsible;
17) identifying the major business functions of accounting, finance, information systems, management and marketing;
18) describing the relationship between social responsibility, ethics, and law in business;
19) understanding and articulating the importance and effects of ethical practices in business and be able to analyze business situations to identify ethical dilemmas and ethical lapses; and
20) explaining integrity, ethics, and social responsibility as they relate to leadership and management.
Required Textbooks and Other Course Materials:


**Given the circumstances of the semester, McGraw-Hill Education has very generously agreed to share its Connect resources for the textbook with you for free (including free access to the eBook). These resources are completely optional, but also well advised. In order to access the resources of McG-H Connect for this course for free:**

- Login to the course using your UTA NetID at https://uta.instructure.com/courses/33024.
- Click on McGraw-Hill Connect in the left navigation bar (right below UTA Libraries).
- Click Begin to pair your Canvas account with the Connect resources for this course.
- Login to your Connect account or create a Connect account.
- When prompted for a twenty-digit access code, enter:
  - AWBT-2977-UQW8-1J08-PME1
- If you have trouble, there are more comprehensive directions available at:
  - [https://www.mheducation.com/highered/support/connect/first-day-of-class/canvas.html](https://www.mheducation.com/highered/support/connect/first-day-of-class/canvas.html)
- This should be genuinely and completely free (without any credit card required or anything like that). Please let Graca know if this is not the case.

Examinations:

There will be six multiple-choice-type exams on the dates described later in this syllabus:

- Exam #1 (2020 February 6) and Exam #2 (2020 February 25) will be delivered in the assigned classroom at the assigned time. Each will contain forty multiple-choice questions.
• Exam #3 (2020 March 26) will be delivered via the Canvas learning management system.
  
  o Exam #3 will be available at https://uta.instructure.com/courses/33024/assignments/587318 from 8:00am on Thursday, March 26, 2020, until 10:00pm on Thursday, March 26, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT.
  
  o The content of exam #3 will include 1) our in-class discussions on the topics of: a) Entrepreneurship, b) Organizational Structure, and c) Organizational Agility; and 2) a) chapter 7, b) chapter 8, and c) chapter 9 in the Bateman, et al. text.
  
  o Unlike the first two exams, the content of this third exam will not be weighted equally among the three modules/chapters. It will be somewhat light on entrepreneurship and agility. And it will be somewhat heavy on organizational structure.
  
  o Much of the organizational structure section of the exam will rely on two fictional charts of organizational structure. Images of the charts will be included with the applicable questions, but students will likely find the images to be “small.” Therefore, the two charts will be posted on Wednesday, March 25, 2020. Students may – and definitely should – print out copies of the charts in advance and use the printouts while taking the exam.
  
  o Other than the printouts of the two charts of organizational structure, students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #3 is closed-book, closed-notes, closed-everything (with the exception of the two charts).

• Exam #4 (2020 April 9) will be delivered via the Canvas learning management system.
  
  o Exam #4 will be available at https://uta.instructure.com/courses/33024/assignments/589144 from 8:00am on Thursday, April 9, 2020, until 10:00pm on Thursday, April 9, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT. Students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #4 is closed-book, closed-notes, closed-everything.

• Exam #5 (2020 April 28) will be delivered via the Canvas learning management system.
  
  o Exam #5 will be available at https://uta.instructure.com/courses/33024/assignments/589145 from 8:00am on Tuesday, April 28, 2020, until 10:00pm on Tuesday, April 28, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT. Students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #5 is closed-book, closed-notes, closed-everything.
• Exam #6 (2020 May 12) will be delivered via the Canvas learning management system.
  
  o Exam #6 will be available at https://uta.instructure.com/courses/33024/assignments/589146 from 8:00am on Tuesday, May 12, 2020, until 10:00pm on Tuesday, May 12, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT. Students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #6 is closed-book, closed-notes, closed-everything.

Attendance:
Attendance is a critical indicator in student success.

Grading:
A student’s grade for the course is determined by the arithmetic mean of the student’s five highest exam grades (out of six exams).

A  =  89.5% or higher  
B  =  77.5% or higher  
C  =  59.5% or higher  
D  =  49.5% or higher  
F  =  0% or higher

Make-up Exams:
Because each student’s lowest exam grade is not included in the grade calculation, make-up exams are offered only in the very rare cases of officially excused university absences.

Drop Policy: Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. Students will not be automatically dropped for non-attendance. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (http://wweb.uta.edu/aao/fao/).
Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: The Office for Students with Disabilities, (OSD) http://www.uta.edu/disability/ or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

Counseling and Psychological Services (CAPS) www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy: The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit uta.edu/eos.

Title IX Policy: The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. For information regarding Title IX, visit www.uta.edu/titleIX or contact Ms. Michelle Willbanks, Title IX Coordinator at (817) 272-4585 or titleix@uta.edu.
**Academic Integrity:** Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

> I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

> I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System Regents’ Rule 50101, §2.2, suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University. Additional information is available at [https://www.uta.edu/conduct/](https://www.uta.edu/conduct/). Faculty are encouraged to discuss plagiarism and share the following library tutorials [http://libguides.uta.edu/copyright/plagiarism](http://libguides.uta.edu/copyright/plagiarism) and [http://library.uta.edu/plagiarism/](http://library.uta.edu/plagiarism/)

**Electronic Communication:** UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at [http://www.uta.edu/oit/cs/email/mavmail.php](http://www.uta.edu/oit/cs/email/mavmail.php).

**Campus Carry:** Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit [http://www.uta.edu/news/info/campus-carry/](http://www.uta.edu/news/info/campus-carry/)

**Student Feedback Survey:** At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit [http://www.uta.edu/sfs](http://www.uta.edu/sfs).
**Final Review Week:** for semester-long courses, 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 syllabus*. 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. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

**Emergency Exit Procedures:** Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

**Student Support Services:** UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at http://www.uta.edu/studentsuccess/success-programs/programs/resource-hotline.php

**The IDEAS Center** (2nd Floor of Central Library) offers **FREE tutoring** to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in or check the schedule of available peer tutors at www.uta.edu/IDEAS, or call (817) 272-6593.
<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Reading Preparation and Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/21/2020</td>
<td>Tuesday</td>
<td>Introduction</td>
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<tr>
<td>01/23/2020</td>
<td>Thursday</td>
<td>Managing and Performing</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>01/28/2020</td>
<td>Tuesday</td>
<td>Internal and External Environments</td>
<td>Chapter 2</td>
</tr>
<tr>
<td>01/30/2020</td>
<td>Thursday</td>
<td>Managerial Decision Making</td>
<td>Chapter 3</td>
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<td>02/04/2020</td>
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<td>02/06/2020</td>
<td>Thursday</td>
<td>Exam #1</td>
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<tr>
<td>02/11/2020</td>
<td>Tuesday</td>
<td>Planning and Strategic Management</td>
<td>Chapter 4</td>
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<tr>
<td>02/13/2020</td>
<td>Thursday</td>
<td>Ethics, Corporate Responsibility, and Sustainability</td>
<td>Chapter 5</td>
</tr>
<tr>
<td>02/18/2020</td>
<td>Tuesday</td>
<td>International Management</td>
<td>Chapter 6</td>
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<tr>
<td>02/20/2020</td>
<td>Thursday</td>
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<td>TBD</td>
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<tr>
<td>02/25/2020</td>
<td>Tuesday</td>
<td>Exam #2</td>
<td>(Exam #2)</td>
</tr>
<tr>
<td>02/27/2020</td>
<td>Thursday</td>
<td>Entrepreneurship</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>03/03/2020</td>
<td>Tuesday</td>
<td>Organization Structure</td>
<td>Chapter 8</td>
</tr>
<tr>
<td>03/05/2020</td>
<td>Thursday</td>
<td>Organizational Agility</td>
<td>Chapter 9</td>
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</tbody>
</table>
## Tentative Course Schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Reading Preparation and Study</th>
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<tbody>
<tr>
<td>TBD TBD</td>
<td>TBD TBD</td>
<td>TBD TBD Review Session</td>
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<tr>
<td>03/17/2020</td>
<td>Tuesday</td>
<td>TBD TBD Review Session</td>
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<tr>
<td>03/24/2020</td>
<td>Tuesday</td>
<td>TBD TBD Review Session</td>
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</tr>
<tr>
<td>03/19/2020</td>
<td>Thursday</td>
<td>Exam #3 (Exam #3)</td>
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<tr>
<td>03/26/2020</td>
<td>Thursday</td>
<td>Exam #3 (Exam #3)</td>
<td></td>
</tr>
<tr>
<td>03/24/2020</td>
<td>Tuesday</td>
<td>Human Resource Management</td>
<td>Chapter 10</td>
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<tr>
<td>03/26/2020</td>
<td>Thursday</td>
<td>Managing the Diverse Workforce</td>
<td>Chapter 11</td>
</tr>
<tr>
<td>03/31/2020</td>
<td>Tuesday</td>
<td>Leadership</td>
<td>Chapter 12</td>
</tr>
</tbody>
</table>

There will be three OPTIONAL (synchronous) group-chat-style review sessions on Tuesday, March 24, 2020:

- Download the (Microsoft) Teams application (for free) at [https://myapps.uta.edu/](https://myapps.uta.edu/).
  - 9:30am-10:30am
    - CLICK HERE TO JOIN
  - 11:00am-12:00pm
    - CLICK HERE TO JOIN
  - 2:00pm-3:00pm
    - CLICK HERE TO JOIN

The content for each of the three sessions will be substantially the same (so there is probably no reason to participate in more than one):

- about thirty minutes of Graca summarizing what he understands to be the highlights
- about thirty minutes of Q & A

Exam #3 will be available at [https://uta.instructure.com/courses/33024/assignments/587318](https://uta.instructure.com/courses/33024/assignments/587318) from 8:00am on Thursday, March 26, 2020, until 10:00pm on Thursday, March 26, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT. Other than the printouts of the two charts of organizational structure (see above), students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #3 is closed-book, closed-notes, closed-everything (with the exception of the two charts).
**Tentative Course Schedule:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Reading Preparation and Study</th>
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</thead>
<tbody>
<tr>
<td>04/02/2020</td>
<td>Thursday</td>
<td>TBD TBD</td>
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<tr>
<td>04/02/2020</td>
<td>Tuesday</td>
<td>Review Session</td>
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<td></td>
<td>There will be three OPTIONAL (synchronous) group-chat-style review sessions on Tuesday, April 7, 2020:</td>
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<td></td>
<td></td>
<td>• 9:30am-10:30am</td>
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<td>• 11:00am-12:00pm</td>
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<td></td>
<td></td>
<td>• 2:00pm-3:00pm</td>
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<td>The content for each of the three sessions will be substantially the same (so there is probably no reason to participate in more than one):</td>
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<td>• about thirty minutes of Graca summarizing what he understands to be the highlights</td>
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<td></td>
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<td>• about thirty minutes of Q &amp; A</td>
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<td></td>
<td>The platform for the review sessions is to be determined. Given the new stresses that our technological infrastructures are under, it seems to make sense to hold off on committing to a particular platform just yet.</td>
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</tr>
<tr>
<td>04/07/2020</td>
<td>Tuesday</td>
<td>Exam #4 (Exam #4)</td>
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<td>Exam #4 will be available at <a href="https://uta.instructure.com/courses/33024/assignments/589144">https://uta.instructure.com/courses/33024/assignments/589144</a> from 8:00am on Thursday, April 9, 2020, until 10:00pm on Thursday, April 9, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT. Students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #4 is closed-book, closed-notes, closed-everything.</td>
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<tr>
<td>04/09/2020</td>
<td>Thursday</td>
<td>Motivating for Performance</td>
<td>Chapter 13 <a href="https://uta.instructure.com/courses/33024/modules/232530">https://uta.instructure.com/courses/33024/modules/232530</a></td>
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<td>04/14/2020</td>
<td>Tuesday</td>
<td>Teamwork</td>
<td>Chapter 14 <a href="https://uta.instructure.com/courses/33024/modules/232531">https://uta.instructure.com/courses/33024/modules/232531</a></td>
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<td>Communicating</td>
<td>Chapter 15 <a href="https://uta.instructure.com/courses/33024/modules/232531">https://uta.instructure.com/courses/33024/modules/232531</a></td>
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<tr>
<td>Date</td>
<td>Day</td>
<td>Topic</td>
<td>Reading Preparation and Study</td>
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<td>TBD TBD</td>
<td>TBD TBD</td>
<td>Review Session</td>
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<tr>
<td>04/23/2020</td>
<td>Thursday</td>
<td>TBD TBD</td>
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<td>04/23/2020</td>
<td>Thursday</td>
<td>TBD TBD</td>
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<tr>
<td>04/23/2020</td>
<td>Thursday</td>
<td>Exam #5 (Exam #5)</td>
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</tr>
<tr>
<td>04/28/2020</td>
<td>Tuesday</td>
<td>Managerial Control</td>
<td>Chapters 16</td>
</tr>
<tr>
<td>04/30/2020</td>
<td>Thursday</td>
<td>Managing Technology</td>
<td>Chapter 17</td>
</tr>
<tr>
<td>05/05/2020</td>
<td>Tuesday</td>
<td>Creating and Leading Change</td>
<td>Chapter 18</td>
</tr>
</tbody>
</table>

**Exam #5 (Exam #5)**

Exam #5 will be available at [https://uta.instructure.com/courses/33024/assignments/589145](https://uta.instructure.com/courses/33024/assignments/589145) from 8:00am on Tuesday, April 28, 2020, until 10:00pm on Tuesday, April 28, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT. Students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #5 is closed-book, closed-notes, closed-everything.

- About thirty minutes of Graca summarizing what he understands to be the highlights
- About thirty minutes of Q & A

The content for each of the three sessions will be substantially the same (so there is probably no reason to participate in more than one):

- 9:30am-10:30am
- 11:00am-12:00pm
- 2:00pm-3:00pm

The platform for the review sessions is to be determined. Given the new stresses that our technological infrastructures are under, it seems to make sense to hold off on committing to a particular platform just yet.

- Chapters 16
  - [https://uta.instructure.com/courses/33024/modules/232533](https://uta.instructure.com/courses/33024/modules/232533)
- Chapter 17
  - [https://uta.instructure.com/courses/33024/modules/232534](https://uta.instructure.com/courses/33024/modules/232534)
- Chapter 18
  - [https://uta.instructure.com/courses/33024/modules/232534](https://uta.instructure.com/courses/33024/modules/232534)
### Tentative Course Schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Reading Preparation and Study</th>
</tr>
</thead>
</table>
| 05/07/2020  | Thursday| There will be three **OPTIONAL** (synchronous) group-chat-style review sessions on Thursday, May 7, 2020:  
- 9:30am-10:30am  
- 11:00am-12:00pm  
- 2:00pm-3:00pm  
The content for each of the three sessions will be substantially the same (so there is probably no reason to participate in more than one):  
- about thirty minutes of Graca summarizing what he understands to be the highlights  
- about thirty minutes of Q & A  
The platform for the review sessions is to be determined. Given the new stresses that our technological infrastructures are under, it seems to make sense to hold off on committing to a particular platform just yet. |                                                              |
| 05/07/2020  | Tuesday | Exam #6 (Exam #6)  
Exam #6 will be available at https://uta.instructure.com/courses/33024/assignments/589146 from 8:00am on Tuesday, May 12, 2020, until 10:00pm on Tuesday, May 12, 2020. The exam will contain approximately forty multiple-choice-type questions and there will be a seventy-five-minute time limit. Students must begin the exam no earlier than 8:00am CDT and must complete the exam no later than 10:00pm CDT. Students may not use any material or electronic resources while taking the exam. In other words – as previously planned – Exam #6 is closed-book, closed-notes, closed-everything. |                                                              |