



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 5340_600 **Organizational Development**, Spring 2025, CRN: 24750
Management Entrepreneurship Concentration, Bachelor of Business

Administration Course Syllabus

Class Duration: Jan 21 – May 13, 2025
Instructor: Dr. Jimmie Flores,
Tel: 210-446-9350
E-Mail: jflores5@tamusa.edu
Student emails will receive a reply within two business days.
Course Website: <https://tamusa.blackboard.com/>
Office Hours: M-W-F: 11:30 am to 12:30 pm CST
and by appointment.

Catalog Course Description: This course focuses on planning for organizational change with emphasis on workforce engagement. Students are introduced to contemporary thinking in organization development and change theory, concepts, and applications. Students will learn the process of planning for change through optimizing an organization's architecture. The course emphasizes a process for organization query through collecting and analyzing data, diagnosing workflows, and changing work group behavior. Students will learn to design and implement work group interventions for leading and managing change.

Credits: 3 (3-0-0)

Prerequisites: None

Course Objectives: Improve organizational performance and minimize organizational risk.

Student Learning Outcomes:

After successful completion of this course, students will be able to:

1. Plan & conduct a training needs analysis.
2. Diagnose organization, task, and person development interventions.
3. Determine strategies for training & development solutions.
4. Develop client contract for recommended training and/or development intervention(s)
5. Design planned intervention(s) using learning principles, trainee readiness, feedback, and measurement of outcomes.
6. Evaluate training methods for organizational fit.
7. Demonstrate end to end instructional & development objectives, plan, design, implementation, and evaluation.
8. Apply the principles of the learning organization as a model for organizational change.

AACSB Assessment:

The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

Required Materials:

Textbook:

Organization Development & Change, 11e by Thomas G. Cummings & Christopher G. Worley

Print ISBN: 9781337618755, 1337618756 Print ISBN 9781337618755, 1337618756

eText ISBN: 9780357446881, 0357446887

Publisher: Cengage Learning

Other Recommended / Reading Materials: Additional reading materials are available on the Blackboard course under each week.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
5. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will not be granted for lack of availability of internet connections.
6. Students should remember that hybrid and online courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
7. For online-asynchronous courses, students should keep current on class recordings. For online-synchronous courses, students are expected to attend virtually during the class meeting time.
8. For OLC-A courses, students are not required to come to class, even for proctored examinations.
 - a. The instructor can require students to take examinations using proctoring software as indicated in the Proctored Exams section.
 - b. The instructor decides which type of examination works best for the class and the student must comply with their instructions – as long as they are not required to take an in-class examination, or are required to take the examination at one specific time that applies to all students. In other words, the instructor will offer the student some flexibility on test location and the time to sit for the examination. Instructors should allow 72 hours for students to complete any examination.
9. Students are required to complete the activities on Blackboard as per the schedule, reviewing the discussion forums and announcements frequently will help students to meet their deadline.
10. Please contact your instructor at the earliest if you require any assistance in class.

Grading Policy: The final course grade will be based on your performance on the quizzes, assignments and class participation using the following weights:

Discussion 8*30	240 Points
Assignment 6*60	360 Points
Quiz 14*10	140 Points
Mid-term exam *100	100 Points
Final Assignment 1*160	160 Points
Total	1000

The final letter grades will be assigned as follows: Above 90% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F.

This course has a requirement of a grade of C as a minimal grade for satisfactory completion of this course. Add this statement if the course has such a requirement. Please check current course catalog/Dept head.

Quizzes: Quizzes are taken from the readings and from the textbook chapters. The quizzes will consist of conceptual multiple-choice questions. The quiz materials will come from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class.

Assignments/ Research papers: There will be several assignments during the course. The due dates will be posted through Blackboard. There will be a Course project assignment is due in the final week. Missing a course project assignment will result in a grade of zero for that assignment and may result in a failure grade in the course. The units of measurement are extremely important, and **MUST** be shown at each stage of the computation. Considerable points will be taken off for not following these requirements.

Make up and Late Assignment/exam/quiz policy: As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extra-ordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

Class conduct and civility code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
3. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
4. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned OFF and headphones removed.
5. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
6. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 2 business days (Monday-Friday).
7. All assignment submissions must be uploaded to Blackboard by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Class attendance and Participation: Students are responsible for the materials covered in class. The course covers a lot of material, and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and visit/contact the instructor during office hours in case of questions or concerns.

The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

Fall 2024 Class Schedule

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

Week	Duration	Due
Week 01	Jan 21 to Jan 26	Sunday Jan 26
Week 02	Jan 27 to Feb 02	Sunday Feb 2
Week 03	Feb 03 to Feb 09	Sunday Mar 9
Week 04	Feb 10 to Feb 16	Sunday Feb 16
Week 05	Feb 17 to Feb 23	Sunday Feb 23
Week 06	Feb 24 to Mar 02	Sunday Mar 2
Week 07	Mar 03 to Mar 09	Sunday Mar 9
Week 08	Mar 10 to Mar 16	Sunday Mar 16
Week 09	Mar 17 to Mar 23	Sunday Mar 23
Week 10	Mar 24 to Apr 30	Sunday Mar 30
Week 11	Mar 31 to Apr 06	Sunday Apr 6
Week 12	Apr 07 to Apr 13	Sunday Apr 13
Week 13	Apr 14 to Apr 20	Sunday Apr 20
Week 14	Apr 21 to Apr 27	Sunday Apr 27
Week 15	Apr 28 to May 04	Sunday May 4
Week 16	May 05 to May 11	Sunday May 11

Week	Date	Readings	Activity
Week 1	Jan 21 to Jan 26	<ul style="list-style-type: none"> Chapter 1: General Introduction to Organization Development 	Introduction Forum (Non- graded) Week 1 Discussion Week 1 Quiz
Week 2	Jan 27 to Feb 02	<ul style="list-style-type: none"> Chapter 2: The nature of planned change 	Week 2 Assignment Week 2 Quiz
Week 3	Feb 03 to Feb 09	<ul style="list-style-type: none"> Chapter 4: Entering and contracting 	Week 3 Discussion Week 3 Quiz
Week 4	Feb 10 to Feb 16	<ul style="list-style-type: none"> Chapter 7: Designing interventions. Chapter 8: Managing Change 	Week 4 Assignment Week 4 Quiz
Week 5	Feb 17 to Feb 23	<ul style="list-style-type: none"> Chapter 9: Evaluating and Reinforcing Organization Development Interventions 	Week 5 Discussion Week 5 Quiz
Week 6	Feb 24 to Mar 02	<ul style="list-style-type: none"> Chapter 10: Interpersonal and Group Process Approaches 	Week 6 Assignment Week 6 Quiz
Week 7	Mar 03 to Mar 09	<ul style="list-style-type: none"> Chapter 11: Organization Process Approaches Chapter 12: Employee Involvement 	Week 7 Discussion Week 7 Quiz
Week 8	Mar 10 to Mar 16	Mid - Term Assignment	
Week 9	Mar 17 to Mar 23	<ul style="list-style-type: none"> Chapter 13: Work Design (Spring Break) 	Week 9 Discussion Week 9 Quiz
Week 10	Mar 24 to Apr 30	<ul style="list-style-type: none"> Chapter 14: Performance Management 	Week 10 Assignment Week 10 Quiz
Week 11	Mar 31 to Apr 06	<ul style="list-style-type: none"> Chapter 15: Talent Development 	Week 11 Discussion Week 11 Quiz
Week 12	Apr 07 to Apr 13	<ul style="list-style-type: none"> Chapter 16: Workforce Diversity, Inclusion, and Wellness 	Week 12 Assignment Week 12 Quiz
Week 13	Apr 14 to Apr 20	<ul style="list-style-type: none"> Chapter 17: Transformational Change 	Week 13 Discussion Week 13 Quiz

		<ul style="list-style-type: none"> • Chapter 18: Continuous change • Chapter 19: Transorganizational Change 	
Week 14	Apr 21 to Apr 27	<ul style="list-style-type: none"> • Chapter 20: Organization Development for Economic, Ecological, and social outcomes 	Week 14 Assignment Week 14 Quiz
Week 15	Apr 28 to May 04	<ul style="list-style-type: none"> • Chapter 21: Future Directions in Organization Development 	Week 15 Discussion Week 15 Quiz
Week 16	May 05 to May 11	Final Assignment	

COVID-19 protocol

If you have COVID-19 symptoms, had exposure to COVID-19, and/or are confirmed to have COVID-19, refrain from coming to campus and self-report in the online COVID-19 Reporting Portal found at: https://redcap.link/TAMUS_COVID_PORTAL for further guidance.

Financial Aid and Verification of Attendance

According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Counseling/Mental Health Resources:

As a college student, there may be times when personal stress interferes with your academic performance and/or negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services.

Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2'). For more information and self-help resources, please visit www.tamusa.edu/studentcounseling
Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates.

To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Operations Plan and the Emergency Action Plan can be found here:

<https://www.tamusa.edu/about-us/campus-information/safety/university-police-department/documents/emergency-operations-plan.pdf> and <https://www.tamusa.edu/about-us/campus-information/safety/university-police-department/documents/emergency-action-plan.pdf>

Download the SafeZone App for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900

Writing, Language, and Digital Composing Center :

The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://bit.ly/WLDCCenter>.

Academic Learning Center

The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

University Email Policy and Course Communications

All correspondence between professors and students must occur via University email accounts. You must have Jaguar email account ready and working. If it is not working, contact the help desk at 210- 784-4357.

Meeting Basic Needs

Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact the Dean of Students (DOS@tamusa.edu) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to provide any resources they may possess.

Military Affairs

Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, and special circumstances (e.g., upcoming deployment, drill requirements, disability accommodations). You are also encouraged to visit the Patriots’ Casa in-person room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances

Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination,

study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

Respect for Diversity

We understand that our students represent diverse backgrounds and perspectives. When we are equity-minded, we are aware of differences and inequalities and are willing to discuss them so we can act to resolve them. The University is committed to building cultural competencies, or the attitudes, skills, and knowledge that enable individuals and organizations to acknowledge cultural differences and incorporate these differences in working with people from diverse cultures. Respecting and accepting people different than you is vital to your success in the classroom, on campus, and as a future professional in the global community. While working together to build this community we ask all members to:

- Share their unique experiences, values, and beliefs.
- Be open to the views of others.
- Honor the uniqueness of their colleagues.
- Value each other's opinions and communicate respectfully.
- Use this opportunity together to discuss ways in which we can create an inclusive environment in this course and across the A&M-San Antonio community.

The Six-Drop Rule

Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Drop Policy

You may drop the course with an automatic grade of W on or before the date listed in the academic calendar at www.tamusa.edu. The last date to drop a course, or withdraw from the University is also indicated in the academic calendar on the university website (www.tamusa.edu). If you wish to drop the class, you must submit the necessary paperwork to the proper authority. Students dropping a course are subject to all conditions listed in the university catalog.

Academic Accommodations for Persons with Disabilities

Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, please contact Disability Support Services in the Central Academic Building, Suite 210, or at (210) 784-1335 or visit <https://www.tamusa.edu/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

Emergency Preparedness

JagE Alert is Texas A&M University-San Antonio's mass notification system. In the event of an emergency, such as inclement weather, students, staff, and faculty who are registered in JagE Alert, will have the option to receive a text message, email, and/or phone call with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Preparedness and the Emergency Response Guide can be found

here: <https://www.tamusa.edu/upd/index.html>.

Statement of Harassment and Discrimination

Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equality of opportunity and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students:

Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide reasonable accommodations to pregnant students that would be provided to a student with a temporary medical condition and that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

AI POLICY:

No Use of Generative AI Permitted

MGMT3325 assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Students' Rights and Responsibilities

The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, University Catalog and to comply with them, as well as federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide an environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notification.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct.

Violations of Academic Conduct (Section 14.5 Student Handbook)

As a member in an academic community, students at Texas A&M University-San Antonio are expected to exhibit a high level of honesty and integrity in their pursuit of higher education, be mature, be self-directed and be able to manage their own affairs. Students who are unwilling to abide by these basic expectations will find themselves facing academic and/or disciplinary sanctions. Students are expected to share in the responsibility and authority with faculty and staff to challenge and make known acts that violate the Texas A&M University-San Antonio Code of Conduct. For more information please visit the Office of Student Rights & Responsibilities website <https://www.tamusa.edu/student-rights-and-responsibilities/index.html>.

Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. Academic misconduct includes, but is not limited to, cheating, plagiarism, multiple submissions, collusion, lying and bribery. For more information, refer to the Student Code of Conduct, Article III: Conduct Rules and Regulations. Texas A&M University-San Antonio faculty has the discretion to impose grade penalties as deemed necessary.

Faculty members are required to report such serious breaches of academic honesty to their chair, their dean and the Office of Student Rights and Responsibilities. In cases of academic misconduct, students may be subject not only to grade sanctions in courses but to disciplinary action. Grade sanctions may be imposed only by faculty members, but suspension or expulsion may be imposed only by the Vice President for Student Affairs. If a student wishes to appeal the decision of suspension or expulsion due to violations of academic misconduct, they must initiate their appeal as outlined within the Student Code of Conduct. Extenuating circumstances may cause the University to deviate from the defined time frames.

All student term papers and other written assignments are subject to analysis by anti-plagiarism software. Posting of any class work given to student, or solutions, or discussion, on publicly accessible forums or on social media is not permissible.

Considering the potential consequences of academic misconduct, it is obviously in students' best interests to avoid even the appearance of such behavior. If a student is unclear whether a specific act might constitute academic misconduct, please she/he should contact the instructor for an assessment of the situation.

Important Dates:

January 21 First day of class

March 10-March 15 Spring Break – No classes

April 18 Study Day – No classes

April 21 Last day to drop with an automatic "W."
April 28 Last day to drop a course or withdraw from the University.

May 5	Last Day of scheduled classes for weekday classes
May 6	Study Day – No classes
May 7-May 13	Final exams

The complete academic calendar is available online: <https://www.tamusa.edu/academics/academic-calendar/index.html>