University of North Texas at Dallas
Fall 2025
Syllabus for Introduction to the Global Auto industry – MGMT3340

Department of	Dealership Management	School of	Business
Instructor Name:	David Spaulding DBA		
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Office Hours:	Monday and Tuesday 9am-11am By appointment, Zoom, cell phone or email.
Classroom Location:	*Online*
Class Meeting Days & Times:	Online – 08/25/25 – 10/18/25
Course Catalog Description:	This course explores the role of dealerships as retail networks that connect manufacturers with consumers. Key concepts include "franchise" relationships, location selection, facility planning, financial requirements, sales forecasting, customer retention and societal impacts.
Prerequisites:	None
Required Text:	Introduction to The Global Auto Industry and Dealership Management. Author: Brazill, Steven. Publisher: Jet Lab Books. ASIN: B06XPTKDWD. ISBN: 978-0-9961819-1-4. Cost: $39.95. Format: Kindle eBook (Can be downloaded to any mobile device or computer). *This eBook is not available in the UNTD Bookstore.*

Access to Learning Resources:	UNT Dallas Library:
	phone: (972) 780-1616
	web: http://www.untdallas.edu/library
	email: library@untdallas.edu
	UNT Dallas Bookstore:
	phone: (972) 780-3652
	web: http://www.untdallas.edu/bookstore
	e-mail: untdallas@bkstr.com
	Supported Browsers:
	Chrome Firefox
	Flash 28, 29 (for audio/video)
	Internet Explorer 11
	Safari 10, 11
	Supported Devices:
	iPhone Android
	Chromebook
	(Tablet users can use the Canvas app)
	Getting Help with Canvas:
	Canvas 24 /7 Phone Support for Students: 1-833-668-8634
	Canvas Help Resources:
	web: https://community.canvaslms.com/docs/DOC-10701
	For additional assistance, contact Student Assistance (Distance Learning):
	Founders Hall, Rm 124
	phone: (972)

	338-5580 email: distancelearning@untdallas.edu **If you are working with Canvas 24/7 Support to resolve a technical issue, make sure to keep me updated on the troubleshooting progress.** 338-5580 email: distancelearning@untdallas.edu
Supported Browsers: Chrome 67 & 68 Firefox 60 & 61 Flash 29, 30 (for audio/video) Internet Explorer 11 Edge 41, 42 Respondus Lockdown Browser Safari 10, 11 **Supported Devices:** iPhone Android Chromebook *(Tablet users can use the Canvas app)* **Screen Readers:** VoiceOver (Safari) JAWS (Internet Explorer) NVDA (Firefox) *Note: There is no screen reader support for Canvas in Chrome*	**Getting Help with Canvas:** **Canvas 24/7 Phone Support for Students: 1-833-668-8634** **Canvas Help Resources:** Web: Canvas Student Guide **For additional assistance, contact Student Assistance (Distance Learning):** Founders Hall, Rm 124 phone: (972)338-5580 email: distancelearning@untdallas.edu **If you are working with Canvas 24/7 Support to resolve a technical issue, make sure to keep me updated on the troubleshooting progress.** **If you have a course-related issue (course content, assignment troubles, quiz difficulties) please contact me during office hours or by email.**

Course Goals or Overview: The goals of this course are as follows -
Understand the role of dealerships as retail networks that connect manufacturers with consumers. Key concepts include "franchise" relationships, location selection, facility planning, financial requirements, sales forecasting, customer retention and societal impacts.

Learning Objectives/Outcomes: At the end of this course, students will be able to:	
1	Discuss the role of the automobile in early 21st century society, recognizing the size and scope of the global auto industry, and identifying management and marketing career opportunities within the automotive industry and similar dealership/network type channels.
2	Compare and contrast auto manufacturer (OEM)/dealer networks with aftermarket channels.
3	Summarize the nature and scope of the relationship between auto manufacturers and the dealers who serve in their retail networks.
4	Assess the contributions of a dealership's profit centers to a dealership's overall success.
5	Assess the importance of site selection, sales forecasting, facilities planning, cash flow and customer retention to the success of manufacturers, their product lines and the individual dealers within their retail networks.

Online/Hybrid Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated in class or via class email or Canvas announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Schedule	Topic	Activities	Due Date

Week 1
08/25/25 –
08/31/25
 	
Chapter 1 – The Global Auto Industry
 	
Learning Objectives 1, 2, 3
	- Key terms
	- Not your father's auto industry: Think globally + When does your car stop being a car because it's now an extension of your home that happens to have wheels
	- Perspectives on the industry: Its Products, Channels, Supply Chains & Geography
	- Compare/contrast industries with similar channels & characteristics: automotive aftermarket, heavy duty trucks, recreational vehicles & boats, heavy equipment, agricultural equipment
	- Career opportunities in automotive and related industries
	Links/additional information
		1. **Purchase** course text
		2. **Read** Chapter 1 of text
		3. **Read** Chapters 1-3 "MacroView Lecture"
		4. **Watch videos:** A history of the U.S. car business
		5. **Post** to Discussion DB1 – Introductions
		6. **Take** Quiz 1 Covers:
		  • **Syllabus**
		  • Guidelines 1st assignment
		  • Chapter 1
		  • Chapters 1-3 MacroView
		  • Videos in Week 1
			Discussion (DB1)
			Initial Post Due:
			Wednesday
			08/27/25
			
			Due: Sunday,
			08/31/25
			1.Reply post to two (2) classmates
			2.Quiz 1
			3.Vote on DB1

Week 2
09/01/25 – 09/7/25
 	
Chapter 2 – The Automotive Marketplace: B2C
 	
Learning Objectives 1, 2
	- The market: Size & scope, 4Ps
	- Key terms
	- Products: More than a machine: Your car is jewelry that you drive
	- Price: Monroney Labels, the internet, supply & demand
	- Place: Distribution networks (Dealerships: multiple businesses within a business)
	- Promotion: Marketing/Advertising /Merchandising
	Links/additional information
		1. **Read** Chapter 2 of text
		2. **Read** Chapters 4-6 "MacroView Lecture"
		3. **Watch videos:** The Future of Apple's Car Project and Tesla vs. Car Dealers – What's the Deal
		4. **Complete** Assignment 1 – Career Opportunities
		5. **Post** to Discussion DB2 –
		6. **Take** Quiz 2 Covers:
		  • Chapter 2
		  • MacroView Chapters 4-6
		  • Videos
			Discussion (DB2)
			Initial Post Due:
			09/03/25
			
			Due: Sunday,
			09/07/25
			1.Reply post to two (2) classmates
			2.**Assignment 1Top Ten Vehicles**
			3.Quiz 2
			4.Vote on DB

Week 3 09/08/25 – 09/14/25 **Chapter 3 – The Automotive Marketplace: B2B** **Learning Objective 1, 2**	- Porter's Five Forces at work
	- Barriers to entry
	- Strength of buyers/sellers
	- Competition
	- Tesla, disruption & disintermediation
	- Key terms
	- KPIs
	Links/additional information
		1. **Read** Chapter 3 of text
		2. **Read** Chapters 7, 7a, 8 "MacroView Lecture"
		3. **Watch video:** A new ecosystem for electric cars (Shai Agassi/TED)
		4. **Watch video:** Google's driverless car (Sebastian Thrun /TED)
		5. **Post** to Discussion DB3 –
		6. **Take** Quiz 3 Covers:
		   • Chapter 3
		   • MacroView Chapters 7, 7a, 8
		   • Videos
			Discussion (DB3) **Initial Post Due: Wednesday 09/10/25** **Due: Sunday, 09/14/25** **1.Reply post to two classmates** 2.Quiz 3 **3.Vote on DB**

Week 4 09/15/25 – 09/21/25 **Chapter 4 – Dealership Management: Franchise Relationships** **Learning Objective 3**	- Franchise agreements & SSAs - Key terms - The General Motors Sales & Service Agreement as an industry template - Responsibilities and protections for all parties - Links/additional information	1. **Read** Chapter 4 of text 2. **Read** Chapters 9-11 "MacroView Lecture" 3. **Watch video:** Warren Buffet on the Auto Dealer Franchise Systems 4. **Watch video:** Benefits of the Franchised Dealer System: Overview 5. **Watch video:** Why Dealer Franchise Laws? 6. **Watch Video**: Elon Musk Can't Sell His Teslas in Texas 7. **Post** to Discussion DB4 **Take** Quiz 4	**Discussion (DB4)** **Initial Post Due: Wednesday 09/17/24** **Due: Sunday, 09/21/25** **1. Reply post to two (2) classmates Quiz 4** **Vote on DB**

Week 5 09/22/25– 09/28/25 **Chapter 5 – Dealership Management: Financial Considerations** **Learning Objectives 4, 5**	- Financial factors
	- Working capital
	- Cash cycle and cash flow
	- Inventories
	- Financial reporting
	- Variable Operations/Fixed Operations
	- Profit centering
	- KPIs
	
	Links/additional information
		1. **Read** Chapter 5 of text
		2. **Watch video**: Developing a Manufacturer Succession Plan and Valuing and pricing a car dealership.
		3. **Watch video:** Take turns (a new traffic sign) (Gary Lauder/TED)
		4. **Post** to Discussion DB5:
		5. Quiz 5 Covers:
		   • Chapter 5
		   • Videos
		   • Articles
			Discussion (DB5) **Initial Post Due: Wednesday 009/24/25** **Due: Sunday, 09/28/25** **1.Reply post to two (2) classmates** 2.Quiz 5 **3.Vote on DB** **4.Assignment 2 Due *Careers*.**

Week 6
09/29/25– 10/05/25
 	
Chapter 6 – Dealership Management: Variable Operations
 	
Learning Objective 4, 5
	- Operational factors: Variable Operations
	- Key terms
	- The sales/service/sales cycle
	- The essential role of Remarketing
	- Remarketing channels
	- Buy Here/Pay Here
	- Disruption of the cycle: The Aftermarket
	- Employee retention strategies
	- Customer retention strategies
	- KPIs
	Links/additional information
		1. **Read** Chapter 6 of text
		2. **Watch video:** If cars could talk, accidents might not happen (Jennifer Healey/TED)
		3. **Post** to Discussion
		4. **Take** Quiz 6 Covers
		   • Chapter 6
		   • Videos
			Discussion (DB6)
			Initial Post Due: Wednesday 10/01/25
			
			Due: Sunday, 10/05/25
			1.Reply post to two (2) classmates
			2.Vote on DB
			3.Quiz 6

Week 7: **10/06/25 – 10/12/25** **Chapter 7 – Dealership Management: Fixed Operations** **Chapter 8 – Into the Future** **Learning Objective 1, 4, 5**	- Operational factors: Fixed Operations - Key terms - Service & time as inventory - Parts & inventory management - Intervening in the sales cycle - Employee retention strategies - Customer retention strategies - KPIs - Links/additional information - Into the future - The evolving nature of the product - Our evolving relationship with the product - The evolving needs of society - The evolving needs of society - Future career opportunities in automotive and related industries Links/additional information	1. **Read** Chapter 7 of text 2. **Read** Chapter 8 of text 3. **Watch video:** Making a car for blind drivers Dennis Hong/TED) 4. **Watch video:** How a driverless car sees the road (Chris Urmson/TED) 5. **Watch video:** The future of cars (Larry Burns/TED) 6. **Watch video:** A future beyond gridlock (Bill ford/TED) 7. **Complete** Assignment 4 – What will the Automotive Industry Look Like in the Future? 8. **Post** to Discussion DB7 9. **Take** Quiz 7 • Chapter 8	**Discussion (DB7)** **Initial Post Due: Wednesday 10/08/25** **Due: Sunday 10/12/25** **1.Reply post to two (2) classmates** 2.Quiz 7 **3.Vote on DB** **4. Career Opportunities paper DUE**
Week 8 **10/13/25– 10/18/25** **Learning Objective 1, 2, 3, 4, 5**	- Course Wrap Up	1. **Post** to Discussion DB8 2. **Take** Comprehensive Final Exam **No vote this week but be sure to do the Course Evaluation.**	**Discussion (DB8)** **Initial Post Due: Wednesday, 10/15/25** **Final Exam** Open throughout the course, Closes on Saturday, **10/18/25**

*Note: Discussions are an important component of the course. *Participation across a minimum of two days in each week is required.* See the grading rubric for details. Discussion Board initial posts are due on Wednesday by 11:55 PM CT. The minimum word count for initial posts is 100. Reply posts to two (2) classmates is due on the following Sunday by 11:55 PM. Reply posts should be substantive and include the "why" behind "I agree" type statements.

Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Discussion Posts - – group discussions designed to apply presented course material, enhance research skills, demonstrate communication skills and utilize critical thinking, decision-making skills. For any credit to be given, all post must be within the time period.
 Discussion Board process:

Please read carefully on the directions below as your grade depends on it.

1. Possible points 50 points *except for Week 7 DB with 100 points possible*
2. Comments responding to other student's posts on at least two different days with substantive content: 10 points or one day: 5 points
3. Vote on the best Wednesday posts 20 points. No late votes accepted Due Sunday by emailing Dr. Spaulding. (Voting Thursday-Sunday)
4. Format for voting email (you may not vote for yourself)
   a. Best Post: 5 points and why
   b. Second best 4 points and why
   c. Third best 3 points and why
   d. Fourth best 2 points and why
   e. Fifth best 1 point and why
   f. **If I cannot tell which post gets what points, and/or no reason for the vote 0/20**

5. Top five winners each week – 15 bonus points, 2nd Place 10, 3rd Place 8, 4th Place 7, 5th place 5 points. **Consider the best post: New information, organization of the post, logical well thought out post, and insight into the week's concepts.**
6. Other DB concerns:

   a. Please refrain from using "I think" or any other variation in your posts. I will assume you are thinking. Using "I think" weakens your point.
   b. Be aware that large paragraphs will effectively bury your relevant points. The DB is a communication tool, be effective and use bullet points, numbers, and one thought per paragraph.

Quizzes - online tests designed to measure knowledge of presented course material and ability to apply appropriate concepts in practical settings.
   a. No Late work accepted although you may work ahead.
   b. Quizzes are assessments of learning. Because of the online nature of the quizzes, answers are not given.

Assignments - exercises designed to reinforce chapter material to ensure understanding of concepts and apply to real-world automotive industry applications.
   c. Strict compliance with the University plagiarism policies.
   d. Turnitin dot com will be used.
   e. This to be the student's own work specifically for this course.

f. No AI assistance allowed. No late work accepted.

Project - an active learning individual or team assignment designed to measure ability to apply presented course material, conduct research and present the results in both written and verbal forms. This is to be the student's own work written specifically for this course. Strict compliance with the University plagiarism policies. Turnitin dot com will be used. NO late work accepted.   Using AI is not acceptable in your writing. To be successful is your professional world, you MUST be able to write without assistance.

Final Exam - Final exam. Timed online comprehensive exam. No late work accepted.

Exam policy: Quizzes and Exams should be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).

Incomplete Policy

In order to receive an incomplete in this course, the Grade of Incomplete Form posted on the Registrar forms site must be completed, signed and returned to the Office of the Registrar by the deadline posted in the Academic Calendar. For other questions related to grade of incomplete, contact Dr. Dawn Remmers, Assistant Provost, at dawn.remmers@untdallas.edu.

The deadline to file for an incomplete for the course is the last day in which there is regular instruction for the session (not including finals). The deadline to file an incomplete for this course is March 8, 2025.

GRADING MATRIX

Instrument Total Points

Activities/Assignments	Points	Value (percentages)
Discussions	(7) = 350 Total	40%
Assignments	(2@ 50 pts.) 100 Total	10%
Quizzes	(7 @ 50 pts.) = 350 Total	35%
Comprehensive Final Exam	150 Points	15%
Total:	**1,000**	**100%**

GRADE DETERMINATION

A = 90% or better
B = 80 – 89.9 %
C = 70 – 79.9 %
D = 60 – 69.0 %
F = 59.9% & Below

Communicating with Professor

The only way students should communicate with the professor is through email or the Q&A Discussion Board thread on Canvas. I can be emailed at david.spaulding@untdallas. All emails should include the Course #/Section # in the subject line and reference the activity in question. Please be as detailed as possible about your question. This will eliminate unnecessary emails and get you back on track quicker.
All emails must come from UNTD. I will not open any emails from Gmail, yahoo, etc.

Example Email
University email system ONLY please

Subject: Quiz 2, MGMT3340.010

Dear Dr. Spaulding,

I have a question about Quiz 2. Questions 3 stated "Insert Question Here." I answered C, "insert answer c here," but it was marked wrong. Could you please double check that for me because the in the book on page 210, it states that C would be the correct answer.

Thank you for your time,
Student's Full Name
MGMT3340.010

University Policies and Procedures

Students with Disabilities (ADA Compliance):
Chapter 7(7.004) Disability Accommodations for Students:

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see [Disability Services Office](). You may also contact them by phone at 972-338-1777; by email at [UNTDdisability@untdallas.edu]() or at Building 2, room 204.

Canvas Instructure Accessibility Statement:
University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. [Canvas Instructure Accessibility Statement is also provided.]()

NOTE: Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance utilizing any of these tools.

Course Evaluation Policy:
Students' evaluations of teaching effectiveness are a requirement for all organized classes at UNT Dallas. This short survey will be made available to you at the end of the semester, providing you a chance to

comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider students' evaluations to be an important part of your participation in this class. There will be some bonus points awarded for completing the evaluation.

Assignment Policy: Homework assignments are designed to assist in understanding the chapter material. You are graded on your homework, and the result of your efforts with homework will be evident in your exam grade. Due dates are firm.

Exam Policy: Exams should be taken as scheduled. Exams will be taken on Canvas. Final Exam should be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).

Academic Integrity:

Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to UNT Dallas' Student Code of Academic Integrity for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection: Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

Classroom Policies

Online Attendance and Participation:
The University attendance policy is in effect for this course. Class attendance in the Canvas classroom and participation is expected because the class is designed as a shared learning experience, and because essential information not in the textbook will be discussed in the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency.

Attendance for this online or hybrid course is considered when you are logged in and active in Canvas, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to UNT Dallas' Registrar for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course.

Inclement Weather and Online Classes: Online classes may or may not be effected by campus closures

due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online "Netiquette":
In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to UNT Dallas Student Code of Conduct. Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Diversity/Tolerance Policy:
Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Dean of Students as the instructor deems appropriate.

Technology Assistance: In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements listed on the first page of the syllabus.

If you experience difficulty accessing or using components of the course, try using Google Chrome browser. If you still experience technical difficulties, first, notify your instructor.

If the problem is still not resolved, call Student Assistance (Distance Learning) at the phone number listed on the first page of the syllabus. Also, no matter what browser you use, always enable pop-ups. For more information see:

- UNT Dallas Canvas Technical Requirements
- Canvas Instructure Supported & Unsupported Operating Systems

Other Course Policies:

1. The class week begins at 12:00 a.m. Central time (U.S.) on each Monday morning and ends at 11:55 p.m. Central on the following Sunday. All due dates in this course are on Monday's at 11:55 PM except for the final week, which will be the last day of this course, Saturday, March 8, 2025, at the end of the day.

2. The official communications channels for this course are the UNT Dallas email accounts for the instructor and student or the Canvas Q&A Discussion thread. **Email from other accounts will not be accepted**.

3. Written work must adhere to the following guidelines unless instructed otherwise. Work that is not submitted properly may receive zero points.

    i.   Prepare with a computer using Times New Roman font, 12-point size with 1-inch margins on all sides and double spaced. Include a header with your name, course number/section number, assignment name and date.

    ii. Work submitted electronically must be in one of these Microsoft formats: Word (.doc or .docx), Excel (.xls or .xlsx), PowerPoint (.ppt or .pptx) or Rich Text Format (.rtf). If a file can't be opened using any version of Microsoft Office, or Rich Text Format (.rft) it will not be graded.

    iii. Work submitted electronically must have a filename that identifies it. Use the following convention to name your file: "course#_your last name_assignment. Example: **MGMT3340**_Smith_Case 2.

    iv. Each unit of work must be submitted via its assigned Canvas submission link unless instructed otherwise.

4. Students are expected to employ professional business writing skills in written assignments. Grammar, spelling and punctuation matter because they matter in most business and professional situations. Deficiencies will negatively impact an assignment's grade. Help is available—if you need help, please, ask.

5. A grading rubric for Discussions is provided and students are advised to refer to it for information on grading practices *including minimum participation requirements*. Note that a score of zero points will be posted to the grade book for any Discussion assignment for which minimum participation requirements are not met. Minimum participation requirements for a Discussion assignment include: Minimum of three posts (at least one of which must be original) made over at least two separate days. Initial posts are due by Wednesday with a minimum word count of 100, and reply posts to two (2) classmate's posts is due by the following Sunday at the end of the day. See the Discussions Grading Rubric for full details.

6.   Late work will not be accepted, and make-ups will not be allowed except for documented emergencies (See Student Handbook).

This syllabus and course outline are subject to change.