Welcome to the Graduate School of Management

This guide is intended for use by faculty and visiting instructors at the UC Davis Graduate School of Management. The objective is to set forth a common set of standards, policies, and how-to’s for those who teach at the School.

This guide contains several sections regarding policies, procedures and commonly asked questions. We urge you to read this well before you commence your class. If you have taught a class in a prior year, please take a moment to review again, as some policies and procedures may have changed.

We have also provided key contacts should you have any further questions regarding information not included in this guide.

We hope you have a successful 2012-2013 academic year!

Sincerely,

Steven C. Curroll
Dean
Professor of Management

Hemant Bhargava
Associate Dean

Paul Griffin
Associate Dean

Kim Elsbach
Faculty Chair

The mission of the Graduate School of Management is to be a leader in management research and education. As part of the world’s premier public university, we pursue significance, excellence and scholarly rigor in our research, teaching and service to the people of California. We emphasize curiosity, creativity and high standards in the generation and transmission of theoretical and practical knowledge relevant for business.
**GSM Policies and Procedures**

The GSM MBA Program Guide details registration requirements, scheduling, full-time and part-time study, curriculum, grading, repeated courses and incomplete grades. [Policies and Procedures]

**Registration Policies**

Students register for classes online via our Registration and Payment system, RaPS. Once registered, students will be listed on your course roster. Students who do not appear on your course rosters are not permitted to attend your class. GSM policy strictly prohibits auditing of courses.

With limited exceptions, non-GSM graduate students may be given permission to enroll in full-time elective courses. Students inquiring should be directed to the GSM Registrar, gsmregistrar@ucdavis.edu for further information.

**Cross Registration**

The GSM will allow students to “cross register” in courses outside their home campus based on availability (i.e. a full-time student may enroll in a Sacramento/Bay Area course or vice versa). Students with questions should be directed to the GSM Registrar for more information.

**Independent Study**

A student may design a course of independent study (299/499) and approach you as a faculty member to sponsor the project. GSM policy does not permit visiting faculty or lecturers to supervise independent studies projects. For such requests, please refer students to a faculty member or the Graduate Advisor.

**Course Descriptions**

All courses have an official description, a statement of what the Committee on Courses of the University has approved. These descriptions, which are included in the University catalog, are used by students to select courses. While you should design your course with this official description in mind, you should also recognize that this description could have been written some time ago, and therefore may need some adaptation to the present. Hence, it may be appropriate to restate or expand the official description or rewrite it as a statement of course objectives (goals) or learning expectations. This would then become a part of your course outline and syllabus.

With 290 series courses or 298 group studies courses, you have considerably more flexibility in the course description. For Visiting faculty/lecturers, you should discuss the content of your course with the Associate Dean. Finally, if you contemplate major changes in the content of a course that you have taught previously, it is best to review these changes with the Associate Dean.

**Waitlist**

Once a course is full, students who register for that class will be automatically added to the waitlist. The only way to be added into a course once it is full is through the waitlist. Registered students will need to drop the course in order for a waitlisted student to be added. Waitlist questions can be directed to the Academic and Student Services staff.

**Syllabus**

A syllabus is a brief description of the format of the class. It should list the course title, professor, time and date of class, professor’s office hours and office location, required textbooks or textpak information. It may also include a description of what may be covered in the class, a day-to-day assignment schedule, examination and grading procedures. Recommended procedures regarding syllabus information can be found on the Student Judicial Affairs web site. An electronic copy of the syllabus is requested approximately two months prior to the beginning of the course. This may be submitted to Project & Instructional Resources HelpDesk via email at instructional@gsm.ucdavis.edu. All syllabi will be posted on the GSM course web page as well as on SmartSite. Students prefer to view this information prior to registering for courses which usually occurs several months prior to the beginning of your class.

Following recommendations from the GSM Ad Hoc Ethics Committee, your syllabus should also refer appropriately to:

1) The UC standards of conduct for students
2) Any unique student conduct requirements established by the instructors of the course.
3) AACSB learning objectives.
Academic Procedures

Add/Drop
Students must use the RaPS course registration system to add or drop courses. Dates are available on the GSM Academic Calendar.

Laptops, the Internet, and Cell Phones
You may wish to establish a policy regarding the use of laptops, the internet, and cell phones in your class, for example, “Laptops and the internet should only be used for class materials only. Cell phones should be turned off.” In this way, everyone is informed as to a common (and reasonable) code of conduct.

SmartSite

SmartSite is the UC Davis course management system used across campus. It contains an extendable set of tools designed to bring students and instructors together for knowledge sharing, discussion, and collaboration. SmartSite can be used for assignments, grading, distribution of class materials, and many other uses. All courses will have a SmartSite course web page created for you by the Project & Instructional Resources office.

Course Prerequisites
Course prerequisites can be general or specific. Students should have completed the core courses prior to taking an elective. Some elective courses may also require that a specific course be taken as a prerequisite.

to the elective. As an instructor, you should attempt to be aware of students who are registered in your course who may not have all the necessary prerequisites. Based on information that they provide, you may encourage or discourage them from taking your course at the present time.

Testing Out of a Core Class
Students may request to “test out” of a core class by passing an exam given by the professor teaching that course. You may therefore have to administer a test prior to the beginning of the quarter. This can be done in written form or orally. For oral exams, you may make your determination based on information presented by the student to demonstrate that the material has been covered in an earlier class or as a result of prior work experience. Testing out for core classes is offered during Fall Orientation for incoming students. Results of the “testing out” of a core course need to be communicated to Academic and Student Services.

Cancelling or Changing a Class Meeting Time/Date
If you need to cancel or change a schedule class meeting time and/or date, this needs to be discussed and arranged in advance with the Associate Dean. If the Associate Dean agrees to cancel or change your scheduled class meeting time and/or date, the faculty member is responsible for notifying your class via the class mailing list (accessible via SmartSite) and Project Resources. This must be done as this change in your class schedule, may impact catering, staffing and staff assistance at your particular class location.

Course Evaluations
At the end of each quarter, approximately two class sessions before the last day of your class, you should expect to receive a packet of blank evaluation forms. You should request students to complete these in class. Instructions regarding course evaluations will be on the outside of the envelope containing the blank evaluations. A student in your class will collect the completed forms and return them to the appropriate location as stated on the instruction sheet attached to the envelope. You will receive an electronic copy of the course evaluations and a summary within 1-2 weeks following the completion and submission of grades.

Allegations of Academic Misconduct or Cheating
Any allegations of academic misconduct (e.g., cheating, plagiarism, etc., see Code of Academic Conduct) should be communicated to the office of Student Judicial Affairs. Information about student responsibilities and rights, Standards of Academic Conduct, procedures for reporting academic misconduct and the filing of student grievances are available online. You may also contact:
>> Assistant Dean, Student Affairs, James Stevens
>> GSM Registrar

Final Exams, Final Presentations
GSM policy is that each instructor has complete control over these issues, and what one instructor does has no bearing on what others do. It is the responsibility of each student to understand the individual requirements and policies of each instructor. We strongly encourage faculty to provide clear guidelines on these issues on their syllabus. In order to meet the grading deadline, all coursework (including projects and/or presentations) needs to be completed/submitted no later than the last day of instruction for the quarter.
**Grading System**

A+  
Premium grade, awarded in rare instances when a student has performed far above the standard expected for a class.

A, A-  
Awarded to students for outstanding performance, well above the standard for completion of the class. Normally, it is expected that A’s of any type will be awarded to significantly fewer than half of the students in a class.

B+, B  
Awarded to students who have fully met all the requirements of the class. It is expected that the majority of the students in any class will receive these two grades.

B-  
Indicates deficiencies but a basic understanding of class material.

C+ and lower  
Indicates serious deficiencies in performance. Penalty grades are given to students whose performance in a class has been deficient and on an absolute basis, with no specific proportion expected given.

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**Grading Guidelines**

The basis for grading is class performance, which should be documented sufficiently such that you can demonstrate how you arrived at the grading judgment. Class performance can be based on examination (written or oral), presentation, attendance, class participation, or a combination thereof. You may wish to indicate how you will combine the various performance factors into an overall (weighted) measure of performance. A final (examination or presentation) should be given during finals week. Recommended grading policies can be found under “Responsibilities of the Faculty” in the Code of Academic Conduct.

For elective courses, the same standards apply except that instructors are not required to follow the suggested quantitative guidelines for the percentage of grades in a particular category.

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**Submitting Final Grades**

All grades are due within **72 hours** of the course’s scheduled final or last class meeting (if no final is scheduled). If you anticipate being more than 24 hours after this deadline, please contact the GSM Registrar, who can work directly with the campus Registrar’s Office.

Every enrolled student needs to receive a grade when submitting grades to the Registrar’s Office. If a student will be delayed in completing their course work, see the “Incomplete Grade” section that follows.

Course grades are submitted online via SmartSite or MyUCDavis. Instructions for submitting grades online can be found [here](#).

Meeting the deadline to submit grades is particularly important for Sacramento and Bay Area courses as many of the students must submit grades to receive employer reimbursement for course work. A delay in submitting grades can jeopardize the student’s reimbursement compensation. Course evaluations will not be released until final grades have been submitted.

**Incomplete Grade**

On occasion, a student may find it necessary to delay finishing their course work due to extenuating circumstances. GSM policy states that the “grade of Incomplete shall be assigned only when the student’s work is of passing quality but incomplete for good cause as determined by the instructor.”

The timeline to make up the Incomplete grade and the work required is at the discretion of the instructor. The Office of Academic & Student Services will have the appropriate form needed to remove an Incomplete grade from a student’s record once the course work is complete. If you are not a full-time instructor at the GSM, it is recommended that you provide the GSM Registrar with the timeline and course work needed to make up the Incomplete grade for the student’s file.

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**Releasing Grades to Students**

Grades are not official until they are submitted to the Registrar’s Office at the end of the quarter. It is recommended that grades not be released to students prior to their submission to the Registrar’s Office. Students will have access to their grades online within 24 hours of grades being submitted to the Registrar’s Office.

A student may request grade information for reimbursement purposes prior to the university date for posting grades. In that case, the student should provide documentation on company letterhead from their manager stating the reimbursement policy date so than an exception to provide the grade (if it is available) can be made prior to it being released. If the date is prior to the end of the quarter, no exception can be made, but an instructor can provide a letter stating what the expected grade might be.

Students are welcome to have their manager contact the GSM Registrar directly to discuss the timeline of when grades could be released.

**Grade Changes**

Academic Senate Regulations mandate that grades are final when filed with the Office of the University Registrar by the instructor. A grade can be changed only if a “clerical or procedural error” can be documented. If there is an error in calculating a student’s final grade, please contact the GSM Registrar for procedures on having the grade correction made.

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**Office of the Registrar web site**

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AACSB Learning Objectives

The GSM Assurance of Learning Initiative, instituted in response to recommendations by our accrediting body, the Association for the Advancement of the Collegiate Schools of Business (AACSB), is designed to evaluate how well the school accomplishes its educational aims. All are required to provide this for the courses they are teaching. Below are the step-by-step guidelines of what is required by faculty and lecturers.

TIMELINE ON PROCEDURES

STEP 1: At the start of each quarter, teaching faculty members will receive an email from: AACSB_assess@gsm.ucdavis.edu

- You will be asked to provide one or more program learning goals (sample on the next page) and three or more subgoals to be assessed in each class. The goals and subgoals are listed below.
- During the course of the quarter, faculty will develop measures to test whether students are achieving the chosen program goal(s). Students will be rated on a “Pass/No Pass” (1 or 0) basis for each goal.

STEP 2: About two weeks before the end of the quarter, faculty will be sent a spreadsheet template similar to the one on the next page, corresponding to each class he or she is teaching. The template will contain student ID numbers.

- You need to fill in the data pertaining to each student. The spreadsheet is due at the end of the quarter.

For any questions regarding this process, please contact AACSB_assess@gsm.ucdavis.edu

LEARNING OBJECTIVES AND SUBGOALS

Goal 1: Work well in teams and lead them.
1. Study and apply the principles of leadership.
2. Communicate effectively in oral form.
3. Communicate effectively in written form.
4. Use modern technologies to effectively learn and communicate.
5. Understand group dynamics and become a contributing team member.
6. Understand and appreciate the impact of demographic and cultural diversity.
7. Use team building skills to accomplish group tasks.

Goal 2: Apply moral & ethical standards to management decisions
8. Appreciate how ethical considerations enter into business decisions.
9. Develop an awareness of ethical issues in an area related to career choice.

Goal 3: Use appropriate models for analysis and planning
10. Recognize problems and opportunities.
11. Be able to critically analyze alternatives.
12. Analyze data and possess proficiency in the use of data.
13. Integrate functional areas of business when analyzing problems.

Goal 4: Understand multiple functional areas
14. Understand the impact of the international dimension on business decisions.
15. Understand the political, legal, and social environment in which business operates.

WHAT YOU NEED TO DO

STEP 1: Provide one or more program learning goals (sample below).
STEP 2: Complete spreadsheet emailed to you. Fill in the data pertaining to each student. The spreadsheet is due at the end of the quarter.

SAMPLE COURSE ASSESSMENT

The following goals and subgoals were chosen for evaluation of this course:
Subgoals 2, 3, 11

Subgoal 2: Communicate effectively in oral form.
Assessment: Proficiency with eight basic skills required (eye contact, volume, physical bearing, etc.). Students should be able to create and deliver a professional business presentation from a lectern with notes available.

Subgoal 3: Communicate effectively in written form.
Assessment: A student should be able to write business communications of a professional quality. Instructor will grade and assess significant written assignments in the final few classes, and/or the final exam, to make the determination.

Subgoal 11: Be able to critically analyze alternatives.
Assessment: Can a student create a well-reasoned critical analysis of a challenging problem/question/opportunity? Students must demonstrate competence with the step method in “The Thinker’s Guide to Analytic Thinking.” The instructor assesses critical acumen in the final exam, which includes overt use of the step method and the accompanying written report.

Goal 1: Work well in teams and lead them.

Goal 2: Apply moral & ethical standards to management decisions

Goal 3: Use appropriate models for analysis and planning

Goal 4: Understand multiple functional areas

For any questions regarding this process, please contact AACSB_assess@gsm.ucdavis.edu
This section contains University information on other policies and standards, most of which relate to standards of conduct for students and professors. While these have been communicated to students, there is always some variation in the way an instructor may choose to implement them. Please review these guidelines. If necessary, the Associate Dean’s Office can assist you in interpreting these guidelines.

CODE OF ACADEMIC CONDUCT
All students who take courses at the GSM are governed by the University of California’s standards of ethical conduct for students, in particular, the sections on academic conduct and integrity. These sections set forth the responsibilities of student and faculty to maintain a spirit of academic honesty and integrity at UC Davis. It is essential that you are aware of this code of conduct and the disciplinary actions that may be taken in the event of a violation. Details may be obtained from the Associate Dean’s Office or the campus Office of Judicial Affairs.

SEXUAL HARASSMENT POLICY
The UC Davis policy on sexual harassment prohibits any form of sexual harassment as well as retaliation for bringing a complaint. UC Davis is committed to providing an environment which is free of sexual harassment for everyone who participates in University programs and activities. This commitment is in accordance with the spirit of the UC Davis Principles of Community.

What Is Sexual Harassment?
Sexual harassment can be defined as: unwanted sexual attention in the work or learning environment. In some cases, this occurs when a person in a position of power uses that power to coerce a subordinate into providing sexual favors. The imbalance of power creates a situation in which the subordinate does not feel free to say “no.” Some examples of this type of behavior include:

- unwanted, repeated requests for dates
- offering employment or educational benefits in exchange for personal attention
- repeated attempts to turn a professional relationship into a personal one

Who Can Help?
The Sexual Harassment Education Program serves as a resource for everyone concerned about sexual harassment. Its purpose is to prevent and conciliate problems informally and confidentially. If you need assistance or would like more information, the following resources are available:

Sexual Harassment Anonymous Call Line
Campus - A-CALL (752-2255)
UCDMC - 4-CALL (734-2255)

Sexual Harassment Advisors
The advisors are specially trained staff and faculty who have expertise in sexual harassment laws, the UC Davis policy, and sexual harassment complaint resolution. They can conciliate informal complaints and make referrals to other campus and community resources. They also possess expertise and sensitivity in issues of gender, ethnicity and sexual orientation. Please call the Sexual Harassment Education Office for referral.

GSM Sexual Harassment Advisor
Christina Lozano
2218 Gallagher Hall
Email: cslozano@ucdavis.edu
Phone: (530) 752-5330

Sexual Harassment Education Office
Campus - 530-752-9255
UCDMC - 530-734-2259

Emotional Support Services
Dealing with a sexual harassment problem can be stressful, whether you have a complaint, have been accused or are otherwise involved. If you would like to speak to someone about the emotional issues that your situation brings up for you, these counseling resources may be helpful:

Academic and Staff Assistance Program (staff/faculty)
Campus - 530-752-2727
UCDMC - 530-734-2727

Counseling Center (students)
Campus - 530-752-0871

POLICIES AND STANDARDS FOR STUDENTS WITH DISABILITIES
Faculty must provide accommodations for a student with a disability if the student presents a letter at the beginning of the quarter enumerating identified accommodations from the Student Disability Center (SDC). Students who do not provide SDC verification should be asked to do so before accommodations are provided. If the faculty member disagrees with the SDC accommodation, or is aware of course-specific factors that have bearing on the accommodation, they should consult with either the SDC Disability Specialist who authored the accommodation letter or the SDC Coordinator.

Legislation Governing Accommodations
Section 504 of the Rehabilitation Act of 1973 and Title II of the Americans with Disabilities Act of 1990 (ADA) mandate that institutions of higher education not discriminate against “otherwise qualified” individuals with disabilities. The federal regulations implementing Section 504 and the ADA establish that reasonable and appropriate academic accommodations must be provided to students with disabilities to allow equal access to educational opportunities. While providing accommodations, however, institutions of higher education are not required to lower academic standards or compromise the integrity of the school or program. The Student Disability Center (SDC) recommends accommodations for disabled students in compliance with these federal mandates.
For full information regarding the support services provided by the Computing Services Group, please visit: http://support.gsm.ucdavis.edu/

Chip Mrizek  
Director of Information Technology  
2418 Gallagher Hall  
Email: cjmrizek@ucdavis.edu  
Phone: (530) 752-8830

Jim Stevens  
Assistant Dean, Student Affairs  
1101-H Gallagher Hall  
Email: jrstevens@ucdavis.edu  
Phone: (530) 752-7661

Kathy Gleed  
Director, Academic and Student Services  
2402 Gallagher Hall  
Email: krgleed@ucdavis.edu  
Phone: (530) 754-5476

Holly Bishop-Green  
Associate Director, Academic and Student Services  
2402 Gallagher Hall  
Email: hbbishopgreen@ucdavis.edu  
Phone: (530) 752-7363
The Project & Instructional Resources team are available to assist you with all of your instructional and facility needs. You may find more detailed information regarding instructional resources here.

Christina Lozano  
Director, Project & Instructional Resources  
2218 Gallagher Hall  
Email: csolezanos@ucdavis.edu  
Phone: (530) 752-5330

Crystal O’Hara  
Asst. Director, Project & Instructional Resources  
2209 Gallagher Hall  
Email: crohara@ucdavis.edu  
Phone: (530) 754-6746

Class Email Lists

Class e-mail lists are automatically created in your SmartSite course page. This makes it easy for you to e-mail your class directly from SmartSite. SmartSite also has an e-mail archive so students who might add your class late will be able to see all messages sent to the class list.

Course Composites

Class composites are pictures of the students in your class. Composites are available on SmartSite in a confidential folder entitled “Composite.” This information is confidential and may be accessed by faculty and staff only. Faculty will need to use their ucd login and kerberos password to access. Do not share this information with students as this is a violation of privacy policies. Visiting faculty do not have access to this system, please contact us to obtain copies. Class composites are automatically updated daily at 8 am according to the Registrar’s enrollment system.

We will provide all instructors with one hard copy of the class composite prior to the first day of class.

Facility/Fix-It Requests

Requests to fix areas that need attention or areas that may need custodial attention may be sent to instructional@gsm.ucdavis.edu. Your e-mail will be given a work order number and answered in a timely manner. These requests will be directed to the appropriate party.

Online course material

Course material should be placed on the course page in SmartSite. If you elect not to have a course web page, please advise us of this. The only way for students to access the online course material is to be enrolled in the course. Our office is available to give you a tutorial on this system or you may choose have our office post your course materials for you.

Textpaks

A textpak consists of materials either prepared personally by the professor and/or a selection of articles that will be covered in the course. All copyrighted articles and materials will be posted on a course specific page on Study.net. Fulltime students must purchase online access. Part-time program students (Sacramento and Bay Area) will receive a password to access online textpak materials, this cost is included in their tuition. Students will be given an option to order a hard copy if they prefer. Students who cross-register (Fulltime student in a part-time program class) will receive the same access privilege after paying a course differential fee.

For more details regarding cross registration, students should contact the GSM Registrar.

You will be notified by our textpak manager regarding due dates and textpak submission details. To ensure your textpak materials are online for your students to access at least one month prior to the beginning of the quarter, please follow the suggested due dates.

Textbooks

Textbook orders are submitted to the bookstores four months prior to the beginning of the quarter. If you are uncertain what text you would like to use, we can assist you in obtaining examination materials from publishers.

Please be sure to note if your book(s) are required or optional. Only required books are purchased for Bay Area courses. Required textbooks are included in the tuition costs of Bay Area Program students. The UC Davis and UCDMC bookstores will only carry limited quantities of optional books.

Room Reservations

Room reservations are made on a first-come, first-serve basis. Room confirmations will be sent via email once you have completed your request. If the room you need is not available you will be shown alternative locations if available.

There are also breakout rooms available on a first-come, first-serve basis. If you know you will need these types of rooms throughout the quarter, let us know and our office can reserve the rooms for you.

>> To view the room availability online

Proctoring exams

Faculty are required to proctor their own exams. The Project & Instructional Resources office can be available to proctor exams for faculty on a case-by-case basis, during normal business hours. One week advance notice is required to proctor an exam to ensure staff availability. We do not sit-in on the exam, but check on the students periodically.

To make arrangements for proctoring an exam, contact Project & Instructional Resources.
Nondiscrimination Policy Statement

The University of California, in accordance with applicable federal and state law and university policy, does not discriminate on the basis of race, color, national origin, religion, sex, disability, age, medical condition (cancer-related), ancestry, marital status, citizenship, sexual orientation, or status as a Vietnam-era veteran or special disabled veteran. The university also prohibits sexual harassment. This nondiscrimination policy covers admission and access and treatment in university programs and activities. Inquiries regarding the university’s student-related nondiscrimination policies may be directed to Student Judicial Affairs, (530) 752-1128.