Brandeis University
Graduate Professional Studies

I. Course Information

Analytics Strategy and Management: January 18th, 2017 – March 28th, 2017
RSAN-175 1DL, Spring, 2017
Distance Learning Course Week: Wednesday through Tuesday

Instructor: Gregory Block, PhD

You can contact me through discussion forums on our course web site: by replying to any of my posted messages, posting a new topic on the Questions and Comments forum, or posting to one of the various forums established for each class assignment.

To reach me privately, please use the Private Forum, which is also the method I will use to contact you.
The Private Forum is used instead of email in the Strategic Analytics degree program.

Course Site
https://moodle2.brandeis.edu/course/view.php?id=8986

Syllabus Overview
This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, weekly objectives, outcomes, readings, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and feel free to share any questions that you may have.

Course Description
Organizations are experiencing unprecedented change due to the new realities of the digital world. Data now drives decisions in organizations more than ever before. Organizations have more data than they have ever had before, and more ways to analyze it are presented every day. Yet strategic initiatives continue to fail as often as they have in the past. Clearly a new approach to this issue is necessary. This course will cover an integrated approach to strategic management decision making, incorporating a thorough and realistic treatment of its relevance and its challenges. The course also covers how to plan and adopt big data analytics solutions through comprehensive planning, strategy development, and analysis.

Upon completion of the course, students will be able to:

- Understand and use key performance metrics for decision making in different industries
- Identify business, corporate, human resource, and marketing strategies that drive decisions.
- Understand and analyze how key organizational data is acquired, mined, and analyzed.
- Identify how metrics and models are developed and used by organizations.
- Conduct a review of business operations and technology strategies.

Relevant Programs
- Graduate course for the MS in Strategic Analytics

Prerequisites
- RSAN101: Foundations of Data Science and Analytics
or
- RSAN110: Business Intelligence, Analytics and Decision Making

Welcome to Analytics Strategy and Management!

Thank you for registering for this course! I am looking forward to working with you this term as your instructor, and helping you to develop a solid understanding of online instructional design and the ability to apply those skills toward the design of e-learning projects. I have worked to make the procedures that we will use clear to everyone through this syllabus and through the materials posted in the LATTE course. Please familiarize yourself with these materials and feel free to ask me any questions that you may have. I am happy to work with you individually and as a class to help you to learn and apply the new instructional design skills and concepts presented in the course, and I encourage you to ask questions when you are unsure and respond to your classmates' questions when you believe you have the answer; in explaining how to approach problems, we learn more ourselves. We can all learn from each other, and I hope that we'll have open and enriching discussions as we move forward!

My full introduction and biography has been posted to our discussion forum (Introduce Yourself forum in Week 1). I look forward to reading your biographies and getting to know you as well. I sincerely hope you enjoy this course, and look forward to your contributions.

Materials of Instruction

a. Required Texts

Lim, Jeen-Su, & Heinrichs, John H., **Business Intelligence Management - Competitive Business Analytics Approach.** ASIN: B01KGBLPZQ

Note: this textbook is available only in the Amazon Kindle format. You do not need to have Kindle device to view this textbook. Instead, you can download a Kindle Reader for Windows desktop, iOS or Android devices.

Levenson, Alec, **Strategic Analytics - Advancing Strategy, Execution and Organizational Effectiveness.** ISBN 978-1626560550

b. Topic Notes and Assignments
- Weekly required and optional topic notes, available on the course site (in Latte)
- 3 assignments, available on the course site (in Latte)
- Course project, including milestones - proposal, outline and preview

c. Online Course Content
This section of the course will be conducted completely online using the Brandeis LATTE site.
The site contains the course syllabus, assignments, discussion forums, links/resources to course-related professional organizations and sites, and weekly checklists, objectives, outcomes, topic notes, self-tests, and discussion questions. Access information is emailed to enrolled students before the start of the course.

Overall Grading Criteria

Percent	Component
30 %	Weekly Discussions / Online participation
45 %	Assignments (3 at 15% each)
25 %	Course Project

Description of Grading Components

Weekly Discussions / Online Participation (30%, 3% per week)
All student participation will be done online via LATTE. Each weekly block has a page that includes "Discussion Questions". This page describes the topics for discussion related to the course materials posted that week. Each topic description includes a series of discussion questions or other directions for providing a response.

To earn full credit for the Participation component of the grade, students will be expected to complete the following during weeks 1 through 10 of the course:

- o Respond to at least 2 discussion topics each week. Post an original response to one topic by end of day Saturday, midnight EST, and to another by end of day Monday, midnight EST.

- o Post at least 2 other substantive replies to the discussions each week by end of day Tuesday, midnight EST. These messages are replies to the original response messages of others, or replies to someone else's reply message.   The assumption is that you will read through the posts of your classmates to enhance your learning; reply to those of your choice, based upon your own experiences and insights.

- o Post messages on three different days of the course week. While you may post all the required original responses and replies before the due dates, it is important for you to be involved in the discussions throughout the week.

During some weeks, responses to specific topics are due on certain dates; in other weeks, students may choose from among the available topics. Please review the discussion topic requirements carefully. These discussion requirements are described within the **Discussion Questions** page within each weekly block on the course home page; they are also listed in the **Checklist** page for each week.

Each of the two required **original response** messages contributes 30% of the weekly participation grade. Maximum grade is given for each of these if the posted message:

- Answers all questions asked and follows all directions specified in the topic description.

- Includes shared industry experiences and/or relates concepts to the topic notes and readings as appropriate.

- Provide at least two recent citations beyond the course textbooks or required reading. Note that **all sources must be recent, high-quality, academic, peer-reviewed sources, denoted with in-text-citations and properly referenced using APA format** (refer to the Research Help > Citing Sources" link in the LATTE Resources block). Instructor's topic notes may not be cited.

- Uses good scholarship, cites sources and follows proper grammar, spelling and format.

- Contains original content, states in the student's own words, rather than the words of the source. Minimizes the use of (or contains no) quoted material, images, graphs, charts or diagrams.

- Provides sufficient detail; **original responses should include a minimum of 200-300 words**. Some topics require lengthier responses in order to answer all of the questions.

The original response must also be included in a text document (such as Microsoft Word document) and attached to the post. This will allow for individual feedback from the instructor. The response should not include the text of the question. Instead, the question must be addressed in the response.

Each of the two required **substantive reply** messages contributes 15% of the weekly participation grade. Maximum grade is given for each of these if the posted message:

- Provides substantive comments (beyond an "I agree" post) with follow-on points or questions to extend the conversation. **Substantive replies should include a minimum of 100-200 words.**
- Uses good scholarship, original content, cites sources and follows proper grammar, spelling and format
- Note that, as with the original response, **all sources must be recent, high-quality, academic, peer-reviewed sources, denoted with in-text-citations and properly referenced using APA format** (refer to the Research Help > Citing Sources" link in the LATTE Resources block).

All discussion forum postings are subject to review for originality and adherence to academic honesty principles. Please see the section "Academic Honesty and Student Integrity" for more information.

Posting of discussion messages needs to be done in a timely manner so that others in the class have sufficient opportunity to review these and provide replies.

Late Policy:

- ***Half credit*** *is deducted for an original response that is one day late.*

- ***No credit*** *is earned for original responses that are posted more than one day late.*

- ***No credit*** *is earned for substantive replies that are posted late.*

Additionally, 10% of the weekly participation grade is based on your participation in the discussions <u>throughout</u> the week.

- Maximum grade is given for those that post messages to the weekly discussions forum on three (or more) days during the course week.
- Partial credit is given for those that post their messages to the weekly discussions forum on only one or two days of the course week.
- The online participation grade for each week is based on your contribution to the weekly discussion forum, for example "Week 1 Discussions". Posts to the forums set up for discussion of general questions and comments, exercises, or assignments are not considered in the weekly participation grade.

To summarize, the online participation grade for each week is based on the following requirements:

Weekly Requirement	Portion of Weekly Participation Grade
Post Original response #1 by Saturday Night	30%
Post Original response #2 by Monday Night	30%
Post Substantive reply #1 by Tuesday Night	15%
Post Substantive reply #2 by Tuesday Night	15%
Post messages to the weekly discussions forum on three different days	10%

Each week, the online participation in these discussions contributes 3% to the overall course grade. Over ten weeks, this amounts to 30% of the overall course grade.

Assignments (45%)

There are 5 assignments during the semester. Each is worth 15% of the course grade. Each of these assignments will be based on a case study assigned from assigned chapters in the course textbook. The assignment is expected to be 1500-words in length, and to provide 2-3 recent, high-quality, scholarly references per page. Use APA format for citations. Attach the paper in MS Word format to each assignment.

Each assignment must:

- Provide at least two recent citations per page beyond the course textbooks or required reading. Note that **all sources must be recent, high-quality, academic, peer-reviewed sources, denoted with in-text-citations and properly referenced using APA format** (refer to the Research Help > Citing Sources" link in the LATTE Resources block). Instructor's topic notes may not be cited.

- Uses good scholarship, cites sources and follows proper grammar, spelling and format.

- Contains original content, states in the student's own words, rather than the words of the source. Minimizes the use of (or contains no) quoted material, images, graphs, charts or diagrams.

Assignments are due in weeks 3, 5 & 7

Submission of each assignment is due by Tuesday at midnight in the week it has been assigned.

Late Policy: Half credit is deducted for an assignment that is submitted one day late. No credit is earned for an assignment submitted more than one day late.

Evaluation:

Credit may be earned by satisfying the following criteria. Partial credit will be awarded as applicable based on the degree to which the criteria are met.

Criteria	Maximum Points
Clear explanation of key issues: answers all questions posted in the assignment steps.	30 points
Logically organized: key points, arguments, and analysis are easily identified.	20 points
Appropriate research and analysis based on identified industry.	20 points
Conclusions and recommendations/plans of action are clearly articulated.	15 points
Proper organization and logical flow of analysis based on APA formatting. Spelling/grammar/format: - Proper grammar, spelling, punctuation. 3rd person objective viewpoint. - Professional writing and syntax. - Minimum 1500 words.	15 points

Course Project (25%)

In the course project, the student must identify a challenging business scenario, either in her career experience or through independent study. Using a balanced scorecard, identify the critical metrics that identify successful outcomes for the organization. Correlate each metric to a data-driven change in organizational design, human capital or decision-making to allow the organization to overcome the threats and challenges.

There will be three milestones along the way. The milestones are not graded, but only to provide student feedback. These milestones include:

- Course Project proposal – Week 4
- Course Project Outline – Week 6
- Course Project Draft – Week 8

The course project must:

- Provide analytics (descriptive, predictive, prescriptive or a combination) based on a dataset, such as sales history, US census data, polling results, web traffic, clinical studies; the dataset may be masked to preserve proprietary or trade information).

- Provide at least two recent citations per page beyond the course textbooks or required reading. Note that **all sources must be recent, high-quality, academic, peer-reviewed sources, denoted with in-text-citations and properly referenced using APA format** (refer to the Research Help > Citing Sources" link in the LATTE Resources block). Instructor's topic notes may not be cited.

- Uses good scholarship, cites sources and follows proper grammar, spelling and format.

- Contains original content, states in the student's own words, rather than the words of the source. Minimizes the use of (or contains no) quoted material, images, graphs, charts or diagrams.

The course project will be in the format of a Microsoft Word document, and will be due on the last day of Week 10.

Late Policy: The Final Exam will not be accepted beyond the due date.

Evaluation:

Credit may be earned by satisfying the following criteria. Partial credit will be awarded as applicable based on the degree to which the criteria are met.

Criteria	Maximum Points
Clear explanation of key issues: answers all questions posted in the assignment steps.	30 points
Logically organized: key points, arguments, and analysis are easily identified.	20 points
Appropriate research and analysis based on identified industry.	20 points
Conclusions and recommendations/plans of action are clearly articulated.	15 points
Proper organization and logical flow of analysis based on APA formatting. Spelling/grammar/format: - Proper grammar, spelling, punctuation. 3rd person objective viewpoint. - Professional writing and syntax. - Minimum 2500 words.	15 points

II. Weekly Information

On the course site, the home page contains 10 weekly blocks, one for each week of the course. Within each weekly block on the home page, you will find information and resources about the activities for each week:

Overview: Checklist, Objectives and Outcomes
Discussions
Topic Notes & Other Required Readings
Additional Readings
Assignments / Assessments

Initially some of these items (related to discussions, assignments or assessments) will be hidden on the course home page. As we come to the appropriate point in the course, they will become visible and available. A schedule for availability is included within this syllabus.

Most of the items listed in the checklists are required for this course, but some are highlighted as "[optional]" for this course. As your schedule permits, you are encouraged to complete the optional work, as it will benefit your learning.

The following pages of this syllabus present a summary of the weekly objectives, outcomes, readings, assignments, and assessments.

- The chapter readings for both books are planned to generally follow the sequence of the weekly topic notes.

- Some of the references to PMBOK Guide readings include mention of the weekly topic that is highlighted within the chapter.

Week 1	Defining business analytics and intelligence management
Objectives:	• Recognize basic strategic analytics terms • Examine the organizational environment, including the effects of competitive forces • Identify the importance of a causal model for determining what motivates behaviors and how it affects performance
Readings	☐ Business Intelligence Management, chapter 1 ☐ Strategic Analytics, Chapter 1 ☐ Week 1 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Complete the Academic Integrity Agreement ☐ Watch the Welcome Session Video ☐ Introduce yourself within the Introduce Yourself forum ☐ Week 1 Discussion Topics (3%)
Week 2	Business analytics in the organization
Objectives:	• Recognize the role of intelligence management in strategic planning and development • Articulate the value proposition of business analytics • Identify various management styles and models • Recognize the long and short term implications of ROI • Explore additional performance measures beyond ROI
Readings	☐ Business Intelligence Management, Chapters 2 & 3 ☐ Strategic Analytics, Chapter 2 ☐ Week 2 Topic Notes and Readings
Assignments / Assessments / Self-Assessments	☐ Week 2 Discussion Topics (3%)
Week 3	Business analytics framework and data warehouse management
Objectives:	• Critically analyze the business analytics framework • Identify the technical implementations of both relational data warehouses and multidimensional models • Analyze the roles of competitive advantage, enterprise and human capital analytics
Readings	☐ Business Intelligence Management, Chapters 4 & 5 ☐ Strategic Analytics, Chapter 3 ☐ Week 3 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Assignment #1 (15%) ☐ Week 3 Discussion Topics (3%)

Week 4	Knowledge elicitation, the knowledge value chain and performance metrics
Objectives:	• Analyze how the knowledge value chain applies to real-world organizational problems • Articulate the metrics used to determine the successful implementation of the knowledge value chain • Recognize gaps in the organization's strategy • Recognize organizational and cultural diagnostics • Identify how competitive analytics can be used to align compensation and work design to optimize performance • Identify how to align an organization's resources with its strategies
Readings	☐ Business Intelligence Management, Chapter 6 ☐ Strategic Analytics, Chapters 4 & 5 ☐ Week 4 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Course Project - Proposal (not graded) ☐ Week 4 Discussion Topics (3%)
Week 5	Data mining techniques and pattern recognition
Objectives:	• Identify where data mining fits in the knowledge value chain • Analyze the ways in which data mining can be used for knowledge discovery • Identify various data mining algorithms • Recognize the human resource and job design implications on performance and alignment to an organization's strategies
Readings	☐ Business Intelligence Management, Chapter 7 ☐ Strategic Analytics, Chapters 6 & 7 ☐ Week 5 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Assignment #2 (15%) ☐ Week 5 Discussion Topics (3%)

Week 6	Analytics development life cycle and user experience
Objectives:	• Identify the ways in which analytics projects are delivered to the end-user community • Identify the value of prioritizing end-user experience • Recognize how strategic analytics can be applied to enhance customer retention
Readings	☐ Business Intelligence Management, Chapter 8 ☐ Strategic Analytics, Chapter 8 ☐ Week 6 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Course Project - Outline (not graded) ☐ Week 6 Discussion Topics (3%)
Week 7	Connecting analytics to the business environment
Objectives:	• Identify decisions and actions by examining a number of management scenarios • Develop an analytics solution in response to a business problem • Identify the ways in which job design can be used to minimize labor costs while maximizing employee competencies and performance
Readings	☐ Business Intelligence Management, Chapters 9 & 10 ☐ Strategic Analytics, Chapter 9 ☐ Week 7 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Assignment #3 (15%) ☐ Week 7 Discussion Topics (3%)

Week 8	Performance management in marketing, finance and other industries
Objectives:	• Identify the variety of analytics solutions tha are suitable to different industries • Recognize how strategic analytics can facilitate cross-functional collaboration • Assess the impact of job design on alignment to the organization's strategies
Readings	☐ Business Intelligence Management, Chapter 11 ☐ Strategic Analytics, Chapter 10 ☐ Week 8 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Course project - draft (not graded) ☐ Week 8 Discussion Topics (3%)
Week 9	The gap in intelligence management, service and decision-making
Objectives:	• Identify the analytics gap and propose solutions using a variety of strategies • Detail the role of the balanced scorecard as a tool in organizational analytics • Recognize how sensing data can be used to diagnose challenges and opportunities for strategy execution
Readings	☐ Business Intelligence Management, Chapter 12 ☐ Strategic Analytics, Chapter 11 ☐ Week 9 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Week 9 Discussion Topics (3%) ☐ Begin review for course project

Week 10	Privacy, security and future trends
Objectives:	• Recognize the implications of business analytics on a number of societal factors, such as privacy and security • Explore future trends in analytics • Identify three approaches to developing human capital - build, buy or redesign
Readings	☐ Business Intelligence Management, Chapter 13 ☐ Strategic Analytics, Chapter 12 ☐ Week 10 Topic Notes
Assignments / Assessments / Self-Assessments	☐ Course project (25%). Due by Tuesday, Week 10 ☐ Week 10 Discussion Topics (3%) ☐

Orientation

From the home page on the course web site, please review the Student Orientation Course.

Asynchronous and Synchronous Work

All required work for the course may be done asynchronously; i.e., students can login to the course, read/download materials, post to the Discussions, and submit assignments throughout the course week. Please carefully follow the syllabus and the weekly checklists to help manage your time throughout the course week; once we enter week 2 or 3, students typically become much more comfortable with the pace and flow of the course. As needed throughout the semester, synchronous Chat sessions can be made available using the course site's Chat Room facility.

Work Expectations

Students are responsible to explore each week's materials and submit required work by the specified due dates. On average, a student can expect to spend approximately 3-5 hours per week reading and approximately 4-6 hours per week completing assignments, assessments, and posting to discussions. The calendar of due dates is located at the end of this syllabus.

Although students plan to complete the course work according to the specified due dates, sometimes things interrupt these plans, resulting in late work. In most cases, late work is accepted, but there is an impact on the grading (as discussed in the following section), and repeated late work can significantly and negatively affect your grade.

In general, students are expected to manage the risks that may adversely affect their timely completion of course work to minimize the grading penalty for late work. Whenever you anticipate that some work will be late for some reason, a note to the instructor is appreciated.

Late Work

See the section titled "Description of Grading Components" for the criteria for handling late work related to the online participation components of this course. In order to allow adequate time for students to respond to the messages of others, it is especially important that messages from each student be posted in a timely manner. Grading penalties are incurred for any late postings.

The Research Paper and Final Exam will not be accepted late.

Grading Standards

Grades are not given but are earned. Students are graded on demonstration of knowledge or competence, rather than on effort alone. Each student is expected to maintain high standards of honesty and ethical behavior. All student work submitted during the course is meant to represent your own individual work.
Students are expected to conduct themselves courteously online. If in the instructor's judgment a student's conduct is not courteous, that student's grade may be reduced.

All course work should be completed with attention to good grammar and spelling. When instructions are provided regarding the mechanics for completing or submitting work, these details should be carefully followed. If submitted work is inadequate in any of these regards, the grade may be reduced.

How Points and Percentages Equate to Grades

100-94	A		76-73	C
93-90	A-		72-70	C-
89-87	B+		69-67	D+
86-83	B		66-63	D
82-80	B-		62-60	D-
79-77	C+		59 or <	F

Feedback

Feedback will be provided on all assignments and the Final Exam within 10 days of the due date.   In each case, review comments are provided through the relevant LATTE assignment activity.

Feedback about online participation will be provided through the "Participation Feedback" assignment activity within each weekly block. Participation grading will be completed within 7 days of the due date.

Grades for all of the course assignments and assessments are viewable through the LATTE "Grades" facility within the Left-Frame block on our course home page.

Access to LATTE Web Site

Members of the University's technical staff have access to all course sites to aid in course setup and technical troubleshooting. Program Chairs and a small number of Graduate Professional Studies (GPS) staff have access to all GPS courses for oversight purposes. Students enrolled in GPS courses can expect that individuals other than their fellow classmates and the course instructor(s) may visit their course for various purposes. Their intentions are to aid in technical troubleshooting and to ensure that quality course delivery standards are met. Strict confidentiality of student information is maintained.

Students have access to the LATTE course web site throughout the duration of course and for approximately two months after the course completes. If there are any materials that students want to download from their course site, this should be done before the site is closed to student view.

Class Schedule

The course runs for 10 weeks.   Each week begins on a Wednesday and ends on a Tuesday.

To accommodate celebration of holidays, traveling on business trips, or taking time for vacations, students are expected to schedule their course work accordingly, submitting work in advance of due dates when necessary.

Week	Starting	Date	Through	Date
1	Wednesday	January 18 –	Tuesday	January 24
2	Wednesday	January 25 –	Tuesday	January 31
3	Wednesday	February 1 –	Tuesday	February 7
4	Wednesday	February 8 –	Tuesday	February 14
5	Wednesday	February 15 –	Tuesday	February 21
6	Wednesday	February 22 –	Tuesday	February 28
7	Wednesday	March 1 –	Tuesday	March 7
8	Wednesday	March 8 –	Tuesday	March 14
9	Wednesday	March 15 –	Tuesday	March 21
10	Wednesday	March 22 –	Tuesday	March 28

Calendar of Due Dates

Assignment	Available	Due
Assignment #1	Wed, Week 3	Tues, Week 3
Assignment #2	Wed, Week 5	Tues, Week 5
Assignment #3	Wed, Week 7	Tues, Week 7
Course Project Proposal	Wed, Week 4	Tues, Week 4
Course Project Outline	Wed, Week 6	Tues, Week 6
Course Project Draft	Wed, Week 8	Wed, Week 8
Course Project	Wed, Week 10	Tues, Week 10
Responses to 2 Discussion Topics	Weds of each week	1 by Sat each week; 1 by Mon each week
Other Substantive Posts (2 per week)		2 by Tues each week

Please review the policies and procedures of Graduate Professional Studies, found at
http://www.brandeis.edu/gps/resources/student-handbook.html

We would like to highlight the following.

Learning Disabilities

If you are a student who needs accommodations because of a documented disability, you may present your letter of accommodation from the Rabb School Disability Coordinator to me, as soon as possible and ideally before the course begins. If you have questions about documenting a disability or requesting academic accommodation you should contact the Rabb School Disabilities Coordinator directly (781-736-8787).

Academic Honesty and Student Integrity

Academic honesty and student integrity are of fundamental importance at Brandeis University and we want students to understand this clearly at the start of the term. As stated in the Brandeis Rights and Responsibilities handbook, "Every member of the University Community is expected to maintain the highest standards of academic honesty. A student shall not receive credit for work that is not the product of the student's own effort. A student's name on any written exercise constitutes a statement that the work is the result of the student's own thought and study, stated in the students own words, and produced without the assistance of others, except in quotes, footnotes or references with appropriate acknowledgement of the source."

In particular, students must be aware that material (including ideas, phrases, sentences, images, photographs, charts, etc.) taken from the Internet and other sources MUST be appropriately cited if quoted, and footnoted in any written work turned in for this, or any, Brandeis class. Also, students will not be allowed to collaborate on work except by the specific permission of the instructor. Failure to cite resources properly may result in a referral being made to the Office of Student Development and Judicial Education. The outcome of this action may involve academic and disciplinary sanctions, which could include (but are not limited to) such penalties as receiving no credit for the assignment in question, receiving no credit for the related course, or suspension or dismissal from the University.

Further information regarding academic integrity may be found in the following publications: "In Pursuit of Excellence - A Guide to Academic Integrity for the Brandeis Community", "(Students') Rights and Responsibilities Handbook", AND " Graduate Professional Studies Student Handbook". You should read these publications, which all can be accessed from the Graduate Professional Studies Web site (http://www.brandeis.edu/gps/). A student that is in doubt about standards of academic honesty (regarding plagiarism, multiple submissions of written work, unacknowledged or unauthorized collaborative effort, false citation or false data) should consult either the course instructor or other staff of the Division of Graduate Professional Studies.

University Caveat

The above schedule, content, and procedures in this course are subject to change in the event of extenuating circumstances.