

Management
Course Number: 29:620:301
Course Title: Introduction to Management

COURSE DESCRIPTION

Welcome to Introduction to Management! Management is about achieving the “right work” “done well.” In today’s business world, enterprises are continuously challenged to serve the needs of their customers and to create competitive advantages in doing so. To do so, managers must work efficiently and effectively, create a positive and productive work environment, successfully manage innovation and growth, and navigate an increasingly global business environment. Management 301 focuses on the enterprise level of a business. We will examine the organization-level business processes and practices that will deliver superior performance in a socially responsible manner.

More specifically, we will cover the following topics:

- Management Overview and History of Management Theory
- Planning and Strategy
- Organizational Culture and Design, and Human Resources Management
- Control Systems and Enhancing Organizational Effectiveness
- Organizational Change, Growth, and Innovation
- Global Management
- Values Based Management

Management 301 is intended to provide you with foundational knowledge of management that will support your advancement through the Rutgers Business School curriculum and will enhance your success in the business world.

This course is designed to complement Management 302 (Management Skills). Management 302 examines the essential personal and interpersonal skills that include: self-awareness, appreciation and mobilization of others, problem-solving, and reaching agreement. *Management 302 can be taken either prior to, concurrent with, or subsequent to Management 301.*

COURSE MATERIALS

Textbook: Kinicki & Williams, *Management – A Practical Introduction, 9th Edition*, McGraw Hill, 2020. You have two options for purchasing the text through the Rutgers bookstore or directly from McGraw Hill:

If you buy the text from the Rutgers bookstore, the options and associated ISBNs are:

Option 1: eBook Access Card 180 Day for *Management*

ISBN 9781260919059

Approximate student price: \$55

Option 2: Kinicki, *Management*, 9th Edition (Bound Rental)

ISBN 9781260075113

Approximate student price: \$98

If you buy the text directly from McGraw Hill (online), the options and associated ISBNs are:

Option 1: eBook Online Access 180 Day for *Management*

ISBN 9781260913668

Approximate student price: \$55

Option 2: eBook Lifetime Online Access for *Management*

ISBN 9781260924459

Approximate student price: \$90

If you choose to purchase eBook access directly from the publisher (McGraw Hill), you can use the following link:

Older editions of the book (e.g. the 8th edition) include the same basic management concepts but with different examples. Such older editions are acceptable to use in this course but because they are out of print, they cannot be ordered from the Rutgers bookstore. If you decide to purchase a used, prior edition of the textbook from another source, it is your responsibility to make sure the textbook arrives in time for you to complete required readings as they are assigned.

CLICKERS

You must have a working clicker, properly licensed and registered in your name, in order to participate in each session of this course. Quizzes, exams, and attendance are all completed using your clicker. There are two approved clickers for this course: the QT2 and NXT. The two best sources for your clicker are either from the Rutgers Newark bookstore or directly from Turning Technologies (you can access the Turning Technologies Store through Canvas). In addition, Turning Point clickers used previously in this class will work provided that you purchase a new license and properly register that clicker in your name. Please do not buy your clicker from Amazon.com, eBay, or other similar online sources. We have found that clickers from these sources often fail to be recognized properly by our classroom software. If this happens, we may not be able to give you credit for attendance and quizzes until we correct your registration information. If you choose to obtain a used NXT or QT clicker, you are responsible for making sure that it functions properly and you must alert us if there is an issue. If you do not properly register a working clicker, we will not be able to give you attendance and quiz points, which will adversely affect your grade.

IMPORTANT: You are required to have the correct clicker and purchase a license in your name in order to be eligible to use the clicker in this course. The current version clicker (QT2) is shown below on the left and the previous-version clicker (NXT) is shown on the right. If you have not purchased a Turning Technologies clicker before, you need to select the first or second option below (see the Table), which gives you the new clicker and a license. The last two options are for students who have previously purchased the correct Turning Technologies clicker for this course and just need a license. Note that the one-year license is called “Responseware” and the two-year license is called “Turning Account”. Despite the different names, these are both license-only options (without clicker) that differ only in their duration.



The Bookstore ISBN numbers for the licenses are as follows:

QT2 clicker & Turning Account - 1 Year	Approx. \$61.30	978-0-9972248-1-8
QT2 clicker & Turning Account - 5 Year	Approx. \$89.30	978-0-9988191-1-2
Responseware - 1 Year (License only)	Approx. \$28.00	978-1-934931-71-4
Turning Account - 2 Year (License only)	Approx. \$41.30	978-1-934931-72-1

License Registration

Your clicker must be properly registered in your name **both** in Turning Point **and** in Canvas in order for you to be able to use it in the course. To register your license, go to the “Turning Account Registration” site. This site can be accessed using the following steps:

When you register your license, please make sure to use your Rutgers email address.

Instructions for registering your clicker will also be posted in Canvas under the menu tab “Clickers”.

Technology Student Store

In addition to registering your license, you may also use your Turning Account to purchase clickers and licenses directly from Turning Technologies – if you choose not to purchase them from the Rutgers Bookstore. Be aware, however, that clickers purchased directly from Turning Technologies require 3 to 5 business days for delivery.

To access the Turning Account Student Store, the first step is to access Canvas and from Canvas you then access your Turning Account. Once in your Turning Account (see “Clicker License Registration” above), you will be able to access the store through the Student Store link on the account dashboard. Licenses purchased are immediately applied to your Turning Account, so no separate code is necessary.

CLICKER POLICY

You must bring a properly registered and functioning clicker to every class session in order to receive class participation points and to be eligible to earn quiz points. If you fail to bring your clicker to class, you can still earn class participation points by notifying the TAs at the beginning of class. You must be present and actively participate for the entire class session to earn the class participation points. You cannot earn quiz points without having your properly functioning and registered clicker with you during class (no exceptions).

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following areas, consistent with the learning objectives for Undergraduate Programs in Rutgers Business School:

1. **Knowledge.** Students will obtain an understanding of management terms and concepts needed to be a successful business manager.

Students who complete this course successfully will demonstrate the following:

- Recognize, identify, and select accurate descriptions of the core elements of enterprise management (management theory, planning and strategy, organizational culture and design, human resources management, control systems and organizational effectiveness, organizational growth, change, and innovation, global management and values based management.
- Recognize, identify, and select accurate descriptions and/or definitions of concepts, processes, standards, and tools that are key components of each of the core elements of enterprise management
- Design, construct, and apply these concepts, processes, standards, and tools to business situations as well as: evaluate, critique, and collaboratively support the enterprise management application activities of fellow students.

2. **Ethical Judgment.** Students will use reasoned and ethical judgment when analyzing problems and making decisions.

Students who complete this course successfully will demonstrate the following:

- a) Recognize and identify ethical dilemmas
- b) Recognize and identify different approaches for making ethical decisions

3. **Global Perspective.** Students will have the breadth of perspective necessary to succeed in a global and diverse business environment

Students who complete this course successfully will demonstrate the following:

- a) Understand and describe the forces of globalization
- b) Recognize and identify the specific management opportunities and challenges posed by globalization
- c) Understand the impact of cultural diversity on business enterprises

4. **Effective communication.** Students will be effective communicators.

Students who complete this course will demonstrate the following:

- a) Ability to construct clear, concise, and convincing business presentations
- b) Ability to leverage skills practices in this course to facilitate academic performance in other courses, to enhance future work performance, and to achieve professional and personal success

Students develop these skills and knowledge through the following course activities and assignments:

- 1. Reading, Viewing Recorded Videos and Individual Assignments.** As a hybrid format course, a high level of responsibility is placed on the student for “self-learning” the course content. Introduction to Management 301 is a reading-intensive course and students are expected to complete the assigned reading and to review the recorded lectures. Individual assignments and “check up” assessments will be given to help students stay current with assigned material.
- 2. In-Class Skill-Building Activities.** Students are expected to complete assigned readings in a timely manner so that they are familiar with key concepts before coming to class. We will use our class time to clarify and elaborate on key concepts and to engage in in-class activities. Classes are interactive in nature, requiring attention and participation by the students, as facilitated by the instructor. Most activities will consist of team-based exercises
- 3. Group Project Assignment.** Students are assigned to a group of approximately 4 students for a team project that spans the duration of the course. The project will conclude with the preparation of a “pitch book” that describes a business concept developed by the student team. The pitch book will require the team to integrate all key concepts covered during the semester..
- 4. Exams.** The course includes two exams to formally assess students’ knowledge and comprehension.

PREREQUISITES

There are no prerequisites for this course.

CANVAS

Canvas is the primary course management tool for this course. It is your responsibility to make sure you have proper access to Canvas and that your email address forwards any emails originated from Canvas to you. This is the primary means for communicating to students for this class. Canvas will contain course announcements, updated syllabi, course assignments, reading materials, information on grades, and other important information. Alternative email addresses will not be added so please make sure your university email address is correct and that your mailbox is not full.

HYBRID COURSE FORMAT

This course is designed as a hybrid course. Hybrid courses include both in-class sessions and sessions that are completed by the student online. Each week there is generally scheduled one in-class session and one on-line session. These online sessions are clearly marked in the course session description included later in this syllabus.

Prior to each scheduled in-class session, you must fully complete the relevant pre-assigned textbook reading, view the video lectures that are posted online (on Canvas), and prepare any related assignments. This is necessary for you to be adequately prepared to participate in the next scheduled in-class session and the related in-class activities.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

In accordance with Rutgers University regulations, **attendance is expected at all regularly scheduled meetings of this course.** <http://policies.rutgers.edu/1027-currentpdf>

In large section classes monitoring of attendance is done electronically. The only excused absences for this course are those which meet the requirements as outlined in Rutgers attendance policy (these include recognized religious holidays, participation as a student athlete as a member of an intercollegiate athletic team, or an extended serious illness documented with, and approved as an excused absence by the dean of students). Only in these situations is it necessary to contact the professor to notify him of your absence.

Students missing an occasional class for minor illness or personal circumstances do not require written documentation or verification from the dean. In these circumstances, ***each student is allowed two of these unexcused absences during the semester*** without penalty. Your attendance score will be calculated as follows:

Number of Unexcused Absences	Attendance Score
Two or Less	100%
Three	80%
Four	40%
Five or More	0%

Students requesting an excused absence for an extended serious illness should ask the dean to contact the instructor directly to notify him of the student's absence and circumstances. If properly notified by the dean of an authenticated absence the instructor will make reasonable accommodations to allow a student to make up work that counts toward their semester grade and will not penalize the student's attendance for such an approved absence provided that the work is made up to the satisfaction of the professor.

In addition, students are expected to arrive to class on time and to stay until class is completed. ***Any combination of two late arrivals and/or early departures will count for one unexcused absence.*** Again, no notifications are required for late arrivals or early departures. These are covered within the two allowed unexcused absences and will be monitored electronically.

We will post your status with respect to missed classes, late arrivals and early departures, typically within 48 hours of the most recent class. You have one week to challenge your attendance status if you believe we have made a mistake. Thereafter, your recorded status will be considered final. Please make sure to check Canvas throughout the semester to verify your attendance status.

It is the policy of the Rutgers University not to cancel classes on religious holidays. For information on the cancellation of classes due to inclement weather, please see the Rutgers website that provides current campus operating status.

REQUIRED PARTICIPATION IN ACADEMIC RESEARCH LAB (SONA Lab)

All students at Rutgers Business School in () taking Introduction to Marketing and Introduction to Management are required to participate in two separate research lab sessions in the behavioral lab (located in Room ()). For Introduction to Management, these two lab sessions will count as 3 points (1.5 points per lab session) towards your overall grade in the course.

It is your responsibility to sign up for the lab sessions and to participate in the studies – and to make sure that you pay careful attention to the schedule of lab sessions so that you don't lose the opportunity to participate. More information on the process for signing up for, and participating in, lab studies will be provided to you shortly after the semester begins. The first lab session will begin approximately one month after the start of the semester, so you will have plenty of time to understand how to participate in the research requirement. If you do not wish to participate in the behavioral lab research, you may instead satisfy the research requirement by completing an alternative assignment. Each alternative assignment will count as 1.5 points (i.e., you will need to complete two alternative assignments to earn 3 points) and each alternative assignment will require the same time, approximately one hour, as participation in the behavioral lab research. Again, further information will be provided shortly after the semester begins.

TEAM PITCH BOOK

During the workshops/group exercises, teams will be developing their business project. Near the end of the semester teams will submit a PowerPoint "pitch book" on their business project. The pitch books will be evaluated by the professor with input from the TAs.

Note: Failure to contribute significantly to the team project as determined by the course instructor (with consideration of input provided by team members) will result in a full one-grade deduction to your final course grade.

SPECIAL NOTE ON CELL PHONES

The use during class of cell phones (and all other electronic devices except for clickers) is prohibited. If you feel that you need to use a phone or other electronic device due to special circumstances, please contact to discuss.

If you are observed using your phone for non-class related tasks (e.g. checking social media, texting, browsing unrelated websites), I have the right to consider you as “not present” and to reduce your attendance credit for the class session.

EXPECTATIONS

Professional conduct is expected at all times:

- Treat all participants in the class with respect
- Arrive on time and avoid early departures
- Do not distract others (this is particularly important due to the size and number of students in this classroom). Your cooperation is important for creating an effective learning environment.
- If you are unable to comply with these expectations, I reserve the right to reduce your attendance credit for the class session and may also ask you to leave the classroom.

Students are expected to:

- Spend 1 hour and 20 minutes in class per week, plus another 5-6 hours per week outside of class completing online assignments including video lectures, reading assignments, homework, projects, and studying
 - Actively participate in class, which includes both listening and speaking up as appropriate
 - Complete all assignments – including the reading
 - **Earn their grades throughout the semester**
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EXAM DATES AND POLICIES

First Exam:

The first exam will cover material covered in class and in the textbook prior to the exam. The first exam is generally 50 multiple-choice questions that are to be completed in 60 minutes.

Second Exam:

The second exam will include primarily material covered since the first exam however it may also include some **key** concepts covered from the beginning of the course. The second exam is generally 50 multiple-choice questions that must be completed in 60 minutes.

Students will be penalized for missing regularly scheduled exams without advanced approval from the instructor. Agreement to reschedule a student's exam is generally only given when authorized in accordance with the University's exam policy. Make-up exams are given at the sole discretion of the instructor and generally are more difficult in order to compensate for the additional preparation time. In some cases students may not be able to take the second exam make-up test until the following academic session. In these circumstances the student will receive a temporary grade until the make-up exam is taken and graded and a final grade is posted. Temporary grades are not a part of the student's permanent academic record unless the student does not complete the make-up exam in a timely fashion.

Grades:

There is no grading curve in this class. The average grade for this course is generally a "B" (3.2 GPA level) but can vary from 2.9 to 3.3 depending on the performance of the students.

Letter grades will be determined as follows:

- A = 90 – 100
- B+ = 87 – 89.99

- B = 80 – 86.99

- C+ = 77 – 79.99

- C = 70 – 76.99

- D = 60 – 69.99

- F = < 60

MINIMUM AVERAGE EXAM SCORE REQUIRED TO EARN A "C" or HIGHER GRADE:

YOU MUST DEMONSTRATE A MINIMUM LEVEL OF MASTERY OF THE COURSE MATERIAL UNDER EXAM CONDITIONS TO BE ELIGIBLE TO EARN ATTENDANCE POINTS, QUIZ POINTS, AND TEAM CASE POINTS, AND TO RECEIVE A GRADE OF "C" OR HIGHER IN THIS COURSE.

NOTE: In order for a student to earn a grade of C or higher in this course the student must average at least 24.5 points or more on the combination of the mid-term exam and the final exam (the equivalent of achieving an average of 70% correct answers for the two exams). Any student who earns an average of less than 24.5 points on the mid-term and the final exam will have their final grade determined by averaging the percentage scores of the two exams and multiplying that percentage times 100 points to determine their total points earned in the course. All students who fail to achieve the minimum required average exam score will earn either a "D" or an "F" in the course regardless of their class participation, team case assignment, or quiz points.

GRADING POLICY

Grades for this class will be based on the following point system:

SONA Participation	3%
Attendance Score	5%
Cumulative Score on Quizzes	7%
Team In-class Assignments	2%
Team Pitch Book	10%
Team Pitch Video	3%
Exam One	35%
Exam Two	<u>35%</u>
Total	100%

There are no extra credit points available in this course.

COURSE SCHEDULE

Week/Date	Topics	In-Class Activity	Required Preparation
Week 1	<p>Orientation</p> <p>Management: What Is It?</p> <p>Four Principal Functions: planning; organizing; leading; and controlling</p> <p>Evolution of Management Theory</p>	<p>Quiz on syllabus and Topic 1A PowerPoint “Management”</p>	<p>Syllabus (must be read prior to class)</p> <p>Canvas:</p> <p>PowerPoints: Topics 1A and 1B</p> <p>Videos: “Efficiency and Effectiveness”, “The Four Functions”, “Management Theory – Historical”, “Management Theory – Contemporary”</p> <p>Kinicki/Williams, Chapters 1 and 2</p>
Week 2		Form Teams	Canvas:

Week/Date	Topics	In-Class Activity	Required Preparation
	Customer Value Proposition Business Model Competitive Advantage Planning <ul style="list-style-type: none"> • SMART Goals • MBO 	Discuss examples of business models and CVPs Team Exercise 1: create Business Model, CVP, Vision and Mission	PowerPoint: Topic 2A Videos: “The Business Model”, “Mission, Vision, and Values”, “SMART Goals”, “MBOs” Kinicki/Williams, Chapter 5
Week 3	Generic Strategies Financial Objectives Strategic Objectives	Team Exercise 2: Develop Business Strategy and Objectives	Canvas: PowerPoint: Topic 2B Videos: “SWOT”, “VRIO”, “Competitive Strategies” Kinicki/Williams, Chapter 6 (exclude Chapter 6 Learning Module 1) AND review Chapter 5
Week 4	Organizational Culture Organizational Structure <ul style="list-style-type: none"> • Types • Creating the best structure 	Culture Identification exercise Team Exercise 3: Building an Organizational Culture	Canvas: PowerPoint: Topic 3A Videos: “Organizational Culture”, “Organizational Structure”, “Contingency Design” Kinicki/Williams, Chapter 8

Week/Date	Topics	In-Class Activity	Required Preparation
Week 5	Human Resources Management Recruiting Performance Appraisals Legal Requirements Sexual Harassment and Bullying Managing Diversity	Team Exercise 4: Job Design and Human Resources Management Discussion of Exam One	Canvas: PowerPoint: Topic 3B Videos: “Recruitment”, “Performance Appraisal”, “Legal Requirements of HR”, “Sexual Harassment and Bullying” Kinicki/Williams, Chapter 9, exclude 9.7 to 9.9
Week 6		First Exam (60 Minutes)	Topics 1 through 3
Week 7	The Control Function <ul style="list-style-type: none"> • Why controls are needed • Steps in the control process • Types of controls • Budgets Total Quality Management and PDCA	Team Exercise 5: Building Controls and the Balanced Scorecard	Canvas: PowerPoint: Topic 4 Videos: “The Control Function”, “Types of Controls”, “Balanced Scorecard”, “Quality Management” Kinicki/Williams, Chapter 16

Week/Date	Topics	In-Class Activity	Required Preparation
Week 8	Organizational Change Organizational Development Organizational Innovation	Team Exercise 6: Managing Organizational Change and New Product Development	Canvas: PowerPoint: Topic 5A Videos: “Organizational Change”, Organizational Development”, “Innovation” Kinicki/Williams, Chapter 10
Week 9	Business Growth Franchising Bootstrapping Raising Capital	Team Exercise 7: Business Growth Plan	Canvas: PowerPoint: Topic 5B Videos: “Growth Strategies”, “Cooperative Strategies” Kinicki/Williams, Chapter 6: Learning Module 1 only (Entrepreneurship)
Week 10	Globalization Reasons for International Expansion Global expansion strategies	Team Exercise 8: International expansion plan	Canvas: PowerPoint: Topic 6 Videos: “Globalization”, “Global Management”, “International Trade”, “Cultural Differences” Kinicki/Williams, Chapter 4
Week 11	Corporate Social Responsibility	Team Exercise 9: CSR Plan	Canvas: PowerPoint: Topic 7

Week/Date	Topics	In-Class Activity	Required Preparation
	Team Project Instructions		Videos: “Stakeholders and CSR”, “Business Ethics” Kinicki/Williams, Chapter 3 and Chapter 9 (9.7 to 9.8 only)
Week 12		Second Exam (60 Minutes)	Topics 4 through 7
Week 13	Team Project Guidelines	Work on Team Project	Team Project Due: <ul style="list-style-type: none"> • Pitch Book • Short Video
Week 14	Feedback on Team Projects Best Videos Course Wrap Up		

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]