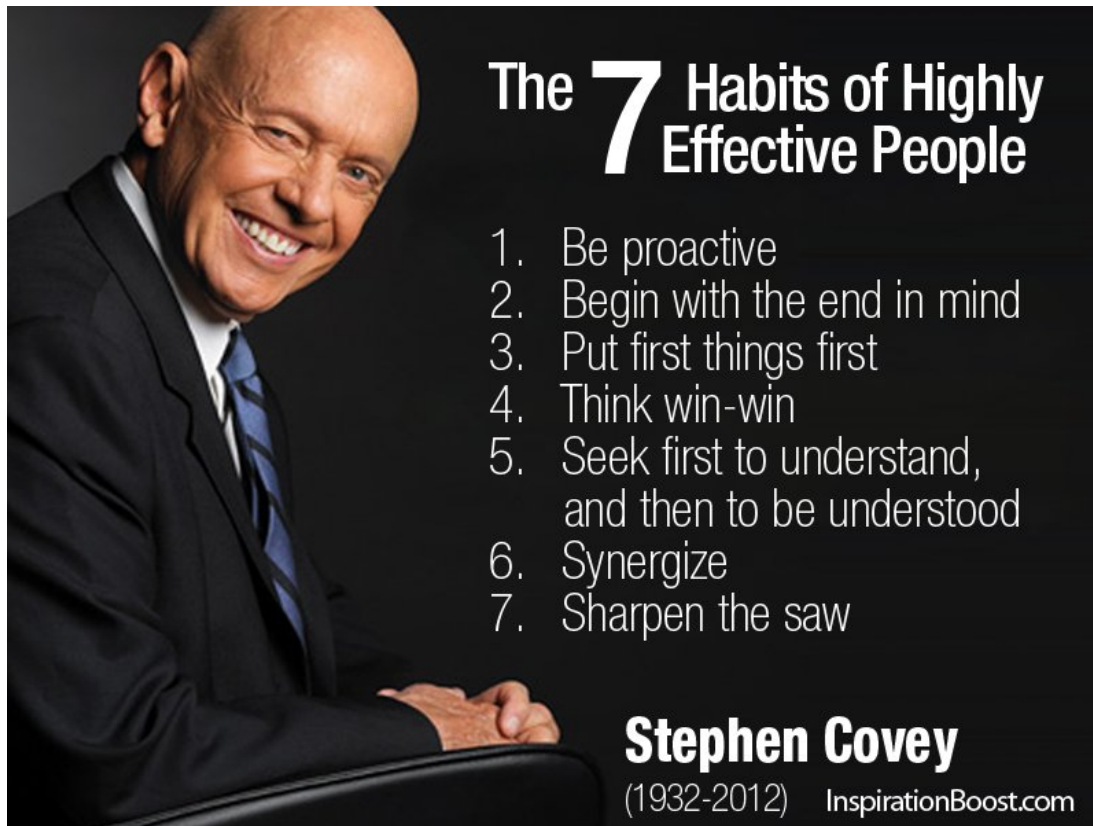


MKTG 4570.001/Professional Selling Analytics

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UNT Professional Program Introduction

This class, as part of the UNT B2B Professional Selling Program, offers you the student a unique set of opportunities. Each of you has made an academic/career decision to become part of the B2B Professional Selling Program at UNT – either as a major or minor area of study. Presumably, you have done this because you see yourself in a professional selling-related career after graduating with your bachelor's degree from UNT.

As you know, two of the goals of the B2B Professional Selling Program at UNT are:

- (1) To secure an appropriate professional selling internship for each student in the Program
- (2) To ensure that each student in the Program receives one or more quality professional selling job offers prior to graduation

What this means is that we, your Professional Selling Program faculty, must strongly endorse your candidacy for both internship and employment opportunities. We can't do this alone. It is up to each student to demonstrate the motivation, diligence, and learned skills throughout your time with us so that we can recommend you as a very high-quality applicant to potential employer firms.

How can you, the student, do this? The same way you would in a professional employment situation.

1. Arrive to each class meeting on time and prepared for that day's scheduled activities, just as you would in a career employment situation.
2. Take an active, participatory role in class-related activities and discussions - demonstrating motivation and dedication to the Program.
3. Conduct yourself in a professional manner and stay focused, without distraction, on the particular objectives and activities of the course during each class meeting and/or class related assignment.
4. Allocate sufficient preparation time outside of class in order to perform at your best level on all exams, assignments, and activities. This does not mean you have to be a perfect student. It does mean, however, that we must believe you are trying your best to realize your full potential.

These actions are the same criteria that future employers will use to evaluate you for retention, compensation, and promotion considerations. So, think of your Professional Selling Faculty as your Sales Managers and impress us on a regular basis so that we can recommend you highly for that next promotion into a quality career position.

Course Description

Three (3) credit hours: This course focuses on a numbers-based approach to understanding and presenting solutions to provide customer value propositions. Students learn financial and economic principles to estimate demand, forecast trends and develop cost effective solutions to customer needs. Students also learn how to use popular selling system and software solutions to optimize selling effectiveness, customer relationships, and time and territory management.

Course Objectives

Students will adapt and improve on the consultative selling process of understanding customer problems and subsequent needs. This process includes:

1. Exploring and understanding the customer's situation
2. Discovering the implications of any current problems faced by the customer,
3. Developing a value-based solution to remedy the customer's problems
4. Overcoming objections via the problem analysis and implications as well as presenting effective total cost of ownership methodology
5. Delivering that solution and responding to any post-purchase development

Course Structure

This course is taught in a face-to-face structure – unless otherwise notified. If the course is moved to an online format, the course structure should not significantly change. The course was successfully completed as an online course in the Spring 2020 semester.

The ordering of the topics and book chapters for the course is found on the final page of this syllabus. This format is subject to change, sometimes frequent change, in order to respond to emerging circumstances throughout the semester. Any changes will be announced, in advance, in class, sent via broadcast email, or posted as a message on the class Canvas site. It is each student's responsibility to become aware of such modifications.

The core of the course is a series of formal sales role plays (sales call simulations) throughout the semester. The details of these role plays (e.g., format, location, etc.) will be determined as the semester progresses. There may also be telephone role plays (prospecting and lead generation) if the timing of the course allows for this addition.

Additionally, there are Salesforce.com training modules and participation opportunities throughout the semester which will carry credit points toward each student's final semester grade.

Textbook and Materials

Materials used in this course are drawn from a variety of sources including materials focusing on 'best' professional selling practices, popular sales forecasting procedures, prospecting techniques, incentive-based compensation plans, and other relevant topics.

Additionally, all materials covered in MKTG 4670 Advanced Professional Selling, including the **Customer Centered Selling** book, in the previous full semester will apply to successfully completing this course.

Course materials will be made available to students via the course Canvas web site. Since this course is continually updated, the Canvas web site will be under continual development and modification throughout the semester. Please be patient and diligent in regularly checking Canvas for updates.

Teaching Philosophy

My role as your instructor is three-fold:

1. **Instructing** students in the customer-centered, value-selling process in order prepare students with well-developed, transferable selling skills that lead to success in the professional selling environment
2. **Coaching** students on their sales call role plays in order to ensure students' ability to demonstrate customer value that overcomes objections and finetune the communication skills required to secure and build long-term customer relationships
3. **Mentoring** students on the interviewing and hiring process for both internships and full-time career positions while being the liaison between the Program and industry partners

Communication Expectations

You may contact me at any time via email - but remember to treat all email communications as ***professional correspondence***.

Please note these guidelines:

- Include a subject line that clearly indicates the reason for your email.
- Use an appropriate salutation for the recipient, e.g. "Dear Professor Houser or Ms. Houser".
- Make the tone of your email professional. Ask yourself how you would interpret the tone and content of the email had you received it from someone else.
- Avoid slang and do not use email or text abbreviations. Remember that good grammar, spelling and punctuation can make the difference between comprehension and confusion. Carefully proof your email before hitting the 'send' button.

Zoom meetings are the preferred choice for individual conferences. However, if you need a face to face meeting, the best method is to suggest an appointment time via email. **You will be required to wear a face mask for all face-to-face meetings.**

For face-to-face meetings whether advising or sales call role plays, please proceed to the 3rd floor and call my office (940-565-3075). Wait by the 3rd floor elevators and I will escort you from the faculty floor entrance to my office.

Face Coverings Policy

Face coverings are required in all UNT facilities. Students are expected to wear face coverings during this class. If you are unable to wear a face covering due to a disability, please contact the Office of Disability Access to request an accommodation. UNT face covering requirements are subject to change due to community health guidelines. Any changes will be communicated via the instructor.

Course and Program Expectations

By accepting admittance into this program and course, you agreed to conduct yourself as a business professional. There are certain expectations that an employer expects from professional salespeople.

The first expectation is for the employee to show up every workday. Therefore, we expect you to show up every class day. This is consistent with industry expectations and standards.

Absences Policy. In a typical professional position, an employee will receive up to 15 PTO days (paid time off) per 52-week year. The PTO days equal approximately **5.76% of the days worked each year**. If an employee takes more than the 15 PTO days, then the employee receives a deduction in salary.

To mirror industry standards, each student is permitted **two non-penalty absences**. Beginning with the third absence, a penalty reduction of 50 points accrues for each subsequent absence (e.g., absence #3 = -50, absence #4 = an additional -50, etc.). The policy determining the two non-penalty absences is calculated as follows:

30 class days (15 weeks x 2 classes per week)

X .0576 or (5.76%)

1.728 class days (rounded up to **two non-penalty absences** per semester)

Exceptions to Absences Policy

We do expect you to attend class every day as a business professional but realize, given the current environment, that the first priority is protecting your health and the due to illness or any other issue related to COVID-19 (such as exposure and the need to be quarantined).

It is important that you communicate to me **prior to being absent** in order for me to make accommodations.

If you are experiencing cough, shortness of breath or difficulty breathing, fever, or any of the other possible symptoms of COVID-19, please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider.

While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is much more important.

Late Arrival Policy

An employer also expects business professionals to arrive on time – every workday. Therefore, regular on-time arrival to each class meeting also is a requirement of this course. This policy also is consistent with industry standards and career expectations. Therefore, similar to attendance, each student is permitted **two non-penalty late arrivals**. Beginning with the third late arrival, a penalty reduction of 25 points accrues for each subsequent late arrival.

There is an axiom among professional organizations as follows, “If you arrive on time you are late, if you arrive 10 minutes early you are on-time.” Keeping within this axiom, there will be a zero-tolerance range for late arrivals.

Electronic Devices Policy

In the great majority of group business environments, the use of electronic devices is not considered acceptable behavior. This is especially true when you are participating in an important meeting or in front of an important customer. The only exception is if you are using an electronic device as an aid in demonstrating a product or service you are promoting. In all other cases, the use of paper and pen is the most acceptable method of taking notes on the topics being discussed.

Therefore, in this class the use of all forms of electronic devices is prohibited. Further, these devices should not be easily visible or accessible. This includes laptops, tablets, cell phones, earphones, etc. Any student observed using an electronic device for any reason whatsoever in this class will receive a **penalty of 50 points** subtracted from that student's total point accumulation for the semester. The reduction of 50 points will apply to each observed occurrence and will be cumulative.

If you receive an emergency message that you must respond to, then please leave the classroom before using your cell phone or other electronic device. In addition, it is expected that these departures will be short in duration (5 minutes or less) and occur a minimal number of times during the semester.

Technical Requirements & Skills

Minimum Technology Requirements. Since it is possible that delivery of the course could switch to online at any time, please make plans now to ensure you can meet the technical requirements.

- Computer
- Reliable internet access
- Speakers
- Microphone
- Plug-ins
- Microsoft Office Suite
- Canvas Technical Requirements (<https://clear.unt.edu/supported-technologies/canvas/requirements>)

UIT Help Desk: UIT Student Help Desk site(<http://www.unt.edu/helpdesk/index.htm>)

Email: helpdesk@unt.edu

Phone: 940-565-2324

In Person: Sage Hall, Room 130

Walk-In Availability: 8am-9pm

Telephone Availability:

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

Laptop Checkout:: 8am-7pm

Computer Skills & Digital Literacy

There are course-specific technical skills that you must have to succeed in the course, such as:

- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs
- Using presentation and graphics programs
- Completing Salesforce Trailhead modules

Grading

All final course points will be converted to the 1,000-point scale in order to determine your final grade. To provide an additional amount of flexibility final course grades will be rounded up at the XX5 breakpoint. So, for example, if a student's final cumulative total points equal 795 that student's course grade will be rounded up to = "B". However, if a student's final cumulative total points equal between 695 - 794, for example, that student's course grade will = "C". No exceptions to this rule will be considered.

When needed, final semester grades MAY BE curved to achieve a standard bell-shaped grade distribution of, for example, 10% As, 20% Bs, 40% Cs, 20% Ds, and 10% Fs. This potential curve will be based only on the scores of all students actively participating in all aspects of the course. Grades will not be curved throughout the semester for each Exam and for each Assignment. Note: when a final semester grade curve is used the customary grading schema of 900 – 1000 Excellent, 800 -890 Good, etc. - as shown above - will not apply to student semester grades.

Grading Scale (A-F)

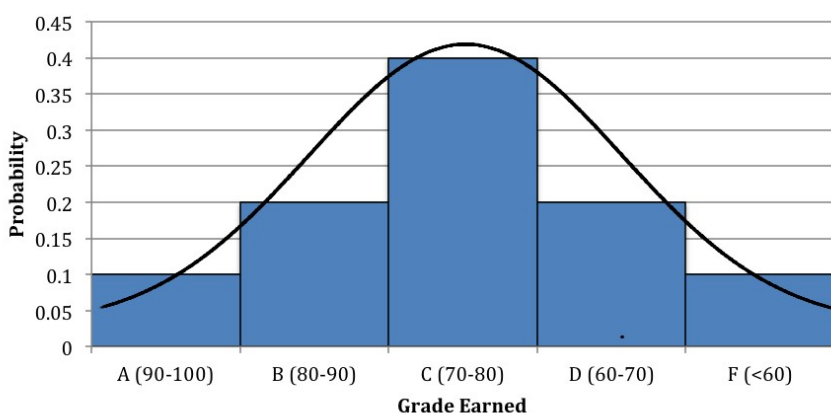
A = 900-1000

B = 800-899

C = 700-799

D = 600-699

F = 500-599



Requests for Special Consideration

When any student requests special consideration for missing an exam, missing an assignment due date, or any other reason, **written documentation**, fully acceptable to the Professor, must be provided in support of such a special request. This will be required of all students. Without such documentation, the request will be denied. Providing special consideration to a student **without such documentation** discriminates to the favor of the requesting student and to the detriment of all other students who, for example, took the exam on time or turned in the assignment on the due date/time.

Final Grade Appeals, Changes, and Awarding and Removal of an 'Incomplete'

This Instructor strictly follows the guidelines set forth in the current Undergraduate Catalog for grade appeals, changes, and the awarding and removal of an 'Incomplete'.

Grade appeals should follow the proper rules of etiquette after your final grade has posted at the end of the semester. Grade appeals should be filed with the Department of Marketing, Logistics, and Operations Management (MLOM) office.

If you do not agree with the decision of the MLOM Chairperson, you may file a secondary grade appeal that will go to the Dean of the College of Business.

It is not proper etiquette to email or contact the Department Chair or the Dean before the end of the semester regarding your grade. Any such requests will be sent back to your Professor until after grades have posted at the end of the Semester.

Academic Integrity Policy

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. Academic dishonesty in the UNT Professional Selling Program courses will result in dismissal from the program.

Course Evaluation

There are several components described below that make up your total grade.

Sales Simulation Role Plays

There will be at least two graded sales simulation role plays during the semester, possibly more. The details of these role plays will be determined as the semester progresses.

Note: These role plays will be substantially more complex and more demanding than the role plays required in both MKTG 3010 and MKTG 4670. Also, students must do the very best job they can on each role play and role play related assignment. Students will not be given the opportunity to 're-do' any role play or role play related assignment.

Participation

During the semester, there may be participation opportunities and assignments used to provide additional learning and to evaluate your course comprehension. The timing of these participation opportunities is at the instructor's discretion with the details disclosed solely during class time. This component of providing opportunities for additional development and rewards is consistent with the professional business environment where career advancement is impacted by employee discipline, dependability, and an eagerness to learn. Only those students in class at the time of the activity are eligible for this participation grade.

Telephone Prospecting Role Plays

There will be at least two graded prospecting simulation role plays during the semester, possibly more. The details of these telephone-based role plays will be presented as the semester progresses.

Exams

As previously stated, there may or may not be two written objective exams in this class. Each exam will be in objective format (combination true/false and multiple-choice questions). Materials covered in earlier exams may carry forward to later exams as applicable. This is because much of this course builds on the material covered throughout the semester -- start to finish.

Salesforce Trailhead

There will be a minimum of four Trailhead modules on Salesforce that are required during the semester. The details of these Trailhead modules will be presented after the first role play. The required modules will complement your learning on Customer Relationship Management systems and increase your familiarization with Salesforce. The modules alone cannot ensure that students are experienced users. Experience with CRM programs will take place during the student's internship.

Note: These modules are to be completed outside of class and require 2-3 hours of additional self-paced learning.

Order of Topics and Projects for the Semester (Subject to Revision)

ROLE PLAYS - New Scenario Role Play – Students Assigned Full Responsibilities
Accomplished through two new role play simulations #1 and #2
<i>Complete Preparation for All Stages of Customer Centered Selling</i>
<i>Analyzing the Scenario</i>
<i>Creating the Value Proposition and Strategy</i>
<i>Implementing the Strategy, Handling Objections, Closing the Sale</i>
SALESFORCE COMPENSATION PLANS

Understanding the Formulas
Managing Multi-Level Quotas
<i>Volume versus Margin</i>
<i>Product/Service Categories</i>
<i>Customer Satisfaction</i>
Meeting and Exceeding Quotas
FORECASTING DEMAND AND REVENUE
Moving Averages
Exponential Smoothing
Multivariate Regression
Correlation and Trends
<i>Additional topics may be introduced as time permits.</i>

Rules of Engagement

Rules of engagement refer to the way students are expected to interact with each other and with their instructors online. Here are some general guidelines:

- Treat your instructor and classmates with respect in email or any other communication.
- Always use your professors' proper title: Dr. or Prof., or if in doubt use Mr. or Ms.
- Unless specifically invited, don't refer to your instructor by first name.
- Use clear and concise language.
- Remember that all college level communication should have correct spelling and grammar (this includes discussion boards).
- Avoid slang terms such as "wassup?" and texting abbreviations such as "u" instead of "you."
- Use standard fonts such as Ariel, Calibri or Times new Roman and use a size 10 or 12 point font
- Avoid using the caps lock feature AS IT CAN BE INTERPRETTED AS YELLING.
- Limit and possibly avoid the use of emoticons like :) or ☺.
- Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post and your message might be taken seriously or sound offensive.
- Be careful with personal information (both yours and other's).
- Do not send confidential information via e-mail

See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (https://clear.unt.edu/online-communication-tips) for more information.

Acceptable Student Behavior

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT's Code of Student Conduct (<https://deanofstudents.unt.edu/conduct>) to learn more.

Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

ADA Policy

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request reasonable accommodations at any time, however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the [Office of Disability Access website](http://www.unt.edu/oda) at <http://www.unt.edu/oda>. You may also contact ODA by phone at (940) 565-4323

Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

Access to Information - Eagle Connect

Students' access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail [Eagle Connect](https://it.unt.edu/eagleconnect) (<https://it.unt.edu/eagleconnect>).

Sexual Assault Prevention

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

Important Notice for F-1 Students taking Distance Education Courses

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the [Electronic Code of Federal Regulations website](http://www.ecfr.gov/) (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

Student Verification

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses (<https://policy.unt.edu/policy/07-002>).

Use of Student Work

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

Transmission and Recording of Student Images in Electronically-Delivered Courses

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.

2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

Student Support Services

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- Counseling and Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- UNT Care Team (<https://studentaffairs.unt.edu/care>)
- UNT Psychiatric Services (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- Individual Counseling (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Other student support services offered by UNT include

- Registrar (<https://registrar.unt.edu/registration>)
- Financial Aid (<https://financialaid.unt.edu/>)
- Student Legal Services (<https://studentaffairs.unt.edu/student-legal-services>)
- Career Center (<https://studentaffairs.unt.edu/career-center>)
- Multicultural Center (<https://edo.unt.edu/multicultural-center>)
- Counseling and Testing Services (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- Pride Alliance (<https://edo.unt.edu/pridealliance>)
- UNT Food Pantry (<https://deanofstudents.unt.edu/resources/food-pantry>)

Academic Support Services

- Academic Resource Center (<https://clear.unt.edu/canvas/student-resources>)
- Academic Success Center (<https://success.unt.edu/asc>)
- UNT Libraries (<https://library.unt.edu/>)
- Writing Lab (<http://writingcenter.unt.edu/>)
- MathLab (<https://math.unt.edu/mathlab>)