

MANAGEMENT 4790 – STRATEGIC HUMAN RESOURCE MANAGEMENT (Hybrid)

University of North Texas - G. Brint Ryan College of Business

Spring 2026

Instructor: Ken Meyers – Department of Management
Email: Kenneth.Meyers@unt.edu, **Please add MGMT 4790 in the subject line**
Office Hours: Thursday's from 9 am – 11 am, BLB 387

Please contact me directly through Canvas messaging. I check messages on a regular basis, Monday through Friday, and typically respond within 12 hours or less. However, there may be times when it takes up to 48 hours to respond, particularly on holidays and weekends.

I will share quick news, course updates, reminders, module highlights, and assignment debriefs with the class using the Announcements tab in Canvas. **Please check this section at least twice a week.** I will share other pertinent information about jobs and university events via Canvas messaging. **If you need assistance, please do not hesitate to contact me.**

COURSE DESCRIPTION AND PURPOSE

Strategic Human Resource Management is a senior-level capstone course focused on the role of the HR Business Partner as a strategic advisor to organizational leadership. The course assumes prior knowledge of core HR concepts, tools, and practices developed in earlier coursework. Rather than emphasizing HR mechanics, the course centers on how HR professionals analyze complex organizational situations, evaluate competing priorities, and advise leaders on people-related decisions.

Students will examine how HR decisions influence organizational performance, employee engagement, and long-term sustainability, particularly in environments characterized by growth, change, and transformation. Through applied analysis and a consulting-style capstone experience, students will practice diagnosing organizational challenges, assessing the effectiveness of HR programs, and developing defensible recommendations while navigating ambiguity and trade-offs consistent with real-world HR Business Partner roles.

Course Positioning Within the Curriculum

This course builds on prior HR coursework and is designed to integrate knowledge across functional HR areas. Students are expected to enter the course with a working understanding of foundational HR practices. The emphasis in this course is on applying that knowledge strategically, evaluating the impact of HR initiatives, and exercising professional judgment in situations with incomplete information and competing demands.

As a capstone experience, the course prioritizes synthesis, analysis, and decision-making over content coverage. Students will be challenged to think beyond individual HR programs and consider broader organizational implications, trade-offs, and execution realities faced by HR leaders.

What This Course Is and Is Not

This course is an applied, senior-level capstone focused on strategic thinking and advisory skills in human resource management. Students should expect to work with ambiguity, imperfect data, and competing stakeholder interests, all of which reflect the realities of HR leadership and business partnership.

This course is not a survey of HR topics or a step-by-step guide to HR practices. Rather than providing prescriptive answers, the course emphasizes defensible reasoning, integration of concepts across HR

functions, and the ability to articulate sound recommendations within structured deliverables and professional expectations.

UNT Catalog Description

Integrative course to prepare students to enter the human resources field as qualified professionals. Intensive review of the functional disciplines in the HR field are integral to the course. Students study and evaluate theories of human resources management; engage in practical applications of theory through participation with employers engaged in solving HR problems within their workplace or identifying HR needs; explore the pragmatic implications of the professional human resource certification process and what it means for HR professionals in the global economy during the 21st century; and demonstrate integrative knowledge of HR functions relative to each other and to other functional areas within an organization.

Prerequisites: MGMT 3860, to be taken within the final 9 hours of coursework.

COURSE STRUCTURE

This course is intentionally designed as a hybrid capstone. Each week has two connected parts:

- **In-person class session (Thursdays):** focused on discussion, application, integration across topics, and Team Capstone Project progress. This is where we work through ambiguity, trade-offs, and real-world HR decision-making.
- **Asynchronous weekly module (Canvas):** focused on content mastery and preparation, including required readings, short lectures/videos, and quizzes. This is where you build the foundation needed to contribute meaningfully in class and to perform well on assessments.

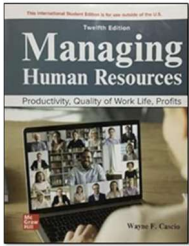
Both components are required. The asynchronous work is not optional, and the in-person session is not a recap of the module. They are designed to complement each other.

LEARNING OBJECTIVES

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

- 1) Describe the strategic importance of HR initiatives.
- 2) Explain the HR functional areas and their role in meeting the organization's strategic goals.
- 3) Identify how to plan and build a talent pipeline to meet the needs of the organization.
- 4) Describe best practices in effective performance management, coaching, mentoring, leadership development, employee engagement, compensation, benefits, and retention.
- 5) Evaluate the impact of HR programs.
- 6) Research and propose solutions to develop equitable and inclusive programs that appreciate a diverse workforce.
- 7) Develop innovative HRM programs, policies, and procedures that correspond to an organizational need.
- 8) Summarize and evaluate current and future trends for a globally competitive workforce.
- 9) Explore the benefits of obtaining professional human resource and related certifications.

REQUIRED TEXTBOOK



Managing Human Resources: Productivity, Quality of Work Life, Profits, 12th edition, by Wayne F. Cascio, McGraw-Hill, ISBN 9781260681352 is available from the University Bookstore for rental or through the publisher.

Please note that this edition is the required textbook, and some quiz and exam questions will be based on it. I will distribute additional readings, videos, and assignments in Canvas.

REQUIRED ACCESS TO BOOKS

You will access the books below at no cost through the UNT Library. Feel free to purchase them yourself if you would like. I will distribute additional readings, videos, and articles through Canvas.

1. [Victory through Organization: Why the War For Talent Is Failing Your Company and What You Can Do \(2017\) by Dave Ulrich, ISBN 978-1-25-983765-4.](#)
2. [Leading Change \(2012\) by John P. Kotter, ISBN 978-1-4221-8643-5.](#)
3. [Investing in People \(2019\) by Wayne F. Cascio, John W. Boudreau, and Alexis A. Fink, ISBN 978-1-58-644611-6.](#)

INSTRUCTOR BIO

Before joining the faculty at the University of North Texas, I spent over 25 years as a Senior Human Resources Leader and Leadership Coach, working across multiple industries, global organizations, and Fortune 500 companies. My background includes strategic HR management, organizational change, leadership development, and coaching professionals through complex transitions. Over the past years, I've been an instructor helping students prepare for their SHRM Certification exam.

I hold a Master of Science in Leadership and Organizational Development, a SHRM-SCP designation, and a Graduate Certificate in Executive Coaching.

In this course, I bring a practical, real-world perspective to the theories of Human Resources. My goal is to help you connect course concepts to real-world business scenarios, so you're not just learning the material—you're seeing how it applies in organizations of all sizes.

CANVAS, TECHNOLOGY, AND RESOURCES

This course requires regular access to Canvas and online course materials. Students are responsible for maintaining reliable access to required technology, including a functioning computer and stable internet connection.

Canvas is the **official submission platform** for this course. All assignments must be submitted through Canvas by the stated deadlines unless otherwise specified.

Students assume responsibility for the operating condition of personal devices and internet connectivity and are expected to plan ahead to address potential technical issues prior to deadlines. Before completing time-sensitive assessments, students should ensure access to required hardware, including a webcam and microphone where applicable.

When encountering technical difficulties related to Canvas or other university-supported systems, students must **immediately contact the UNT Student Helpdesk** to obtain official documentation. **Technical issues**

will not be considered without a Helpdesk ticket. Issues related to personal devices, internet service providers, file corruption, or user error do not typically qualify.

Second, after contacting the Student Helpdesk and receiving an assessment of the problem and a ticket number, students must forward an email with the Helpdesk documentation to **Professor Meyers** (kenneth.meyers@unt.edu).

In **rare circumstances**, documented system-level issues beyond a student's control may be considered at the instructor's discretion. Communication regarding technical issues must occur **before or immediately after** the submission deadline. Late communication significantly limits available options. Such consideration is **limited** and may **not be granted repeatedly**. **Students should not assume that technical issues will result in deadline extensions.**

UNT Student Helpdesk

Email: helpdesk@unt.edu | Phone: 940-565-2324

Canvas Requirements: <https://clear.unt.edu/supported-technologies/canvas/requirements>

Canvas Help: <https://community.canvaslms.com/docs/DOC-10554-4212710328>

Students must maintain an active EUID and password to access Canvas (<https://unt.instructure.com>).

Password assistance is available at <https://ams.unt.edu/acctreq.php>.

You can access this course through Canvas at <https://unt.instructure.com/>

- Log in using your EUID and Password
- Click "MGMT 4790" from the list of courses

Minimum Technology Requirements

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

Computer Skills, Digital Literacy, Critical Thinking, and Writing Skills

- Using Canvas (See the Getting Started Module for Helpful Links)
- Using Respondus Lockdown Browser with webcam
- Using virtual presentation platforms – Zoom specifically
- Using email with attachments
- Downloading and installing software as needed
- Using Microsoft Office Suite (Word, Excel, and PowerPoint)
- Applying critical thinking skills to assessments
- Professional writing skills for discussions/written assignments: Students will compose grammatically correct

SERIOUS OR EXTENDED CIRCUMSTANCES

In situations involving serious or extended circumstances that may significantly impact a student's ability to meet course requirements (for example, hospitalization, serious illness, or other documented emergencies), students are encouraged to contact the **Dean of Students Office** as soon as possible.

The Dean of Students Office can provide appropriate documentation and guidance to both the student and instructor regarding academic accommodations or notifications. Instructor consideration of such circumstances will be based on **official communication from the Dean of Students Office** and applicable university policies.

This process helps ensure consistency, fairness, and appropriate support while maintaining the academic standards of the course.

PROFESSIONAL COMMUNICATIONS EXPECTATIONS

This course requires regular written and online communication. Students are expected to communicate with the instructor and classmates in a **respectful, professional manner** consistent with college-level and early-career expectations.

All course communication, including email and discussion posts, should be clear, concise, and professional in tone. Students should use appropriate language, correct spelling and grammar, and avoid slang, texting abbreviations, excessive capitalization, or informal shortcuts that may be misinterpreted.

Students are expected to address the instructor using an appropriate professional title unless otherwise indicated. Care should be taken when using humor or sarcasm, as tone is easily lost in written communication.

Students should exercise discretion when sharing personal information and should not send confidential or sensitive information through email or discussion boards.

EagleConnect Accounts

All students should activate and regularly check their EagleConnect (email) account. EagleConnect is used for official communication from the University to students. For information about EagleConnect, including how to activate an account and how to have EagleConnect forwarded to another email address, visit [EagleConnect Email System Website](https://eagleconnect.unt.edu/) (<https://eagleconnect.unt.edu/>)

GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI)

GenAI tools are **allowed in this course unless otherwise specified** for a particular assignment. When permitted, GenAI may be used for support tasks such as brainstorming, outlining, and improving clarity or grammar. These tools are intended to support your work, not replace your thinking, analysis, or writing.

GenAI may not be used to generate work you submit as your own or on assignments where GenAI is explicitly not allowed. Substituting your own reasoning or writing with AI-generated content violates the learning objectives of this course and the UNT Honor Code. **Failure to comply may result in academic integrity violations.**

When GenAI is used, a brief disclosure describing how it was used is required. For example, *“GenAI was used to brainstorm ideas and revise sentence clarity. All analysis and final wording are my own.”*

Students are responsible for verifying the accuracy of all GenAI-supported content.

Additional guidance, examples, and assignment-level expectations are provided in the GenAI Canvas module.

COURSE ASSIGNMENTS AND GRADING

Performance Evaluation – MGMT 4790	Max Points Possible
Exams (2 @ 100 points each)	200
Team Capstone Project <ul style="list-style-type: none"> • Diagnosis Report: 50 points • Strategic Options Report: 50 points • Recommendations Report & Presentation Deck: 100 points 	200
Weekly Quizzes (9 @ 10 points each)	90
Case Study Analysis	75
HR Strategy vs. Practice: Expectations vs Reality Analysis	75
Professional Development/Networking Assignment	50
Class Participation and Attendance	75
Total Points	765

- A = 689 - 765 points
- B = 612 - 688 points
- C = 536 - 611 points
- D = 459 - 535 points
- F = 458 and below points

Class participation in a hybrid format

Participation is evaluated based on both in-person and asynchronous engagement. In a capstone course, participation is demonstrated through preparation and contribution, not just physical attendance.

Examples of participation include:

- Arriving prepared to discuss the module content and apply it to cases and the capstone.
- Contributing thoughtfully during in-class discussions and activities.
- Consistent engagement with your team's capstone work (planning, collaboration, and follow-through).
- Completing required asynchronous module work on time so you can participate effectively in class.

Simply attending class without being prepared, or completing asynchronous work without contributing in person, does not represent full participation.

ASSESSMENT PHILOSOPHY

This course is designed to assess learning through multiple, complementary formats.

Lectures emphasize strategic application and integration of course concepts. Quizzes reinforce foundational knowledge from lectures, assigned readings, and modules. Exams assess applied understanding and judgment rather than memorization of minor facts. The Team Capstone Project requires synthesis across all course components and reflects the type of integrative thinking expected of HR professionals in practice.

GRADING AND ASSESSMENT POLICIES

Grades in this course are based solely on required assignments and assessments designed to evaluate mastery of the course objectives. The course is intentionally structured to provide multiple opportunities throughout the semester for students to demonstrate learning and apply concepts in a strategic, professional context. **Extra credit opportunities are not offered.**

Final grades are calculated based on the total points earned across all required course components.

This senior-level course reflects the academic and professional standards expected within the Department of Management. Students are expected to engage consistently, prepare thoroughly, and demonstrate a strong understanding of course material through the quality of their work.

Deadlines are posted at the beginning of the semester. Students are expected to plan accordingly and submit all work by the stated deadlines. Missed or late assignments, quizzes, or assessments are not typically eligible for make-up. In **rare circumstances**, documented issues beyond a student's control may be considered in accordance with the course technology and submission policies. Failure to submit required work by the deadline without appropriate documentation will result in a grade of zero.

To support predictability and planning, this course follows a consistent weekly rhythm whenever possible:

- Weekly modules are released on a consistent schedule in Canvas.
- Weekly quizzes are due on the same day of the week, as shown in the Course Schedule and in Canvas.
- Major assignments and capstone deliverables are released with sufficient lead time and typically at least one week in advance.

With the exception of university disruptions or executive availability tied to the capstone, assignment due dates will not change once published in Canvas.

Grades may be adjusted at the end of the semester based on an overall review of course performance and assessment outcomes to ensure fairness and consistency. **Arithmetic rounding of individual grades is not applied.**

Students are required to log in to Canvas regularly to review announcements, access grading rubrics, view grades, and complete assignments. For due dates and exam times, please refer to the Course Schedule included at the end of this syllabus.

In the event of any inconsistency between dates listed in the syllabus and those posted in Canvas, **the dates posted in Canvas will prevail**, as Canvas serves as the official and most current source of course information.

Exam Support and Review Expectations: After each exam, general performance trends and common misunderstanding areas may be discussed with the class. Due to exam security and question-bank reuse, individual exam questions may not be released. Students are encouraged to contact the instructor during office hours to discuss preparation strategies and content areas to strengthen before the next assessment

COURSE SCHEDULE

The schedule is subject to change at the instructor's discretion. Students will be notified of changes. **Dates listed in Canvas are authoritative and supersede this schedule if updates are required.**

To get the most out of class, **complete weekly readings and reviews prior to attending class.**

Week	Class Date	Topic(s)	Reading/Review/Assignment
1	Jan 15	Introduction and Syllabus Overview Why HR and Why Now?	Syllabus, acquire required materials ‘Getting Started, Academic Integrity and Course Tools and Resources’ module in Canvas Read Victory Through Organization , Chs 1 & 11, Review the Week 1 module in Canvas Due by 11:59 pm, Sunday, January 18th: a) Week 1 Quiz b) Take the practice quiz to ensure your computer is set up correctly for the Respondus Lockdown Browser. NOTE: All exams will require this browser.
2 (1/19: MLK Holiday)	Jan 22	HR Competencies that Deliver Strategic Value: Culture and Change Champion	Read Victory Through Organization , Ch 9, pp. 199 – 209 Read Leading Change , Chs 1 – 2 Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Jan 25th: Week 2 Quiz
3	Jan 29	HR Competencies that Deliver Strategic Value: Human Capital Curator	Read Victory Through Organization , Ch 9, pp. 209 – 215 Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Feb 1st: Week 3 Quiz.
4	Feb 5	Investing in People: The High Cost of Employee Separations	Read Investing in People , Ch 5 and complete Exercise on pp. 168 – 170 (it’s not necessary to use the software referenced) Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Feb 8th: 1. Week 4 Quiz
5	Feb 12	Investing in People: Employee Attitudes and Engagement	Read Investing in People , Ch 7 Review the corresponding Canvas module, which includes additional required readings and videos.

Week	Class Date	Topic(s)	Reading/Review/Assignment
		Gallup Q12® employee engagement survey	Due by 11:59 PM, Sunday, Feb 15th: 1. HR Strategy vs. Practice Analysis 2. Week 5 Quiz
6	Feb 19	EXAM 1 (in class)	Exam requires Respondus Lockdown Browser
7	Feb 26	Team Capstone Project Kickoff	Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Mar 1st: Capstone Diagnostic Report
8	Mar 5	Planning for People	Read Managing Human Resources , Ch 6 Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Mar 8th: a) Week 8 Quiz
Spring Break			
9	Mar 19	Recruiting and Staffing	Read Managing Human Resources , Chs 7 – 8. Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Mar 22nd: 1) Capstone – Strategic Options Report 2) Week 9 Quiz
10	Mar 26	People Analytics	Read Managing Human Resources , Ch 3. Review the corresponding Canvas module, which includes additional required readings and videos. Watch recorded lecture 1) Due by 11:59 PM, Sunday, Mar 29th: Case Study Analysis
11	Apr 2	Performance Management & Onboarding	Read Managing Human Resources , Ch 10 Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Apr 5th: Week 11 Quiz

Week	Class Date	Topic(s)	Reading/Review/Assignment
12	Apr 9	Total Rewards	Read Managing Human Resources , Chs 11 - 12 Review the corresponding Canvas module, which includes additional required readings and videos. Due by 11:59 PM, Sunday, Apr 12th: Week 12 Quiz
13	Apr 16	Prepare for Capstone Presentation	Due by 11:59 PM, Sunday, Apr 19th: Networking Assignment
14	Apr 23	Capstone Presentation	Due by 11:59 PM, Apr 22nd: Capstone Slide Deck Due by 11:59 PM, April 26th: Capstone Recommendation Report
15	Apr 30	GRADUATION CELEBRATION	
16	May 7	Exam 2, in-class, requires Respondus Lockdown Browser	

PLEASE NOTE: Requests for alternative assignment/assessment timing are **not routinely granted** and are considered only in accordance with course and university policies.

ASSIGNMENT DESCRIPTIONS

Chapter quizzes (available in Canvas)

You will complete 9 weekly quizzes. They cover the material discussed in the books and modules (including articles, videos, etc.). Each quiz is worth 10 points total (1 point per question). All quizzes are open-book, open notes. Complete the quizzes **independently** as you work through each corresponding module.

Individual case study

You will complete an individual case study during the semester. Your written analysis should be professional in tone, clearly structured, and supported with research or course materials. The goal is to demonstrate critical thinking, connect theory to practice, and show how you would approach HR challenges.

HR Strategy & Practice: Expectations vs. Realities

Students will watch two recorded interviews, one with a general manager and one with an HR professional, and complete a written analysis comparing executive expectations of HR with real-world HR practice. The assignment emphasizes identifying key tensions, analyzing tradeoffs, and applying insights to students' own development as future HR leaders.

Team Capstone Project

This course includes a team-based, consulting-style capstone project focused on strategic human resource decision-making. Students will serve as an external advisory group to HR leadership, analyzing a real-world retention challenge using provided organizational context and data.

Rather than designing or implementing HR programs, students will focus on strategic prioritization, trade-off thinking, and defensible judgment, consistent with the role of an HR Business Partner advising senior leadership.

Teams will progress through structured phases that include diagnosing the problem, evaluating strategic options, and recommending a limited number of priority focus areas while identifying what should be deprioritized. The emphasis is on clarity of reasoning, alignment with organizational realities, and the ability to articulate recommendations in a professional, executive-facing format.

To support team effectiveness and ensure fair accountability:

- **Integration checkpoints:** Each project phase includes a defined deliverable and an in-class checkpoint to review progress and align expectations.
- **Work allocation:** Teams are expected to define roles, deadlines, and ownership early in each phase and adjust as needed.
- **Non-participation protocol:** If a team member is not contributing, the team should first address it directly. If the issue is not resolved quickly, the team should notify the instructor early (not at the end of the project). Instructor intervention may include required check-ins, revised work expectations, or other steps consistent with course policies and peer evaluation outcomes.

This structure mirrors the professional reality of consulting-style work where deadlines, accountability, and escalation paths matter.

At the end of each project phase, each team member will submit a confidential peer evaluation assessing the contributions of their teammates. This evaluation will assess participation in team meetings and activities, the sharing of workload, the quality of work, and overall contribution to the team's process. As this is a collaborative project, peer feedback will play an important role in determining individual grades for both the presentation and the paper.

Professional Development

This assignment is designed to provide visibility to networking and professional growth. Historically, these assignments have led to students receiving interviews and/or job offers. Optimal grading will be given to thoughtful, professional, and thorough research, participation, and reflection for each of these events. The amount of effort put into each of these assignments will be reflected in the grade.

Exams

The two (2) exams are application-oriented and are taken during class time. Each exam is designed to test your knowledge and how well you apply concepts via multiple-choice and true/false questions. The questions cover content from lectures, the textbook, other required books, additional articles, videos, and/or discussion boards.

Using textbooks and/or notes on exams is not permitted. These are closed-book exams, and no outside or additional resources are allowed besides what a student has committed to memory through study and preparation.

You will have **60 minutes** to answer all questions (multiple choice, true/false). You will need to download the free [Respondus LockDown Browser](#). You may be able to check out laptops through the UNT library.

The use of cell phones, iPhones, cameras, or any other electronic device is not allowed during an exam. Talking to other students, soliciting help, or giving assistance is not permitted. Copying, photographing, or disseminating the questions in any form is prohibited. Exam questions are randomized, so you will NOT see the

same questions in the same order as your classmates. **Please contact me with any questions and to prepare for the exam in advance. Engaging in academic integrity violations, such as cheating and providing unauthorized assistance, will be reported.**

SUNSET RULE

You have one (1) week from the date the grade is released to inquire about your grade on an exam, quiz, discussion post, or any other assignment. The exception to this is the last round of assignments, the Final Exam, and your Final Letter Grade, when inquiries need to be taken care of as soon as possible before I submit grades to the Registrar. The purpose is to resolve any issue during the term and not wait until the last week of the term. Check your grades every week!

EVENT TIMING

All times stated in this course will conform to **US Central Standard Time (CST)** and Texas state daylight savings time adjustments.

STUDENT ACADEMIC SUPPORT SERVICES

- [Code of Student Conduct](#): Provides the Code of Student Conduct, along with other useful links.
- [Office of Disability Access](#): exists to prevent discrimination based on disability and to help students reach a higher level of independence.
- [Counseling and Testing Services](#): provides counseling and testing services such as admissions testing, computer-based, and career testing.
- [UNT Libraries](#)
- [UNT Learning Center](#): provides services (e.g., tutoring) to enhance the academic experience.
- [UNT Writing Center](#): offers free writing tutoring to all UNT students, including online tutoring.

ADDITIONAL STUDENT SUPPORT SERVICES

- [Registrar](#)
- [Financial Aid](#)
- [Student Legal Services](#)
- [Career Center](#)
- [UNT Food Pantry](#)

MENTAL HEALTH

UNT provides mental health resources to students, ensuring there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature and severity of the situation. These can support your academic success and mental well-being:

- [Student Health and Wellness Center](#)
- [Counseling and Testing Services](#)
- [UNT Care Team](#)
- [UNT Psychiatric Services](#)

UNT POLICIES

Academic integrity

Academic integrity emanates from a culture that embraces the core values of trust and honesty necessary for full learning to occur. Academic dishonesty breaches the mutual trust necessary in an academic environment. According to UNT Policy 06.003, Student Academic Integrity (<https://policy.unt.edu/policy/06-003>), 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.

Any suspected occurrence of academic dishonesty will be investigated and handled in accordance with UNT policy and procedures. The following academic penalties may be assessed at the instructor's discretion upon determination that academic dishonesty has occurred. *Admonitions and educational assignments are not subject to appeal.*

1. *Admonition:* The student may be issued a verbal or written warning.
2. *Assignment of Educational Coursework:* The student may be required to perform additional coursework not required of other students in the specific course.
3. *Partial or no credit for an assignment or assessment:* The Instructor may award partial or no credit for the assignment or assessment on which the student engaged in academic dishonesty, to be calculated into the final course grade.
4. *Course Failure:* The instructor may assign a failing grade for the course.

Attendance policy

In this hybrid course, attendance expectations apply to required in-person sessions, while engagement expectations for asynchronous components are addressed through participation and assignment completion..

Absences

If you anticipate being absent, please notify me in advance whenever possible—particularly before assignment due dates, quiz/exam dates, or other class obligations. Per University of North Texas policy, excused absences may be granted for:

- a) religious holy day, including travel for that purpose;
- b) participation in an official university function;
- c) required military service, including travel for that purpose;
- d) pregnancy and parenting under Title IX; and
- e) when the University is officially closed.

To ensure consistent application of university, state, and federal requirements, official documentation is required for all excused absence requests. This documentation is not intended to be an invasion of privacy but will help me determine appropriate accommodations. Please email me at Kenneth.Meyers@unt.edu to discuss your situation and the type of documentation needed.

The full UNT Attendance Policy is available here: [Student Attendance and Authorized Absences](#).

Illness

Contact me as soon as possible to discuss how your absence may be accommodated. Communication prior to the absence is essential for me to determine if it can be excused.

Course evaluations

This semester, UNT will administer course evaluations online, specifically the “SPOT” – Student Evaluation of Teaching evaluations. These evaluations are used to assess faculty performance, providing guidance on areas for improvement and feedback on aspects of instruction and learning that you appreciate. These are great ways to consistently review our curriculum and teaching approaches. I truly value your feedback and appreciate you taking the time to complete the evaluations which are administered towards the end of the semester. You will be notified on Canvas and through your UNT email when the evaluations are open.

Disability accommodation

The University of North Texas(UNT) does not discriminate on the basis of disability in employment, admission, treatment, or access to its programs or activities. UNT is committed to providing equal educational access for qualified students with disabilities in accordance with state and federal laws including the Americans with Disabilities Act of 1990 as Amended (ADA) and Section 504 of the Rehabilitation Act of 1973. Additionally, the University is committed to making all UNT sponsored programs and activities accessible, as required by the Texas Accessibility Standards and the Americans with Disabilities Act Accessibility Guidelines. To this end, all academic units are willing to make reasonable and appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies to facilitate equality of educational access for persons with disabilities.

Dropping the course:

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar’s website: <http://www.unt.edu/catalog/>. Please note that April 10th is the last day for a student to drop a course with a W. To drop the course, visit the following link: <https://registrar.unt.edu/registration/dropping-class> and click on *Request to Drop Class* form. If you have questions or need assistance, you may go to the Department of Management in the Business Leadership Building – Room 207.

Emergency alerts:

The University of North Texas has an emergency Notification System, Eagle Alert (<https://www.unt.edu/eaglealert/>), which has the capability of calling or text messaging emergency notices. As a student, you may register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The University's radio station, KNTU 88.1 FM, and website <http://www.unt.edu>, will provide updated information during an emergency. In the event of university closure, additional information will be provided through this communication medium.

Emergency evacuation procedures

Severe Weather: In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building.

Bomb Threat/Fire: In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts.

Persons with mobility impairments who are unable to exit the building safely should move to a designated area of refuge and await assistance from emergency responders.

Student conduct

Any student behavior that interferes with an instructor's ability to conduct class or other students' opportunity to learn is unacceptable and will not be tolerated in any instructional setting at UNT. This includes traditional face-to-face classes, online or blended classes, discussion groups or boards, and verbal and/or written (including email) communication with the instructor and/or other students. Examples of unacceptable behavior include, but are not limited to, disrespectful treatment of other students (verbal or written), disrupting the lecturer, and use of inappropriate or profane language or gestures in class or other instructional settings. The Code of Student Conduct can be found at deanofstudents.unt.edu/conduct. Any person who believes that a student has violated University policy can go to <https://report.unt.edu> and report the allegation.