

This syllabus is 16 pages long (and subject to change). Please review it in detail.

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Student Hours: Tuesday & Thursday, 9:00 am – 9:30 am, 11:00 am – 12:00 pm, Monday (virtual), 12:00 - 1:00 pm
Other Times by Appointment via Zoom/Teams, in-person, or phone
Finals Week - No Office Hours, by Appointment Only

Please contact me directly through the Canvas messaging system. I will respond to you within 24-48 hours. If you have concerns of a personal nature, email me and identify your name, student ID, and clearly specify your question. I will share quick news, course updates, 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 contact me.**

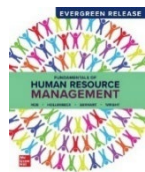
COURSE DESCRIPTION

Human Resource Management (MGMT 3860, 3 credit hours) is a junior level survey course designed to inform and educate general managers as to the central importance of human resources in achieving organizational success. Accordingly, there is an emphasis on relating technical content from major areas within HRM such as staffing, compensation, training, labor relations, and health/safety to the interests and perspectives of general managers. The intent is to provide you – whether general manager or HR specialist – with the knowledge and expertise needed to analyze and craft HR policies and procedures that produce outcomes beneficial to all relevant stakeholders of the organization.

UNT Catalog Description: Introduction to human resource management. Topics include workforce planning, selection and employment; job analysis and design; training and development; compensation and benefits; health, safety and security; and employee and labor relations.

Prerequisites: None. Open to non-business majors.

REQUIRED ACCESS TO TEXTBOOK



Fundamentals of Human Resource Management (2024) by Raymond Noe, John Hollenbeck, Barry Gerhart, and Patrick Wright, ISBN 9781265803025

The UNT Bookstore offers this edition. You may also purchase or [rent the textbook directly from the publisher](#). This is the required textbook. Some quiz and exam questions will come from it. If you use a different edition, you are responsible for determining how this edition differs from prior editions.

COURSE OBJECTIVES

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

1. Describe the strategic importance of HRM functions and activities.
2. Examine the impact of HRM functions and activities on the overall organization.
3. Explain key legal issues involved in managing human resources.
4. Discuss the role of general managers in managing human resources.
5. Identify how the social, political, and legal environments affect the HRM function.
6. Summarize and evaluate current and future trends in the HRM field.
7. Assess the feasibility of developing specific HR programs, policies, and procedures.
8. Research and propose solutions to existing HRM challenges consistent with best practices.
9. Develop a foundation for further study in advanced courses in business, HRM, and industrial relations.
10. Introduce the Society for Human Resource Management (SHRM)'s Body of Applied Skills and Knowledge™ (BASK™).

COURSE STRUCTURE

This course is designed to be interactive, and it is both encouraged and expected of you to share your understanding of the material as well as your experiences with the topics we explore. There will be a mix of teaching techniques used in this class including readings, lecture, presentations, and critical discussion. This mix is designed to facilitate three separate yet equally important learning goals: (1) foundational, evidence-based knowledge on each of the topics (primarily from your readings and modules); (2) the application of this knowledge (from quizzes, assignments); and (3) skill building and skill development in each of these areas (from active practice, assignments, videos).

This course is offered through Canvas so that you have the convenience of an Internet-based class that meets the standards of various accrediting agencies. **Hybrid courses require discipline and excellent time management skills. You are responsible for coming prepared to class and reviewing all module materials in Canvas and be proactive about your learning. If something is unclear, contact me.** You will be providing examples from your current or former employers, professional associations, etc., so that you can better understand the complexity of human resource management and working with people. Please consider all three perspectives: (1) the owner(s) and executive leadership of the company/organization, (2) mid-level and lower-level managers who supervise employees and manage programs, and (3) individual employees (like you) who are influenced by or make decisions.

Course instruction will be conducted using the textbook and modules on Canvas (e.g., articles, videos) related to HRM issues. Each video or article is a record of an issue faced by businesses. It is not to be construed as portraying either correct or incorrect behaviors. These articles/cases contain the facts, opinions, and prejudices upon which decisions have been made. They will provide the basis for in-depth examination of concepts. For this method of instruction to work effectively, you must have read, viewed, and thought about all assigned material. **Together, all of us create a space where you and your interests matter, and where communal learning is a priority!** The structure of the course provides flexibility for students; however, the course is **not** self-paced. Adhere to all due dates for weekly assignments and availability windows. If possible, work a week ahead, especially for assignments that require additional research and alignment as a team. Please review this list of tips on [“How to Succeed as an Online Student”](#) **since this is a hybrid course that meets in person once a week. You are responsible for reviewing the rest of the course materials in Canvas. The professor will check for understanding, critical evaluation, and application in class.**

MY APPROACH TO SUPPORTING YOUR LEARNING JOURNEY

“The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.” – William Arthur Ward

One of the Department of Management’s core values is **Students First**. As your professor, **I will guide you toward self-discovery, acquisition and application of knowledge, and creative problem-solving**. This course has been carefully designed to assist you in doing just that - all readings, quizzes, and assignments are structured in a way to maximize your learning experience, challenge you to explore new horizons, and make you more marketable in the workplace. Please attempt to see the learning opportunities in every part of this course. Please read the textbook – it has excellent resources. Hybrid courses can be challenging. You will not be successful if you simply memorize facts; you must be able to apply concepts to real life business situations. **Keeping me informed of your progress and any challenges that may arise is critical.** If I have not heard from you in a while and you have not completed the assigned work, I will contact you to agree on a plan to finish the semester and learn. Another university representative may also contact you depending on the circumstances. The University of North Texas [has many resources available](#) to assist you in making appropriate progress toward the attainment of your educational and personal goals. **You are not alone!**

Caregiver Responsibilities: I have great respect for students who are balancing their pursuit of education with the responsibilities of caring for children or other family members. If you run into challenges that require you to miss a class, an assignment or an exam, or if your caregiving responsibilities are interfering with your ability to engage in remote learning, please contact me. There may be some instances of flexibility we can offer to support your learning.

WELCOME TO UNT!

As members of the UNT community, we have all committed to being part of an institution that respects and values the identities of the students and employees with whom we interact. UNT does not tolerate identity-based discrimination, harassment, and retaliation. UNT’s full Non-Discrimination Policy can be found in the Policies section of the syllabus.

ASSESSMENT AND GRADING

I provide multiple opportunities for students to receive feedback on their learning and performance throughout the course. You will be responsible for completing all work independently, unless there is a team component, or you are instructed otherwise by me. Your grade in this class will be calculated by adding the **total points earned** during the semester. **I do not round letter grades. You will earn** points that correspond to the respective letter grade based on successful completion of the following:

Assignment	Points Possible	Percentage of Final Grade
Syllabus Quiz, Academic Integrity Quiz, Student Survey	15 points	~3%
Chapter/Module Quizzes (13 @ 15 pts each)	195 points	24%
Module Reflections & In-Class Exercises (Random)	80 points	10%
Podcast Review & Discussion in Class	50 points	6%
Guest Speaker Takeaways (2 @ 40 pts each)	80 points	10%
Professional Development (Attend Specific Events)	20 points	3%
Development Plan	50 points	6%
HR Consulting - Organizational Analysis	30 points	4%
HR Consulting - Cost-Benefits Analysis & Presentation	35 points	4%
HR Consulting - Implementation Plan & Presentation	35 points	4%
Peer Review	10 points	1%
Exams (2 @ 100 points each)	200 points	25%
Total Points Possible	800 points	100%

Total Points	Grade Earned
720-800	A
640-719	B
560-639	C
480-559	D
0-479	F

I reserve the right to adjust exam grades if deemed appropriate after analyzing the results.

This course seems easy to students. Please take it seriously. The correct approach organizations take depends on the type of organization, its goals and strategy, the industry, and many other factors. **The HR field is very dynamic and laws and guidelines change overnight.** The topics we discuss can be very helpful in your personal and professional life. Please read the assigned material, conduct outside research, reflect on how these apply in practice. Many organizations struggle with HR topics so what you have observed in the workplace is not always best practice. This may require that you unlearn some incorrect approaches to solving workplace challenges. I encourage you to schedule meetings with me, use available university resources, and contact me with concerns and questions. **We are all learning together!**

GRADING FEEDBACK

Review the assignment description and requirements a few times. Ask for clarification before submitting your work. I usually grade assignments within five (5) working days of submission. Please consider my feedback open-mindedly. My goal is to help you better understand concepts. Attempt to see the reasoning instead of becoming upset about not receiving the maximum points. I dedicate a lot of time to grade your submissions and provide you meaningful feedback so that you can succeed in this course, other courses, and the workplace. I expect you to review your work and improve your future submissions. **Review and reflection contribute to an effective learning process.**

MGMT 3860.001 – HUMAN RESOURCE MANAGEMENT
SPRING 2026 COURSE SCHEDULE, Hybrid, Meets Tuesday at 9:30 am in BLB 270

The schedule is subject to change at the discretion of the professor. Students will be notified.

Week	Date	Topic/Reading	Assignment
1	Jan 12 – Jan 18	- Syllabus Overview - “Start Here”, “Academic Integrity” Modules in Canvas. - Obtain Access to Textbook - Module 1 & CH 1: Managing Human Resources	DUE by 11:59pm, Sunday, January 18th: 1) Syllabus Quiz 2) Academic Integrity Quiz 3) Student Information Survey 4) CH 1 Quiz
2	Jan 19 – Jan 25	- CH 2: Trends in Human Resource Management - Review Module 2 <i>UNT is closed on Jan. 19th in observance of Martin Luther King Jr. Day.</i>	DUE by 11:59pm, Sunday, January 25th: 1) CH 2 Quiz
3	Jan 26 – Feb 1	- CH 3: Providing Equal Employment Opportunity and a Safe Workplace - Review Module 3	DUE by 11:59pm, Sunday, February 1st: 1) CH 3 Quiz
4	Feb 2 – Feb 8	- CH 4: Analyzing Work and Designing Jobs - Review Module 4 - Exam Review	DUE by 11:59pm, Sunday, February 8th: 1) CH 4 Quiz
5	Feb 9 – Feb 15	- Exam #1 (Material from Chapters & Modules 1-4) <i>All material is testable (excluding guest speaker takeaways).</i> - Podcast Preparation <i>Business Career Fair, 2/11, 3 pm – 6 pm, UNT Union (Prof. Dev’t points)</i>	Exam #1 (40 mins) in class on Tuesday, February 10th, 9:30 am – 10:30 am Use Respondus Lockdown Browser. Bring own laptop or use Testing Center laptops. DUE by 11:59pm, Wednesday, February 11th: 1) Professional Development Points #1 (10/20)
6	Feb 16 – Feb 22	- CH 5: Planning for and Recruiting Human Resources - Review Module 5 - Podcast Preparation - <i>HR Networking Event – Prof. Dev’t on 2/17, 4-6pm, Gateway Center</i>	DUE by 11:59pm, Tuesday, February 17th: 1) Professional Development Points #1 (10/20) DUE by 11:59pm, Sunday, February 22nd: 1) CH 5 Quiz
7	Feb 23 – Mar 1	- CH 6: Selecting Employees and Placing Them in Jobs - Review Module 6 - <i>Guest Speaker</i>	DUE by 11:59pm, Sunday, March 1st: 1) CH 6 Quiz 2) Guest Speaker Takeaway #1
8	Mar 2 – Mar 8	- CH 7: Training Employees - Review Module 7 - Podcast Review Discussion in Class on 3/3	DUE by 11:59pm, Tuesday, March 3rd: 1) Podcast Review & Discussion in class (in Groups) DUE by 11:59pm, Sunday, March 8th: 1) CH 7 Quiz

Week	Date	Topic/Reading	Assignment
	Mar 9 - Mar 15	Spring Break - No classes.	Have a safe and happy break!
9	Mar 16 – Mar 22	- CH 8: Developing Employees for Future Success - Review Module 8 - Tentative Guest Speaker, UNT HR Team	DUE by 11:59pm, Sunday, March 22nd: 1) CH 8 Quiz 2) Development Plan 3) Review slides by guest speakers and attend presentation
10	Mar 23 – Mar 29	- CH 9: Creating and Maintaining High-Performance Organizations - Review Module 9	DUE by 11:59pm, Sunday, March 29th: 1) CH 9 Quiz 2) Consulting Report – Organizational Analysis; submit based on guest speakers’ presentation
11	Mar 30 – Apr 5	- CH 10: Managing Employees’ Performance - Review Module 10 - Work on Cost-Benefits Analysis & Implementation Plan	DUE by 11:59pm, Sunday, April 5th: 1) CH 10 Quiz 2) <i>In class - Cost Benefits Analysis Draft</i> 3) <i>In class - Implementation Plan Draft</i>
12	Apr 6 – Apr 12	- CH 11: Separating and Retaining Employees - Review Module 11 <i>April 10th is the last day to drop this course.</i>	DUE by 11:59pm, Sunday, April 12th: 1) CH 11 Quiz 2) <i>In class – Mock Cost-Benefits Analysis & Implementation</i>
13	Apr 13 – Apr 19	- Cost Benefits Analysis & Implementation Plan Presentations in class (Team)	DUE by 9:30 am, Tuesday, April 14th: 1) Presentations – <i>Cost Benefits Analysis</i> 2) Presentations – <i>Implementation Plan</i> 3) Peer Review (individual submission)
14	Apr 20 – Apr 26	- CH 12: Establishing a Pay Structure - Review Module 12	DUE by 11:59pm, Sunday, April 26th: 1) CH 12 Quiz 2) In-Class Assignment – Salary Negotiation
15	Apr 27 – May 3	- CH 14: Providing Employee Benefits - Review Module 14 - Exam Review	DUE by 11:59pm, Sunday, May 3rd: 1) CH 14 Quiz 2) Professional Development (10/20 - points can be earned earlier). As a last resort, you can complete 1 LinkedIn Learning course on HRM topics covered in the course. 3) Guest Speaker Takeaway #2 (recorded)
16	May 4 – May 8	- Final Exam #2 (Material from Chapters & Modules 11, 12, & 14) <i>All material is testable (excluding guest speaker recordings).</i> Best of luck on all exams!!	Final Exam #2 (40 mins) - in class on Thursday, May 7th, 8:00 am – 9:00 am (moved later by 30 minutes), per the Final Exam Schedule posted by UNT. Use Respondus Lockdown Browser. Bring own laptop or use Testing Center laptops.

ASSIGNMENTS

INTRODUCTORY COURSE ASSIGNMENTS

You will complete a syllabus quiz, an academic integrity module and quiz, and a student information survey. They will familiarize you with how to navigate the course in Canvas and ensure that you understand the respective course and university policies, the course structure, and my expectations. The Academic Integrity Module and Quiz are of paramount importance and will help you better understand when students may unintentionally find themselves in a challenging situation. The student survey is intended to help me better understand your background and experience so that I can effectively tailor the instructional methods. Every measure will be taken to safeguard personal information.

CHAPTER QUIZZES (available in Canvas)

You will complete 13 chapter quizzes. They cover the textbook material and module content (including articles, videos, etc.). You will earn 1 point per question and **you have two attempts. Your highest scores will be retained.** All quizzes are open book, open notes. Complete the quizzes **independently** as you work through each module.

ATTENDANCE AND IN-CLASS EXERCISES, QUIZZES & REFLECTIONS

Learning is a partnership. Your presence and active participation are necessary for everyone's success in this course. **Regular attendance and participation are expected. Arrive on time and stay until class has concluded.** Class will start promptly and your tardiness will disrupt others. Please be proactive in situations where you will be absent, if you experience an emergency, or anticipate a prolonged absence for any reason - contact me to let me know as soon as practical. Electronic devices should be used in class **to support learning related to this course.** Please be mindful that they do not serve as a distraction to you or those around you. **Please do not text in my class or work on other courses. You will get out of this course what you invest in it.** You will learn if you are engaged and concentrated on the topics at hand. I also ask that you do not read any materials during our class time that do not directly relate to our discussed topic. If you are absent, obtain lecture notes, handouts, or information from me or your peers. I will explain key concepts in class and help you prepare for assignments and exams. **You are expected to attend, participate, and read all assigned material.** Lecture notes and other materials are not a substitute for thorough reading of the assigned chapters. Additional material (e.g., video segments or articles) may be assigned. This material will reflect content that is newly identified as relevant to the course and is therefore not specified on the syllabus. Students will be informed in advance what supplemental materials will be included as part of graded assessments. **We will have several in-class exercises (almost every week).** These are short, individual, or group assignments to confirm students are understanding and applying the material. **If you are not in class, you will not earn these points.** These assignments will be updated in Canvas weekly or as applicable after each corresponding exercise. They are random and I will not announce them until class that day.

I understand that you may require time away from class. Please note that **being absent is very challenging in a hybrid course that only meets once a week.** [University policy 06.039](#) states the conditions and remedies for school and personal-related absences. These include, but are not limited to school sanctioned activities, illness, civic duty, military service, caregiver leave, and religious observances. In order to treat everyone equally under the law (Federal and State), some form of official documentation is required. This is not intended to be an invasion of privacy, but will allow me to accommodate you during this unusual period of time. Please inform me of the situation at Mariya.GavrilovaAguilar@unt.edu and provide any supporting documentation (redacting personal information as necessary). You won't be penalized for being absent when you provide official documentation supporting UNT-excused absences. **After three absences, I reserve the right to drop your grade by one letter grade (e.g., A to a B).** **If you miss two consecutive class sessions, you may not be allowed to take an upcoming exam. This is intended to ensure you are accountable to yourself and are actively learning and participating in class. Own your time.**

PODCAST REVIEW AND DISCUSSION (in class)

You will review a podcast on an HRM topic hosted by practitioners or scholars and listen to one episode of at least 30 minutes. I will provide suggestions in Canvas and you can select another podcast. All group members must agree on it. The Podcast discussions are intended to promote the exchange of ideas and resources related to course content and to critically evaluate the applicability of these concepts to the workplace. This will help you learn additional trends and valuable practices. It will also help you work out group dynamics. **You will review the podcast on your own to prepare. You will submit your own notes. Then you will discuss it in small groups on a pre-assigned date in class. Your group will then present your findings to the entire class.** A portion of your grade will be submitted by your peers based on your contributions to the discussion and final group reflection submission. Your meaningful responses are critical to creating and maintaining an effective learning environment. Demonstrate critical thought and attention to detail and reference specific course concepts. You do not/should not have to pay to listen to a podcast. If in doubt, contact me ahead of any due dates. **Prepare in advance. I look forward to these discussions!**

GUEST SPEAKER TAKEAWAYS

I will supplement your learning experience with guest speakers that relate to what we have covered in our course. You will review the guest speaker recordings or attend their in-person presentation and answer content-based questions. **Each question prompt must be answered in at least 150 words to demonstrate in-depth analysis and course relevance.** Reflect how the guest speakers' presentations apply to your desired industry and course topics.

DEVELOPMENT PLAN ASSIGNMENT – Content from Chapter 8

You will research and create a development plan for yourself that incorporates the best practices we have reviewed in our materials. The intent is to help you develop your capabilities in the next year. You will provide sufficient context and recent research about the desired industry and talent management challenges faced by organizations in that industry/context. You will also identify and describe 2 developmental activities in each of the four areas discussed in the textbook in which you will engage in the next year: formal education, assessment, job experiences, and interpersonal relationships. You will also discuss what you have learned about our own talents and skills as well as areas of strength you hope to use in a future role (e.g., Compensation Analyst) in that specific field or industry (e.g., healthcare administration). You may need to interview a professional in your desired field to gain further insight. As a minimum, you need to take at least one assessment (e.g., StrengthsFinder, Big 5, DISC), include your results, and interpret what they mean. You must include References and cite them in-text. More details are provided in Canvas.

PROFESSIONAL DEVELOPMENT (Attend Specific Events)

During the semester you can earn professional development points. I will announce those via Canvas and in class. **These are not considered extra credit and they are part of the total points available in the course.** These events/distinguished speaker series/company visits are intended to provide you more flexibility and to help you learn additional trends and practices related to our course topics and the workplace. Please note you do not/should not have to pay to attend any of these events. As a last resort, if you cannot attend in-person events, you can review one (1) LinkedIn Learning course on relevant course topics (min 30 minutes in length). Please obtain my approval on the course you select- must be related to HRM. Plan ahead for this graded component; the semester goes by quickly.

CONSULTING ASSIGNMENT (Complete in Teams of 3-4 Or Individually)

As part of a consulting project, you will offer some suggestions to UNT HR representatives, including the CHRO. You will provide background information about the strategic plan of the firm, SWOT analysis, as well as existing HR initiatives. You will analyze the design and effectiveness of their current programs and processes, conduct thorough and relevant research, and provide solid recommendations for improvement that **include a feasible budget, Cost-Benefits Analysis, and a realistic implementation plan.** This assignment will be completed in stages. You will work in teams of 3 or 4 students. **Equal input is expected of all students. Students who do not contribute equally will not earn the same grade. Be an accountable team member.** This assignment allows you to use your creativity, sharpen your critical thinking, and perform relevant business analysis. You will also present your findings to company

representatives (the “Client”) in class. **All members of your team will present. Professional or business casual attire is required when presenting.** Please contact me if you have any questions about attire and where it can be obtained on campus. **This is an actual presentation where you need to maintain an objective tone and discuss organizational-level outcomes, budgets, costs and benefits, and an implementation plan.** Some of our other discussions in class or podcasts debriefs are more informal.

I will provide a detailed description of the project, deliverables, and due dates via Canvas. I will guide you through the successful completion of this assignment. References are a separate page and do not count toward the page requirement. APA style is preferred but not required. **Using Generative AI software such as Chat-GPT is prohibited.**

Align your schedules at the beginning of the semester, incorporate your strengths, communicate frequently, and hold each other accountable. Do not assume anything about the other team members or the project. Ask me for assistance. This is a solid learning opportunity that you will be able to showcase in job interviews.

EXAMS

The two (2) mandatory exams are “knowledge-acquisition-application” oriented. **The two exams will be taken in class.** Each exam is designed to “quickly” test your knowledge and how well you apply concepts via multiple choice and true/false questions. The questions cover content from the textbook, additional articles, videos, and/or discussions. **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 **40 minutes** to answer all questions (multiple choice, true/false). You will need to download the free [Respondus LockDown Browser](#). **You must complete each exam independently in one sitting once we begin at the designated time and date; breaks are not allowed.** The UNT Testing Center will provide laptops for your use if needed. You need to know the material, assigned readings, and videos. Complete the practice quizzes in class to give you an idea of the questions you can expect. I provide a study guide, conduct an exam review in class, and provide an online review. I will post an Announcement once scores have been reviewed. Please contact me to schedule an exam review (optional) within 7 days of the days the grades are posted (finals week is different).

Usage of cell phones, cameras, or ANY other electronic device is NOT allowed during an exam. Talking to other students, soliciting, or giving help is NOT allowed. 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 questions and to prepare for the exam ahead of time. Engaging in academic integrity violations such as cheating, providing unauthorized assistance, etc. will be reported.**

REQUESTS FOR ALTERNATIVE TESTING TIMES

If you have a conflict, email me as soon as possible **before the exam** with “MGMT 3860 Exam Conflict” in the subject line. Include your name, student ID number, and detailed reason for the request. Your request must comply with University policy. [Final exams](#) can be rescheduled if you have multiple exams on the same day. No make-ups will be granted for missed assessments, quizzes, assignments, or exams unless there is a circumstance outside of your control. Plan ahead and be accountable. If you are very severely sick, contact me as well.

SUBMISSION OF ASSIGNMENTS

You will submit all assignments through the respective tabs on Canvas (unless instructed differently by me). You are responsible for ensuring that you upload/submit all required documents via the correct assignment tab by the due date. Double check all submissions. When uploaded, assignments will be submitted to the Turnitin plagiarism detection platform. Review your Turnitin report and contact me to explain any similarity concerns before I grade your submission. **Students are responsible for learning material and producing content that demonstrates their mastery of the course material. Having a third party or an AI software create work, and then submit that work as if it were the students' original and independent efforts undermines that goal. The use of AI is prohibited for all large assignments. If in doubt, ask me. If you use GenAI, submit proof of your prompts, output, and revisions.**

LATE WORK

I do not accept late work. That is not realistic in the workplace. An exception to the above may be made on a case-by-case basis if you provide documentation substantiating a valid personal emergency. In some instances, you may have to contact the [Dean of Students Office](#). **If you are overwhelmed or feeling behind, please contact me.** Assignments are designed to span over several weeks and they have varying degrees of complexity. Submit your best work early. Prioritize your time and your resources and ask me questions. **I am here to help and guide you!**

WRITING SKILLS

Students will compose grammatically correct sentences, write well-developed paragraphs, and express coherent ideas. Submissions must have complete sentences, correct punctuation, and proper capitalization. Avoid using abbreviations and acronyms without appropriate clarification. **Cite all sources in-text and include a list of corresponding references.** APA style is preferred but not required. Cite the use of GenAI if used as permitted.

POLICIES & HELPFUL INFORMATION

ACHIEVING SUCCESS

UNT endeavors to offer you a high-quality education and to provide a supportive environment to help you learn and grow. As a faculty member, I am committed to helping you be successful as a student. Here's how to succeed at UNT: **Show up. Find support. Get advised. Be prepared. Get involved. Stay focused.** To learn more about campus resources, [check out these keys to success](#).

ACCESS TO CANVAS & HELPDESK

- Go to the [Canvas website](#)
- Login using your EUID and Password
- Click "MGMT 3860" from the list of courses

Please immediately report all Canvas problems to the helpdesk at 940-565-2324. Obtain a ticket number, and as needed, forward any such communication to me. **Google Chrome and Mozilla Firefox are the preferred browsers for Canvas.** Canvas uses pop-up windows to display content so you will need to modify pop-up blocker software. Complete a browser check as well.

Special Note about Canvas. Canvas is committed to making online courses open and accessible to people with disabilities. As a result, Canvas complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and those using assistive technologies, such as screen readers, to fully use the software.

USE OF PERSONAL COMPUTERS AND THE CANVAS LEARNING SYSTEM

The student assumes **all** responsibility for the operating condition of personal computers and the functionality of individual Internet connections. Your enrollment in this class signifies that you possess basic personal computer skills and have a rudimentary knowledge of Canvas. Please ensure you have stable Internet connection during quizzes and exams. You are strongly discouraged from taking exams on mobile devices. The student assumes **all** responsibility for taking exams, uploading assignments, etc. within the Canvas Learning System. Review the short tutorials on how to navigate Canvas and familiarize yourself with the Canvas requirements with this [information on Canvas compatibility](#). You will need the following: Speakers, Plug-Ins, Microphone, Microsoft Office Suite (including PowerPoint), [Respondus LockDown Browser \(Free\)](#), [Zoom Web Conferencing Tool](#) or Teams, WebCam, Other presentation software (student preference such as Canva), Other software for video recordings (per student).

EAGLE CONNECT ACCOUNTS

All students should activate and regularly check their EagleConnect (e-mail) account used for official communication from the University to students. Set your notification preferences in Canvas so that you receive announcements and you may also forward [EagleConnect](#) to another e-mail address.

ACCEPTABLE STUDENT BEHAVIOR AND RULES OF ENGAGEMENT

I value the many perspectives students bring to our campus. Please work with me to create a classroom culture of open communication, accountability, and mutual respect. All discussions should be respectful and civil. Although disagreements and debates are encouraged, personal attacks are unacceptable. Together, we can create a safe and welcoming classroom for all. If you ever feel like this is not the case, please let me know. We are all learning together. 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 may be referred 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.

Please treat others with respect and civility. This is an educational environment and as such, please follow these rules of engagement so we have a collaborative and engaging learning experience.

- While the freedom to express yourself is a fundamental human right, any communication that uses cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name for your instructor and classmates.
- Speak from personal experiences. Use "I" statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual's experiences.
- Use your critical thinking skills to challenge other people's ideas, instead of attacking individuals.
- Avoid using all caps while communicating digitally. This may be interpreted as "YELLING!"
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using "text-talk" unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

EVENT TIMING

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

USE OF GENERATIVE AI & OTHER AI TECHNOLOGY

Use of Generative AI (GenAI) technology (e.g., ChatGPT, Claude, Google's Bard, etc.) is permitted in a **limited capacity in this course**. You will or may use specific GenAI tools for certain assignments, with guidance on responsible use. These assignments help build ethical resilience and GenAI literacy, preparing you for careers in a GenAI-oriented workforce. Students should refer to all assignments for details and to determine how/when appropriate citation for the tool should be used. **When in doubt, ask the professor.** The use of AI on any assignments needs to be disclosed in advance. **Add an appendix showing (a) the entire exchange with prompts and output, highlighting the most relevant sections; (b) a description of precisely which AI tools were used (e.g., ChatGPT private subscription version or DALL-E free version), (c) an explanation of how the AI tools were used (e.g., to generate ideas, phrasing, elements of text, long stretches of text, lines of argument, pieces of evidence, illustrations of key concepts, etc.); (d) an account of why AI tools were used (e.g., to save time, to stimulate thinking, to handle mounting stress, to clarify prose, to translate text, to experiment for fun, etc.).** You must keep screenshots and notes of your process, document workflow, and cite Generative AI use: <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

In accordance with the UNT Honor Code, unauthorized use of GenAI tools is prohibited. **Using GenAI content without proper credit or substituting your own work with GenAI undermines the learning process and violates UNT**

academic integrity policy. If you're unsure whether something is allowed, please seek clarification. Falsely representing AI work as your own is dishonest. Violating this policy constitutes cheating and will result in academic discipline. The Academic Integrity policy is referenced elsewhere in this syllabus.

I use GenAI to generate prompts, create scenarios, enhance materials, draft syllabi, build study guides, to name a few. I will disclose how I use GenAI tools, and I expect the same from you. My aim is not to penalize curiosity and experimentation with emerging technologies like AI and Generative AI. **Nevertheless, the use of AI on submitted work that was not permitted or discussed in class and/or was not properly cited will be considered a violation of course policy and as such, the student may be referred to the Office of Academic Integrity. I appreciate your cooperation and your commitment to submitting original work and to learning by challenges yourselves.**

RCOB SYLLABUS STATEMENT ON ACADEMIC HONESTY

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty destroys trust, damages the reputation and the value of the degree and is unacceptable.

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 from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale "cutting and pasting" from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote. Your instructor will specify what materials, if any, may be used on the tests and exams.

Using materials other than those permitted, talking with other individuals during the exam, individuals exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual's exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smart watches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student's participation.

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.**

The term “cheating” includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations including e-mail messages and on-line chat tools; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term “plagiarism” includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

The incident will be reported to University authorities for appropriate disciplinary action. **If you have engaged in academic dishonesty related to this course, possible consequences include a failing grade on the test or assignment, or a failing grade in the course.** This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating. More information can be found within the [Student Academic Integrity policy](#).

NOTE: I will submit your work to an electronic plagiarism monitoring service such as [Turn It In](#). Proper action will be taken if significant plagiarism is evident.

SUNDOWN RULE

You have **one (1) week from the date the grade is released** to inquire about your grade on an exam, quiz, discussion, or any other assignment. The exception to this is when inquiries need to be taken care of as soon as possible before I submit grades to the Registrar.

DROPPING THE COURSE

Before you decide to drop the course, please speak with me first, **meet with an advisor**, and adhere to the [Academic Calendar](#). Please note that **April 10th** is the deadline to drop a course and the last day to withdraw (drop all classes) where grades of W will be assigned.

EMERGENCY NOTIFICATION & PROCEDURES

The University of North Texas uses an emergency Notification System, [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 Canvas for contingency plans for covering course materials. As a student, you may also register with Eagle Alert to receive notification of any warnings or campus closings that are announced. You can find information more information for enrollment on the [university's website](#). It will also provide updated information during an emergency situation.

EMERGENCY EVACUATION PROCEDURES FOR BUSINESS LEADERSHIP BUILDING/G. BRINT RYAN COLLEGE OF BUSINESS

- 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. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level, and in rooms 170, 155, and the restrooms on the first floor.
- 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 safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

SYLLABUS MODIFICATIONS

I reserve the right to make changes to the syllabus to reflect any university-wide policy changes as well as to adjust due dates and content covered (including assigning alternative assignments) to better assist you. I will notify you of any such changes via e-mail, in person, and I will provide the updated syllabus to you. Any changes will be out of necessity or to benefit the class as a whole.

COURSE EVALUATIONS (SPOT – Student Perception of Teaching)

UNT administers course evaluations to evaluate faculty performance and provide guidance on what can be improved with respect to course design, pedagogy, etc. **Your honest feedback is very important and is an essential part of learning and participation. You will also be asked to provide objective feedback in your jobs.** I will not see these anonymous evaluations until after the semester has concluded so please complete the evaluations (sent at the end of the semester). For additional information, please visit the [SPOT website](#) or email spot@unt.edu.

BROADCAST MESSAGES

Students may not send broadcast e-mail or any other messages (CC: All Students) to the whole class. Sending messages without permission is a violation of the UNT Student Handbook and the Code of Conduct. Violations will be reported to the appropriate University office.

OFFICE OF DISABILITY ACCESS

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the [Office of Disability Access \(ODA\)](#) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of 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 accommodation for every semester and must meet with each faculty member prior to implementation in each class.

The course instructor works closely with and conforms to the strict guidelines of the ODA. Printed exams can be administered by ODA at a location agreed upon by the client, the instructor, and ODA staff. In addition, recommendations as to extended timing and other conditions as prescribed will be met. **University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed** (usually this is done by sending the Instructor the letter of accommodation that has been approved by ODA for the semester). Accommodation requests can also be made during the semester.

IMPORTANT INFORMATION FOR F-1 VISA HOLDERS

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 [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].

UNT 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 may be used 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, he or she should contact the UNT International Student Office at 940.565.2195 or 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 the [UNT Policy on Student Identity](#).

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.

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 courses. 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.

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.

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.

STUDENT ACADEMIC SUPPORT SERVICES

- [Code of Student Conduct](#): provides 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 counselling and admissions, 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 to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need to support academic success and mental well-being:

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

UPDATING PERSONAL INFORMATION

- [UNT Transcripts and Records](#)
- [UNT ID Card](#)

Welcome!

I am excited you have enrolled in this course!

This course will help guide you in your personal life and professional career. You will emerge as a trusted advisor on course topics for family and friends.

You will learn as much in this course as you invest in it yourself. Own your time and your schedule, and you will excel.

I provide a lot of support, guidance, and clarification. I expect:

1. Effort
2. Communication
3. Accountability

Some topics will challenge you. Other times there will be some ambiguity as we embark to solve real-world problems organizations face. That is all part of learning!

I look forward to working with you this semester! Make it count!

Dr. Gavrilova Aguilar

SPRING 2026 IMPORTANT DATES PER THE UNT REGISTRAR	
Classes Begin	Jan 12
Last day to add a class	Jan 16
Martin Luther King Jr Holiday – No classes – University closed	January 19
Census	Jan 24
Beginning this date, a student may drop a course with a grade of W by completing the <u>Request to Drop Class</u> form and submitting it to the Registrar's Office. See link for complete instructions, <u>Dropping a Class</u> .	Jan 25
Last day for change in pass/no pass status	Feb 20
Mid-semester	Mar 6
Spring Break, no classes	Mar 9 - 15
Last day for a student to drop a course	Apr 10
Beginning this date, a student who qualifies may request an Incomplete.	Apr 11
Pre-Finals Days	Apr 29-30
Last regular class meeting	Apr 30
Reading Day (no classes)	May 1
<u>Final Exams</u>	May 4-8
End of term	May 8