

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

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Student Hours: Tuesday, 9:00 am – 9:30 am, 11:00 am – 12:00 pm, Monday (virtual), 12:00 - 1:00 pm

Thursday (virtual via Zoom/Teams), 9:00 am – 10:00 am

Please contact me to schedule an appointment at other times as needed.

Finals Week - No Student Hours, by Appointment Only

Please contact me directly through Canvas messaging. I will respond 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. **Check the Announcements twice a week.** I will share other pertinent information about jobs and university events via Canvas messaging. If you need assistance with the course, please contact me. **We are learning together.**

COURSE DESCRIPTION

Strategic Rewards and Performance Management (MGMT 4840, 3 credit hours) is a senior level course. This course covers wage and salary administration in public and private organizations; determinants of general wage and salary levels and structures; total compensation systems; interrelationship among employee performance, intrinsic and extrinsic rewards, perceived equitable payments, and employee satisfaction.

Prerequisite(s): MGMT 3860 Human Resource Management. Open to non-business majors.

REQUIRED TEXTBOOK

We will use *Strategic Compensation: A Human Resource Management Approach*, 11th edition, by Joseph J. Martocchio, Pearson Education, 2025, ISBN-13 978-0-13-810610-2 available from the [University Bookstore](#) for rental or through [Pearson](#). Some quiz and exam questions will come from this edition so you are responsible for determining how this edition differs from prior editions of the textbook. Chapter slides are provided in Canvas.

Required Simulation: [HR Management, Interpretive Simulations](#) – You will receive instructions on how to gain access through the Interpretive website. You can also purchase it from the UNT Bookstore. If there are any financial concerns with obtaining access, contact me as soon as possible to discuss options.

COURSE OBJECTIVES

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

1. Demonstrate an understanding of compensation and benefit principles and theories.
2. Identify the various stakeholders in relation to compensation and benefits.
3. Demonstrate knowledge of the basic environmental influences on the application of the principles and theories.
4. Understand the role of laws, labor organization, and the market on the application of compensation and benefit goals.
5. Demonstrate the ability to read, interpret, analyze, and synthesize quantitative data (e.g., graphs, tables, statistics, and survey data).
6. Make reasoned compensation and benefit decisions in keeping with the organization's mission and goals.
7. Discuss current and future trends in compensation and benefits administration.
8. Understand and interpret knowledge to maximize personal decisions related to compensation and benefits.

COURSE STRUCTURE

We will discuss the fundamentals and newest trends in compensation and benefits administration, and become familiar with the challenges of making such decisions as an organization. **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, 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 (this will primarily come 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, case review, videos). The course will be conducted using the textbook, recorded lectures, articles, videos, interactive synchronous (live) sessions and other supplemental materials including an online simulation. You are responsible for reviewing all material included in the corresponding chapters and modules. Recognize that each article/case is simply a record of an issue, which has been faced by HR professionals and managers. It is not to be construed as portraying either correct or incorrect behaviors as they contain the facts, opinions, and prejudices upon which decisions have been made. For this method of instruction to work effectively, **you must have read the assigned chapters and HR Simulation case and thought about all assigned material and its applicability in business. Together, all of us create a space where you and your interests matter, and where communal learning is a priority!** As we cover the material, we will also consider:

Ethical Perspectives: Students will be required to recognize ethical issues and to identify and apply appropriate ethical criteria in making compensation and benefits decisions.

Global Perspectives: Although the course does not directly address globalization, students will be encouraged to identify the general impact of globalization on compensation and benefits administration.

Political, Social, Legal, Regulatory, and Environmental Perspectives: Compensation and benefits decisions have to comply with regulations, practices, and decisions in the event that those practices and decisions are challenged. It is, therefore, extremely important that students know the relevant laws to understand how they might make appropriate decisions.

This course is offered in a hybrid format. Materials will be distributed in class and are also available in Canvas. The course meets the standards set forth by various accreditation agencies. **I expect you to be proactive about your learning and to communicate ahead of time.** If something is unclear, ask in class or contact me. You will be providing examples from your current or former employers, professional associations, student organizations, etc., so that you can better understand the complexity of total rewards and motivating employees. As you review the material, you will have to 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 these decisions or make decisions.

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 - 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. 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 for a while and you have not completed the assigned work, I will contact you to mutually agree on a realistic plan to achieve your goals and learn. Another university representative may also contact you depending on the circumstances. The University of North Texas [has many resources available](#) to students to assist you in making appropriate progress toward the attainment of your educational and personal goals. Seek guidance and ask questions. **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 I 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.

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 (e.g., simulation). 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:

Assignments – MGMT 4840	Points Possible	Percentage of Final Grade
Syllabus Quiz, Academic Integrity Module & Quiz, Student Survey	15 points	~2%
Chapter/Module Quizzes (11 @ 15 pts each)	165 points	21%
News Article Presentation	50 points	6%
Professional Development (Attend Specific Events)	20 points	3%
Attendance & In-Class Exercises (Random)	70 points	9%
Guest Speaker Takeaways (2 @ 20 pts each)	40 points	5%
Exams (2 @ 80 points)	160 points	20%
Simulation	280 points	35%
Total Points Possible	800 points	100%
Simulation Points Breakdown	Points Possible	Percentage of Simulation Grade
Purchase of the Simulation	5 points	~2%
Team Charter	20 points	7%
Simulation Case Quiz	10 points	4%
Simulation Concepts Quiz	10 points	4%
Simulation Practice Rounds (2 @ 10 pts each)	20 points	7%
Simulation Assignments (3 @ 25 pts each)	75 points	27%
Simulation Decision Rationales (8 @ 5 pts each)	40 points	14%
Peer Evaluations (2 @ 10 pts each)	20 points	7%
Team Meeting with Professor (around Mid-Semester)	10 points	~3%
Actual Team Performance	20 points	7%
Final Analysis Report	50 points	18%
Total Simulation Points Possible	280 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.

MGMT 4840.001 – STRATEGIC REWARDS & PERFORMANCE MANAGEMENT
FALL 2026 COURSE SCHEDULE, Hybrid, Meets Tuesday at 9:35 am in BLB 245

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

Week	Date	Topic/Reading	Assignment
1	Aug 17 – Aug 23	- Introduction, Syllabus Overview, Intro Modules - Access to Required Textbook & HRM Simulation - CH 1: Strategic Compensation: A Component of HR Systems - Review Module 1	DUE by 11:59pm, Sunday, August 23rd: 1) Syllabus Quiz 2) Academic Integrity Quiz 3) Student Information Survey 4) CH 1 Quiz 5) <i>Start forming a team for the simulation.</i>
2	Aug 24 – Aug 30	- CH 2: Contextual Influences on Compensation Practice - Review Module 2	DUE by 11:59pm, Sunday, August 30th: 1) CH 2 Quiz 2) <i>Start forming a team for the simulation.</i> 3) Simulation Purchase
3	Aug 31 – Sept 6	- CH 9: Discretionary Benefits - Review Module 9 <i>Business Career Fair, 9/2, 3 pm – 6 pm, UNT Union (Prof. Dev't points)</i>	DUE by 11:59pm, Sunday, September 6th: 1) CH 9 Quiz 2) Simulation Case Quiz
4	Sept 7 – Sept 13	- CH 10: Legally Required Benefits - Review Module 10 - Guest Speaker #1 <i>UNT is closed on Labor Day.</i> <i>HR Networking Event – Prof. Dev't on 9/10, 4-6pm, Gateway Center</i>	DUE by 11:59pm, Sunday, September 13th: 1) Goals & Strategies Assignment #1 - individual 2) CH 10 Quiz 3) Team Formation (email professor) 4) Guest Speaker #1 Attendance & Takeaway 5) Professional Development (10/20 pts)
5	Sept 14 – Sept 20	- Exam Review - Simulation Work/Review of Case	DUE by 11:59pm, Sunday, September 20th: 1) Team Charter (can be submitted earlier) 2) Goals & Strategies Assignment #1 - team 3) Budget Allocation Assignment #2 - individual
6	Sept 21 – Sept 27	- Simulation Work -Midterm Exam (Material from Chapters & Modules 1, 2, 9, 10) <i>All material is testable, LinkedIn Learning Compensation course.</i>	Exam #1 (60 mins) in class on Tuesday, September 22nd, 9:35 am - 10:35 am. Use Respondus Lockdown Browser. Bring own laptop or use Testing Center laptops. DUE by 11:59pm, Sunday, September 27th: 1) Simulation Practice Round #1 (graded) 2) Budget Allocation Assignment #2 - team
7	Sept 28 – Oct 4	- CH 6: Building Internally Consistent Comp. Systems - Review Module 6	DUE by 11:59pm, Sunday, October 4th: 1) CH 6 & Module Content Quiz 2) Simulation Practice Round #2 (graded) <i>Work on Management Audit Assignment #3.</i>
8	Oct 5 – Oct 11	- CH 7: Building Market-Competitive Comp. Systems - Review Module 7	DUE by 11:59pm, Sunday, October 11th: 1) CH 7 & Module Content Quiz 2) Simulation Decision Q1 & Rationale 3) Management Audit Assignment #3
9	Oct 12 – Oct 18	- CH 8: Building Pay Structures that Recognize Employee Contributions - Review Module 8	DUE by 11:59 pm on Sunday, October 18th: 1) CH 8 Quiz 2) Simulation Decision Q2 & Rationale

Week	Date	Topic/Reading	Assignment
		- Guest Speaker #2	3) Guest Speaker #2 Attendance & Takeaway
10	Oct 19 – Oct 25	- CH 12: Compensating the Flexible Workforce: Contingent Employees, Remote Work, and Flexible Work Schedules - Review Module 12 - <i>News Article Presentation</i>	DUE by 11:59pm, Sunday, October 25th: 1) CH 12 Quiz 2) Simulation Decision Q3 & Rationale
11	Oct 26 – Nov 1	- CH 3: Traditional Bases for Pay: Seniority and Merit - Review Module 3 - <i>News Article Presentation</i>	DUE by 11:59pm, Sunday, November 1st: 1) CH 3 Quiz 2) Simulation Decision Q4 & Rationale 3) Peer Evaluation 1 (provide detail, evaluate self) 4) Team Meeting with Professor (complete at any time, via Zoom, Teams, or in person)
12	Nov 2 – Nov 8	- CH 4: Incentive Pay - Review Module 4 - Exam Review	DUE by 11:59pm, Sunday, November 8th: 1) CH 4 Quiz 2) Simulation Decision Q5 & Rationale <i>November 6th is the last day to drop a course.</i>
13	Nov 9 – Nov 15	- Exam #2 (Material from Chapters/Modules 8, 12, 3, 4) <i>All material is testable, including LinkedIn Learning course on Compensation.</i>	Exam #2 (60 mins) in class on Tuesday, November 10th, 9:35 am - 10:35 am. Use Respondus Lockdown Browser. Bring own laptop or use Testing Center laptops. DUE by 11:59pm, Sunday, November 15th: 1) Simulation Decision Q6 & Rationale
14	Nov 16 – Nov 22	- CH 5: Person-Focused Pay - Review Module 5 - <i>News Article Presentation</i>	DUE by 11:59pm, Sunday, November 22nd: 1) Ch 5 Quiz 2) Simulation Decision Q7 & Rationale 3) Professional Development (10/20 points - can be earned earlier in the semester)
	Nov 23 – Nov 29	<i>Thanksgiving Break - No classes.</i>	<i>Have a safe and happy break!</i>
15	Nov 30 – Dec 6	- <i>News Article Presentation (December 1st is the last day to complete Article Presentation in person)</i> - Attendance points earned all semester.	DUE by 11:59pm, Tuesday, December 1st: 1) <i>News Article Presentation (can be completed earlier during the semester)</i> 2) Salary Research Assignment DUE by 11:59pm, Sunday, December 6th: 1) Simulation Q8 & Rationale (Final Year 2) 2) Simulation Team Performance
16	Dec 7 – Dec 11	Final simulation analysis (instead of a final exam) Best of luck on all exams!!	- DUE by 11:59pm, Wednesday, December 9th: 1) Simulation Concepts Quiz 2) Simulation Final Analysis report (submit after Q8 results are run) 3) Peer Evaluation #2 (provide detail, evaluate self)

This course can be challenging to students because the topics are not intuitive and many students have not had prior experience with topics such as how to pay employees, make decisions within budget constraints, and consider the total cost of benefits, etc. **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, schedule meetings with me, use other available university resources, and contact me with concerns or questions. **You've got this!**

ASSIGNMENTS

INTRODUCTORY COURSE QUIZZES

You will complete a syllabus quiz, an academic integrity module and quiz, and a student information survey. The quizzes will familiarize you with how to navigate the course in Canvas and help 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. Every measure will be taken to safeguard the personal information you share in the survey.

CHAPTER QUIZZES

You will complete 11 Chapter Quizzes. They cover the material discussed in the textbook and some module materials. All quizzes are open book, open notes. You will have two attempts and your highest score will be retained. Complete the quizzes **independently** as you work through each module and reflect on these topics for exams.

ATTENDANCE

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 and contact me to let me know. Electronic devices are welcome (encouraged) in class **to support learning**. Please be mindful that they do not serve as a distraction to you or those around you. **Please do not text in my class and or read any materials 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 books. Additional material (e.g., video segments or articles) may be assigned and 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.

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.**

IN-CLASS EXERCISES, QUIZZES & REFLECTIONS

We will have several in-class exercises. These are short, individual, or group assignments to confirm students are participating during class time and are understanding 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 ahead of time until you are in class that day.**

GUEST SPEAKER TAKEAWAYS

I will supplement your learning experience with guest speakers that relate to what we have covered in our course. These are working professionals who are devoting their time and expertise to your learning. Their presentations are intended as an extension of the course material. **You will earn points for attendance, guest speaker engagement, asking appropriate and well-informed questions, and content-based takeaways.** Evaluate how the guest speakers' presentations apply to your desired industry/position and the workplace overall. Please thank our guest speakers.

NEWS ARTICLE PRESENTATION - INDIVIDUAL (IN PERSON OR VIRTUALLY, SCHEDULE AS A TEAM)

You will research a recent (**no more than 1 year old**) news article and summarize its content in a presentation to the entire class or virtually to me and your simulation group members. This is an individual assignment that has an interactive discussion component. You will address the relevance of this issue and specify how it supports or refutes concepts covered in class or included in the modules. **You will present both employer and employee perspectives of the issue. Select your own article;** you cannot discuss an article included in our course materials. Appropriate, reputable news sources for articles include NPR, Wall Street Journal, Harvard Business Review, The Economist, etc. You can present/summarize the findings of a journal article on a compensation-related topic instead of a news article. I will provide a rubric and detailed instructions via Canvas. Professional or business casual attire is required when presenting. I can provide additional resources where such attire can be obtained on campus so please contact me if you have any concerns regarding attire. You will schedule this presentation during class time or virtually (email me). **All students are expected to engage in a discussion regarding the presented topics (this is part of your grade).** If you reschedule your presentation, I will deduct 10 points for every time you reschedule, unless there are circumstances outside of your control that prevented you from honoring your commitment. **Include at least 3 references and cite them in-text.** APA style is preferred but not required. It is up to you if you would like to present in person to the entire class or present it to only your simulation group members and me. Schedule in advance.

SIMULATION: TEAM PROJECT

You will be divided into teams of 3-4 students. Each student must purchase the [HR Management Simulation by Interpretive Simulations](#). You will receive instructions on how to access the simulation. The course ID is **UNT54994**.

More information about the simulation is available in Canvas in the 'Simulation' folder. You will first complete some tutorials and a case quiz. Then you will complete 2 'Simulation Practice Decisions' (decisions for 2 Quarters before you begin the actual simulation). They are provided to help your team get accustomed to the format of the decisions and adjust your goals for the simulation. The more you invest in these practice rounds, the better prepared you will be for the actual simulation. Then you will complete "live play" decisions for 8 Quarters (Year 1 includes Quarters 1-4 and Year 2 includes Quarters 5-8) competing against the other teams in this course. Read the 'Simulation' materials folder in Canvas in detail to understand the requirements for this project and **ask me questions**. This project is the largest graded component for the course. **Every team is required to meet with me once during the semester before the end of Year 1 (Q1-Q4). Email me to schedule. All members of the team must participate and be prepared. Plan to meet with me for at least 15 minutes and ask questions about/share your decisions in the simulation.**

In addition to the simulation decisions, all team members must complete different worksheets related to the simulation. Those are designed to help you better understand concepts and prepare you for your weekly simulation decisions. **All team members must contribute and provide detailed and well-researched answers to each question. As a responsible and accountable team member, you must conduct relevant research, review assignment requirements, review dashboard metrics, and think about what decisions you will make during that week before meeting with your team.** Every team member must contribute to the assignments and be prepared and engaged during the team meetings. Team members can terminate others for lack of preparation, engagement, or quality contributions. **The simulation decisions and decision rationale should also be made collaboratively.** It is not

advisable to split the work. Instead, seek and obtain input from all team members so that all of you have considered the pros and cons of each decision. Teams will work together outside of class; this is a hybrid course.

Peer rating: All members of the same team will not necessarily earn an equivalent grade. Equal input is expected from each team member. Each team member will have the opportunity to rate the contributions of the other members. This peer evaluation will be used to assess whether or not each member of the team has done their fair share of the work conscientiously. If you would like to discuss issues that arise with your team, contact me. However, before coming to me, make an effort to discuss these issues and resolve them among the team (as will be expected of you when working with colleagues in the workplace). Any conflicts with a team member that have not been resolved through respectful communication must involve documentation. I will also recommend a meeting with all group members and me. Removal of a member from a team is possible, but rare. It is the team's responsibility to inform the underperforming member of your concerns and the possible effects on individual grades, with written proof that the underperforming student was aware of the team's concerns. Students removed from a team may be required to complete the entire Simulation (all 8 Quarters) on their own and will not be eligible to receive points for the Team Charter. Treat your team members professionally and respectfully. Document all team interactions.

PROFESSIONAL DEVELOPMENT (Attend Specific Events)

You will have an opportunity to 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 are intended to help you learn additional trends and practices related to our course topics and the workplace and network. Please note you do not/should not have to pay to attend any of these events. As a last resort if you cannot attend an event in person, you can review one (1) LinkedIn Learning courses on relevant course topics (min 30 minutes long). Please send the course to me for approval in advance.

EXAMS

The two exams are "knowledge-acquisition-application" oriented. **The two exams will be taken in class.** They are 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, lecture recordings, and in-class discussions. **Using textbooks and/or notes on exams is not permitted.** You will have **60 minutes**. You will need to download the free [Respondus LockDown Browser](#). Laptops from the UNT Testing Center may also be available in class. You must complete the exam **independently** in one sitting during class. You will be able to take a practice exam/quiz that serves as a test of your computer set-up (using Respondus) and to give you an idea of the types of questions you can expect. I also provide a study guide and conduct an exam review. You can schedule individual exam preparation time with me as well. **You will be able to view your exam score after I have completed a post-exam analysis.** If you would like to review your exam, please contact me within 7 days to schedule a meeting.

Usage of cell phones, cameras, or ANY other electronic device is NOT allowed during a test and the test taking window. 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, using other sources will be reported.

REQUESTS FOR ALTERNATIVE TESTING TIMES

If you have a conflict, [email me](#) as soon as possible **before the exam** with "MGMT 4840 Exam Conflict" in the subject line. Include your name, student ID number, and detailed reason for 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 this is entirely outside of your control.

GRADING FEEDBACK

Review the assignment description a few times. Oftentimes I have to deduct points for missing components. **I encourage you to ask questions and ask for clarification before submitting your assignments. I usually grade assignments within five business (5) days of submission.** Please consider my feedback open-mindedly. My goal is to help you better understand concepts and clarify any misunderstandings. Attempt to see the reasoning instead of becoming upset about not receiving the maximum points for an assignment. **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 cannot address every possible error. I expect you to review your work, recognize what could be revised, and improve your future submissions. Review and reflection contribute to an effective learning process.

SUBMISSION OF ASSIGNMENTS

You will submit all assignments through the respective tabs on Canvas (unless instructed differently by me). If you upload the wrong document in error, contact me. You are responsible for ensuring that you upload/submit all required documents via the correct assignment tab by the due date. 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. 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 this 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 specifically prohibited for all large assignments. If you are in doubt, always ask me.**

LATE WORK

I do not accept late work. An exception 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 in advance.** Assignments are designed to span over several weeks and they have varying degrees of complexity so submit your best work early. Read the instructions to best prioritize your time and your resources and ask me questions. **I am here to help and guide you!**

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. **Show up. Find support. Get advised. Be prepared. Get involved. Stay focused.** [Review these keys to success](#) for more information.

ACCESS TO CANVAS & HELPDESK

- Go to the [Canvas website](#)
- Login using your EUID and Password
- Click "MGMT 4840" 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. Be accountable and responsible and troubleshoot these issues first.

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 participating on the discussion board, taking exams, uploading assignments 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](#). In addition, you will need speakers, microphone, plug-ins, Microsoft Office Suite (please learn how to use “Track Changes” in Word), [Zoom Web Conferencing Tool](#) or Teams, [Respondus LockDown Browser \(Free\)](#).

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 at that account (and other secondary email addresses). You can also forward [EagleConnect](#) to another e-mail address.

EVENT TIMING

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

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 and mutual respect. All discussions should be respectful and civil. Disagreements and debates are encouraged. Personal attacks are unacceptable. Together, we can ensure a safe and welcoming classroom for all. If you ever feel like this is not the case, please stop by my office and 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. More information can be found in [The Code of Student Conduct](#).

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 and pronouns 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.

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 individual 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), (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 students from unfair competition with those who might attempt to gain an advantage through cheating. More information can be found in 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. **You are capable of meeting my expectations for this course. If you are concerned about how well you are doing in this course, please come speak with me instead of considering academic misconduct. The use of AI generative software is strictly prohibited for large assignments.**

SUNDOWN RULE

You have **one (1) week from the date the grade is posted** to inquire about your grade on any graded submissions. During the final week of the semester, contact me as soon as possible before I submit grades to the Registrar. The purpose is to resolve any issue during the semester and not wait until the last week of the semester.

DROPPING THE COURSE

Before dropping, please speak with me first, **meet with an advisor** and adhere to the [Academic Calendar](#). Please note that **November 6th** is the last day to withdraw (drop all classes) where grades of W will be assigned.

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. I will notify you of any such changes via e-mail, in person, and provide the updated syllabus.

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 participation. I will not see these evaluations until after the semester is completed. These will be administered toward 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.

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. Find more information on the [university's website](#). This website 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.

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. For additional information see the [ODA website](#).

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. 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 approved by ODA for the semester).

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.

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, they 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](#) for more information.

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 studying.

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 counseling services to the UNT community, as well as services such as admissions testing, computer-based testing, career testing, and other tests
- [UNT Libraries](#)
- [UNT Learning Center](#): provides services, including tutoring
- [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, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

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

UPDATING PERSONAL INFORMATION

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

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

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