Course: MGMT 4335.W01 – Compensation and Appraisal
Prerequisites: MGMT 3320, ORMS 3310 and Junior Standing or above


Instructor: Dr. Wingfield
Office: OCNR 317
Office Hours: TR 9:15-9:30 a.m., T 10:45 a.m.-3:30 p.m., R 12:45-1:45 p.m. and available online in Blackboard by email during normal business hours, Monday through Friday, and randomly on the weekends; or by appointment.
Phone: 825-5560
Email: Preferred email – use the email function in Blackboard for this course. TAMU-CC email address is sue.wingfield@tamucc.edu

Course Description:
A study of the issues involved in planning, processing and administering employee compensation programs and performance appraisal systems. Topics include incentive pay, executive compensation, fringe benefits, health and pension plans, methods of performance appraisal and use of appraisals in compensation decisions.

Learning Objectives:
After completing this course students should be able to:
- Understand the policies, techniques and objectives that are essential to the management of compensation programs and performance appraisal systems.
- Understand how compensation decisions relate to organizational strategy.
- Discuss internal alignment and external competitive factors involving compensation.
- Understand the ethical concerns and responsibilities relating to compensation.
- Describe the processes and dynamics involved in determining compensation structures.
- Identify the governmental and legal issues impacting compensation and appraisal systems.
- Understand the role of employee benefits in compensation.

Criteria for Evaluation:
3 Exams – 200 points each 600 points
Optional Comprehensive Final Exam (to be used to replace lowest exam grade or as a make-up exam -- 200 points)
Quizzes (best 11 out of 15) – 20 points each 200 points
(One quiz will be used as extra credit)
Skill-Based Exercises & Experiences (varying points) 200 points

Total 1000 points
NOTES: No make-up exams will be given. If a student misses an exam, he or she will be required to take the comprehensive final exam to replace the missing exam grade.

Quizzes cannot be made up. The lowest three quiz scores will be dropped. There is one extra quiz that will be counted towards extra credit.

Technology Issues: Due to the possibility of unforeseen circumstances, such as technical difficulties with online submission and delivery, or personal situations, you are encouraged to complete your quizzes, exams and assignments in time to rectify any problems before the deadlines.

Dropping this Course: At some time during the course of the semester you may find it necessary to drop this course. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation in the class WILL NOT automatically result in your being dropped from the course; you will receive a grade for the course unless you initiate the drop process.

Grading Scale: Grades will be awarded according to the following distribution:

- A ........ 90% OR ABOVE
- B ........ 80% - 89.9%
- C ........ 70% - 79.9%
- D ........ 60% - 69.9%
- F ........ 59.9% OR BELOW

Exams: Three exams will be given in this course. Exams will be multiple-choice. Students are responsible for all material covered in the lecture notes posted on Blackboard, textbook, PowerPoint, and exercises. Each exam is worth 200 points, but has 14 bonus points built into the test. It will state in Blackboard that the test is worth 214 points, so a student has the potential to score 214 out of 200 points (14 points of extra credit or over 100% on each exam).

Exams will be delivered using Blackboard. The tests are timed; once you begin an exam you have 90 minutes to complete it. You cannot exit the exam and return to it at a later time.

Make-up exams will not be given. An optional comprehensive final will be given. Students who miss an exam will take the optional final exam to replace the missing exam grade. Those who have not missed an exam may take the optional final in an effort to replace their lowest exam grade. This is a “no lose” situation. A student’s final grade will be computed using the three highest grades on the four exams.

It is assumed that all exams will be taken by the person to receive credit, and that assistance in answering questions will be neither sought nor received. Anything less than this will be considered Academic Misconduct and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog.
Skill-Based Exercises: Students must complete a series of skill-based assignments designed to provide them with experience in applying the material in the textbook and other sources of information. These assignments are available in the Designing a Pay Structure Student Workbook available for download on Blackboard. Students will complete all the tasks in this workbook over the semester. Each task builds on the previous task, so if a student fails to complete one of the tasks he or she will not be able to move to the next assignment. The professor will post additional information for each assignment in Blackboard.

Assigned exercises and due dates are listed on the course calendar in Blackboard, on the syllabus, and on Turnitin.com. Information about grading is available in Blackboard. Read this information prior to completion of the first assignment. All individual assignments must be submitted electronically to Turnitin.com.

Assignments will be graded on Turnitin.com using Grademark. Click on the icon of a paper next to your submission to view the graded paper. The grading is not complete until I have entered a numerical value for the assignment.

Plagiarism on Assignments
Students may collaborate on exercises, but each student must complete his or her own assignment, anything less than this is plagiarism and will result in an F (zero) for the assignment. Continued violations will result in an F in the course. For your information, Turnitin.com will compare assignments to those submitted during the current semester and to assignments that have been submitted in previous semesters.

NOTE: LATE ASSIGNMENTS WILL NOT BE ACCEPTED. MAKE SURE YOU CHECK YOUR DUE DATES AND TIMES DUE. YOU MUST SUBMIT YOUR ASSIGNMENTS TO TURNITIN.COM BY THE DATE AND TIME LISTED. Due to the possibility of unforeseen circumstances, such as technical difficulties with online submission and delivery, or personal situations, you are encouraged to complete your assignments and quizzes in time to rectify any problems before the deadlines.

Turnitin.com:
In an effort to protect you from unauthorized use of your original work and to aid in the identification of plagiarism, all papers and projects will be subject to screening by Turnitin.com. You are encouraged to familiarize yourself with the site and to take advantage of the valuable instructional materials explaining the details of plagiarism and the ways to identify and avoid plagiarism. An electronic version of the assignment must be submitted to Turnitin.com. Information on creating an account is available in Blackboard.

NOTE: You should only submit your responses to the questions, DO NOT SAVE THE ENTIRE CASE (SITUATION, DIRECTIONS, ETC....) TO THE FILE THAT YOU INTEND TO SUBMIT TO TURNITIN.COM. AGAIN, ONLY SUBMIT YOUR RESPONSES TO THE QUESTIONS NOT THE ENTIRE ASSIGNMENT. If you submit the entire case, it will appear in Turnitin.com as being plagiarized. NOTE: Turnitin.com will not accept Excel files. If you use Excel to complete an assignment, you will need to copy and paste the Excel Spread Sheet into Word and submit it to Turnitin as a Word file.

Course ID: 5262843
Password: compensation
Quizzes:
Quizzes are utilized to encourage students to complete assigned reading in a timely manner. Quizzes will be given on a regular basis over material in assigned readings for the week and will be delivered via Blackboard. All the quizzes will be available starting the first day of class until the due date for that particular quiz, so students may work ahead if they choose to do so. Quizzes have an allotted time of 20 minutes. If you have not submitted the quiz, Blackboard will submit the quiz for you. No make-up quizzes will be given. It is assumed that all quizzes will be taken by the person to receive credit, and that assistance in answering questions will be neither sought nor received. Anything less than this will be considered Academic Misconduct and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog.

The first quiz covers material in the syllabus, notes in Blackboard and assignment guidelines. Please read the syllabus and instructions on Blackboard prior to taking this quiz. You must pass this quiz with a score of 100%. You may take the quiz as often as necessary to accomplish this requirement. Although it shows the score, the syllabus quiz does not count in the final grade. Once you have successfully passed the syllabus quiz you will have access to the other components of the course. You will not be able to take quizzes until you have successfully completed the syllabus quiz with a score of 100%.

Students are required to participate in on-line class discussions for each chapter covered in the course in order to receive credit for the quiz or quizzes due for that chapter. Participation in the class discussion pertaining to the chapter being tested is required—attendance is verified by your login to the discussion, and thoughtful, professional responses to the topic (don’t forget to maintain a business style of writing).

This grade will be based on the best 11 out of 15 quizzes. Each quiz is worth 20 points. Quizzes are worth 200 points total toward your final grade. One quiz grade will be considered as Extra Credit. This provides students with the opportunity to earn 220 total points (20 extra credit points) on quizzes or more than 100% on this portion of their grade.

Class Discussions:
In order to receive credit for a quiz, students must participate in the on-line class discussion pertaining to the chapter being tested— as explained above, participation is verified by your login to the discussion, and thoughtful, professional responses to the topic. Your original post must be a minimum of 200 words, you will also be required to write a minimum of a 50 word response to one other student’s post (don’t forget to maintain a business style of writing). Participation in the class discussions is mandatory. If you do not participate in the REQUIRED CLASS DISCUSSION for a particular chapter you will receive a “0” for the quiz or quizzes that were due for the chapter(s).

You may also participate in the EXTRA CREDIT DISCUSSIONS to receive extra credit in the course.

Communication with Dr. Wingfield
Please use the email function in Blackboard to contact me. This is the best form of communication as it will not “get lost” in the SPAM I receive on my campus email.
It is very important to me to be available to answer your questions and concerns. Please do not hesitate to contact me. I will be available during my posted office hours (in person, by phone, or by email during that time). I will also be available by email during normal business hours, Monday through
Friday, and randomly on the weekends. I will do my best to answer your emails in a timely manner, however, if you do not receive a timely response please feel free to send a follow-up email after a reasonable time.

**Online and In-Class Conduct:**
Each student is expected to maintain a professional attitude at all times. The use of foul language, discriminatory comments, or racial slurs will not be tolerated. You are required to maintain a professional attitude in all communications with students and the professor. Students who engage in disrespectful or inappropriate conduct will be reported to the Office of Student Affairs for appropriate action.

**Academic Integrity/Plagiarism:**
Students are expected to conduct themselves in accordance with Texas A&M University - Corpus Christi standards of academic integrity and will be subject to penalties for all forms of academic misconduct as defined and explained in the Texas A&M University - Corpus Christi Catalog. Academic misconduct includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism (Plagiarism is the presentation of the work of another as one’s own work).

In this course there will be a ZERO tolerance for academic misconduct. At minimum, an automatic grade of zero will be given for any assignment/exam in which any element of academic misconduct has taken place, but could include all penalties appropriate under University rules as stated in the University catalog, including the receipt of an F in the course.

This course, and all other courses offered by the College of Business (COB), requires all of its students to abide by the COB Student Code of Ethics (available online at www.cob.tamucc.edu). Provisions and stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

**Grade Appeals:** As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at [http://www.tamucc.edu/provost/university_rules/index.html](http://www.tamucc.edu/provost/university_rules/index.html). For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

**Harassment:** Texas A&M-Corpus Christi believes that establishing a safe learning environment is necessary for an institution committed to the pursuit of excellence in instruction, research, and public service. Discrimination against, or harassment, or actions that are intended to harass, intimidate, or humiliate individuals on the basis of ethnicity, sex, religion, disability, or sexual preference is inconsistent with this institutional purpose and will not be condoned. Persons found guilty of harassment will be subject to disciplinary sanctions.
American with Disabilities Act Compliance: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Disability Services Office at (361) 825-5816 or visit the office in Corpus Christi Hall 116. If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

Instructional Methodology:
Instruction will include lecture, independent readings, online discussions, experiential exercises, and short cases. The emphasis will be on development of critical thinking skills through the practical application of theory.

Oral and Written Content:
Students will be expected to have read assigned material and participate in online class discussions. Students are encouraged to ask questions and share pertinent personal experiences that relate to the material being covered. Student assignments require effective written communication.

Technology Applications:
This course will be delivered entirely on Blackboard; you must be relatively self-sufficient in finding solutions for technical problems. The Blackboard helpdesk is an excellent resource for technical problems that you cannot solve. You must report problems immediately in order to meet your deadlines. Knowledge of word processing is necessary to complete the individual assignments. Additionally, the student must be familiar with the electronic databases available in the library as well as the Internet. E-mail communication is encouraged for routine communications; however it is discouraged for more personal, non-routine communications where face-to-face or telephone contact is more appropriate.

Ethical Perspectives:
Human resource management and its various functions deal with how employees are treated by organizations from recruitment through termination. Many of the topics that are covered include examples of the ethical implications of managers' behavior when they interview, appraise, train, discipline, schedule, compensate, and motivate employees. Generally speaking, issues involving individual and corporate rights and responsibilities provide an opportunity to consider and critically evaluate various preventive and remedial approaches to ethics at organizational and public policy levels.

Global Perspectives:
International examples will be used throughout the course to demonstrate the importance of the diversity of the labor force and the impact of administering the HR function in the context of the global marketplace.

Demographic Diversity Perspectives:
Demographic diversity is a pervasive issue for this human resource management introductory course. It will be addressed throughout the semester especially in the context of examining civil rights legislation and the impact of an increasingly diverse and older labor force on human resource planning.
recruitment, selection, training, performance appraisal, compensation, labor relations, employee rights, and safety and health.

**Political, Social, Legal, Regulatory, and Environmental Perspectives:**
All of the subjects covered in this introductory course deal with the political, social, legal and regulatory impacts of managing people within organizations. Several chapters will deal directly with the legal and regulatory environment of HR: civil rights legislation, employee rights, and safety/health. Additionally, all major HR functions are regulated at the local, state, and federal level. In this introductory course specific federal legislation related to recruitment, selection, training, compensation, benefits, labor relations/collective bargaining, employee rights, and work scheduling, will be discussed.

**Final Notes:** The following course calendar will provide a guideline for the course scheduling. However, certain changes in assignments and/or due dates may be made, as the instructor deems necessary. Such changes will be posted on Blackboard and will represent an amendment to the schedule.

Students are responsible for all material covered in the textbooks, exercises, PowerPoint slides and lecture notes. It is the student’s responsibility to check Blackboard for important announcements with regard to this class and to keep up with due dates for all quizzes, exams, and assignments.

**The Last Day to Drop a course with a grade of W is 11/2/12.**
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<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
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<tr>
<td>1</td>
<td>8/22 - 8/27</td>
<td>The Pay Model</td>
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<td><strong>Requirements for Week 1</strong></td>
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<td>Read Syllabus and Blackboard information</td>
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<td><strong>Complete Syllabus Quiz</strong> by 11:55 p.m. on Monday 8/27.</td>
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<td>Read Chapter 1</td>
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<td>Register for this class in Turnitin.com using the information provided in Blackboard and/or the Syllabus.</td>
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<td>2</td>
<td>8/28 – 9/3</td>
<td>Strategy: The Totality of Decisions</td>
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<td><strong>Requirements for Week 2 – Remember you must complete the Syllabus Quiz with a grade of 100% to access the other quizzes.</strong></td>
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<td>Read Chapter 2</td>
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<td><strong>Complete Quizzes 1 &amp; 2</strong> by 11:55 p.m. on Monday 9/3</td>
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<td><strong>Complete Required Discussions Chapters 1 &amp; 2</strong> by 11:55 p.m. on Monday 9/3</td>
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<td><strong>Complete Extra Credit Discussions Chapters 1 &amp; 2</strong> by 11:55 p.m. on Monday 9/3</td>
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<td>3</td>
<td>9/4 – 9/10</td>
<td>Defining Internal Alignment</td>
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<td><strong>Requirements for Week 3</strong></td>
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<td>Read Chapter 3</td>
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<td><strong>Complete Quiz 3</strong> over Chapter 3 by 11:55 p.m. on Monday 9/10</td>
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<td><strong>Complete Required Discussion Chapter 3</strong> by 11:55 p.m. on Monday 9/10</td>
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<td><strong>Complete Extra Credit Discussion Chapter 3</strong> by 11:55 p.m. on Monday 9/10</td>
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<td>9/11 – 9/17</td>
<td>Job Analysis</td>
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<td><strong>Requirements for Week 4</strong></td>
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<td>Read Chapter 4</td>
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<td><strong>Complete Quiz 4</strong> over Chapter 4 by 11:55 p.m. on Monday 9/17</td>
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<td><strong>Complete Required Discussion Chapter 4</strong> by 11:55 p.m. on Monday 9/17</td>
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<td><strong>Complete Extra Credit Discussion Chapter 4</strong> by 11:55 p.m. on Monday 9/17</td>
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<td>9/18 – 9/24</td>
<td>Job-Based Structures and Job Evaluation</td>
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<td><strong>Requirements for Week 5</strong></td>
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<td>Read Chapter 5</td>
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<td><strong>Complete Quiz 5</strong> over Chapter 5 by 11:55 p.m. on Monday 9/24</td>
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<td><strong>Complete Required Discussion Chapter 5</strong> by 11:55 p.m. on Monday 9/24</td>
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<td><strong>Complete Extra Credit Discussion Chapter 5</strong> by 11:55 p.m. on Monday 9/24</td>
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<td><strong>Submit responses for Assignment 1 to Turnitin.com by 11:55 p.m. on Monday 9/24</strong></td>
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<td><strong>Assignment 1- Tasks A &amp; B in the Designing a Pay Structure Handbook</strong> pp. 47-51</td>
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<td>9/25 – 10/1</td>
<td>Person-Based Structures</td>
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<td><strong>Requirements for Week 6</strong></td>
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<td><strong>Complete Exam 1 over Chapters 1-5</strong> by 11:55 p.m. on Monday 10/1</td>
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<td>Read Chapter 6</td>
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<td><strong>Complete Quiz 6</strong> over Chapter 6 by 11:55 p.m. on Monday 10/1</td>
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<td><strong>Complete Required Discussion Chapter 6</strong> by 11:55 p.m. on Monday 10/1</td>
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<td><strong>Complete Extra Credit Discussion Chapter 6</strong> by 11:55 p.m. on Monday 10/1</td>
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7 10/2 – 10/8 Defining Competitiveness

Requirements for Week 7
Read Chapter 7
Complete Quiz 7 over Chapter 7 by 11:55 p.m. on Monday 10/8
Complete Required Discussion Chapter 7 by 11:55 p.m. on Monday 10/8
Complete Extra Credit Discussion Chapter 7 by 11:55 p.m. on Monday 10/8

8 10/9 – 10/15 Designing Pay Levels, Mix, and Pay Structures

Requirements for Week 8
Read Chapter 8
Complete Quiz 8 over Chapter 8 by 11:55 p.m. on 10/15
Complete Required Discussion Chapter 8 by 11:55 p.m. on Monday 10/15
Complete Extra Credit Discussion Chapter 8 by 11:55 p.m. on Monday 10/15

9 10/16 – 10/22 Pay-for-Performance: The Evidence

Requirements for Week 9
Read Chapter 9
Complete Quiz 9 over Chapter 9 by 11:55 p.m. on Monday 10/22
Complete Required Discussion Chapter 9 by 11:55 p.m. on Monday 10/22
Complete Extra Credit Discussion Chapter 9 by 11:55 p.m. on Monday 10/22
Submit responses for Assignment 2 to Turnitin.com by 11:55 p.m. on Monday 10/22
Assignment 2 - Tasks C, D, E, F, & G in the Designing a Pay Structure Handbook pp. 52-58

10 10/23-10/29 Performance Appraisals

Requirements for Week 10
Read Chapter 11
Complete Quiz 10 over Chapter 11 by 11:55 p.m. on Monday 10/29
Complete Exam 2 over Chapters 6-9 & 11 by 11:55 p.m. on Monday 10/29
Complete Required Discussion Chapter 11 by 11:55 p.m. on Monday 10/29
Complete Extra Credit Discussion Chapter 11 by 11:55 p.m. on Monday 10/29
Submit responses for Assignment 3 to Turnitin.com by 11:55 p.m. on Monday 11/12
Assignment 3 - Tasks H, I & J in the Designing a Pay Structure Handbook pp. 58

11 10/30 – 11/5 The Benefit Determination Process & Benefit Options

Requirements for Week 11
Read Chapters 12 & 13
Complete Quiz 11 over Chapter 12 by 11:55 p.m. on Monday 11/5
Complete Required Discussion Chapter 12 by 11:55 p.m. on Monday 11/5
Complete Extra Credit Discussion Chapter 12 by 11:55 p.m. on Monday 11/5

11/2 Last Day to Drop a course with a grade of “W”

12 11/6 – 11/12 The Benefit Determination Process & Benefit Options

Requirements for Week 12
Read Chapters 12 & 13
Complete Quiz 12 over Chapter 13 by 11:55 p.m. on Monday 11/12
Complete Required Discussion Chapter 13 by 11:55 p.m. on Monday 11/12
Complete Extra Credit Discussion Chapter 13 by 11:55 p.m. on Monday 11/12
Submit responses for Assignment 3 to Turnitin.com by 11:55 p.m. on Monday 11/12
Assignment 3 - Tasks H, I & J in the Designing a Pay Structure Handbook pp. 58
13 11/13 – 11/19 Compensation of Special Groups

Requirements for Week 13
Read Chapter 14
Complete Quiz 13 over Chapter 14 by 11:55 p.m. on 11/19
Complete Required Discussion Chapter 14 by 11:55 p.m. on Monday 11/19
Complete Extra Credit Discussion Chapter 14 by 11:55 p.m. on Monday 11/19

14 11/20 – 11/26 Government and Legal Issues in Compensation

Requirements for Week 14
Read Chapter 17
Complete Quiz 14 over Chapter 17 by 11:55 p.m. on 11/26
Complete Required Discussion Chapter 17 by 11:55 p.m. on Monday 11/26
Complete Extra Credit Discussion Chapter 17 by 11:55 p.m. on Monday 11/26

11/22-11/23 Thanksgiving Holiday

15 11/27 – 12/3 Management: Making It Work

Requirements for Week 15
Read Chapter 18
Complete Quiz 15 over Chapter 18 by 11:55 p.m. on 12/3
Complete Required Discussion Chapter 18 by 11:55 p.m. on Monday 12/3
Complete Extra Credit Discussion Chapter 18 by 11:55 p.m. on Monday 12/3

16 12/4 – 12/6
12/7-12/10

Requirements for Week 16
Complete Exam 3 over Chapters 12-14 and 17-18 by 11:55 p.m. on Thursday 12/6
Complete Comprehensive Final by 11:55 p.m. on Monday 12/10 -- REMEMBER THE FINAL IS OPTIONAL