Course: MGMT 3320.001 – Concepts of Human Resource Management
Prerequisites: MGMT 3312 and Junior Standing or above.


You may use the following website link to purchase an ebook: http://www.coursesmart.com/IR/1615928/9781285867571?__hdv=6.8
You can also purchase access to the Online Study Center when you purchase your textbook. Used textbooks will not have an access key. Access to the Online Study Center is not required for the course.

Instructor: Dr. Wingfield
Time and Location: Online and Thursdays in class from 8:00-9:15 a.m. as scheduled in the course calendar. OCNR 131

Office: OCNR 317
Office Hours: Tuesday: 8:00 - 9:30 a.m.; 10:45 - 11:00 a.m.; 12:15 - 1:30 p.m.;
Thursday: 7:45 - 8:00 a.m.; 9:15 - 11:00 a.m.; 12:15 - 1:15 p.m.; and available on-line 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/messenger function in Blackboard for this course. TAMU-CC email address is sue.wingfield@tamucc.edu

Course Description:
This course is a study of policies, procedures and strategies for human resource management. Topics include recruitment, selection and utilization of employees, human resource planning, the law and HR, employee appraisal and compensation systems, and an introduction to labor relations.

Learning Objectives:
Students will obtain a(n):
- Understanding of how the Human Resource function contributes to the success of an organization.
- Basic knowledge in the following functional areas: HR planning, recruitment, selection, appraisal, compensation and labor relations.
- Basic understanding of the Federal legislation guiding employment practices in the work place.
- The ability to interpret and analyze data to make decisions and form conclusions about the appropriate actions that HR should take in different situations.
**Relationship to Other Coursework:**
MGMT 3320 is the introductory course in Human Resource Management for undergraduate students. It defines the field and introduces the various human resource activities and ties them to the other management content courses like organizational behavior, motivation and leadership, multinational management and administrative strategy and policy.

**Criteria for Evaluation:**
- Best 3 of 4 Exams – 205 points each (3 exams & final exam) 615 points
  (Grade will be based on the best 3 grades on the 4 exams)
- Required Class Discussions (15 points each, Chapter 12 is worth 10 points) 190 points
- Quizzes (15 points each – one quiz will count as extra credit) 195 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.

**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 exams, discussions, and quizzes in time to rectify any problems before the deadlines. PLEASE MAKE SURE you follow the directions on Blackboard to prepare your computer. This preparation will help you avoid most technical problems.

**MOST OF THE TIME** requirements for this course must be submitted by 10:00 a.m. on the due date (please review the course calendar in the syllabus and on Blackboard to confirm due dates). Extra Credit Discussions are due by 11:55 p.m. on the due date. IF YOU WAIT until the last minute to complete a course requirement (Quiz, Discussion) and experience technical difficulties you will likely NOT be able to have the problem resolved in time to meet your deadline.

AGAIN, do not WAIT until the last minute to complete requirements for the course. Quizzes will be available starting the first day of class and can be completed until the due date for the quiz. Class discussions will be available from the first day of the semester and can be completed until the due date for the discussion.

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

- A ....... 89.5% (895 points) OR ABOVE
- B ....... 79.5% (795 points) - 89.4% (894 points)
- C ....... 69.5% (695 points) - 79.4 % (794 points)
- D ....... 59.5% (595 points) - 69.4% (694 points)
- F ....... 59.4% (594 points) OR BELOW

**Dropping this Course:**
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. 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.

The last day to drop a course with an automatic grade of “W” is Friday, November 6th.

**Exams:**
Three exams and a comprehensive final will be given in this course. Exams will be multiple-choice. Students are responsible for all material covered in the lecture notes and other information posted on Blackboard, the textbook, PowerPoint, and exercises. Students must complete exams during the assigned time frame.

Each exam is worth 205 points, but has 10 bonus points built into the test. A student has the potential to score 215 out of 205 points (10 points of extra credit or over 100% on each exam).

Exams will be taken in the classroom on the dates indicated in the course calendar unless the schedule is changed by the instructor. No make-up exams will be given. The best three grades out of the four exams (three exams and the final exam) will be used to calculate the student’s final grade in the course.

**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 and will be delivered via Blackboard.

All the quizzes will be available at the beginning of the semester. Quizzes have an allotted time of 20 minutes. If you have not submitted the quiz in the allotted time Blackboard will submit the quiz for you. You cannot exit a quiz and return to it at a later time. No make-up quizzes will be given.

It is assumed that all exams and quizzes will be taken by the person to receive credit, AND 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. A student’s responses to quiz questions and quiz scores will not be available to the student until after the due date for the quiz.

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. Quizzes will not be visible and therefore cannot be completed in Blackboard until you have successfully completed the syllabus quiz with a score of 100%.
**Students are also required to participate in on-line class discussions for each chapter covered in the course in order to receive credit for the quiz due for that chapter.** Participation in the class discussion pertaining to the chapter being tested is required—students must provide a thoughtful, professional response to the topic AND respond to two other students' posts in order to receive credit for participation (see requirements below). **Don’t forget to maintain a business style of writing.**

The Total Quiz Grade will be based on all 14 quizzes. Each quiz is worth 15 points. Quizzes are worth 195 points total toward your final grade. One quiz grade will be considered as Extra Credit. This provides students with the opportunity to earn 210 total points (15 extra credit points) on quizzes, or more than 100% on this portion of their grade. **A student’s responses to quiz questions and the student’s quiz score will not be available to the student until after the due date for the quiz.**

**Class Discussions:** **In order to receive credit for each chapter quiz, students must participate in the Required Class Discussion in Blackboard for that chapter.** Students must complete the exercise and respond to the questions, providing a thoughtful, professional response AND respond to at least two other students' posts in order to earn credit for participation. The student’s original post **must be a minimum of 200 words**, and responses to two other students' posts **must be a minimum of 70 words** (don’t forget to maintain a business style of writing). **If a student includes the discussion questions in his or her original post the questions will not count toward the 200 word minimum requirement. Participation in the class discussions is mandatory. If a student does not participate in the REQUIRED CLASS DISCUSSION for a particular chapter the student will earn a “0” for that chapter’s quiz (the student’s grade will be changed to a zero (0)).**

**If a post does not meet the minimum length requirement, the post will earn ONE (1) point. Deductions will also be made for posts that: do not address the topic clearly; are difficult to read due to lack of organization or poor writing skills; or contain typos. Please provide thoughtful, organized, professional responses. The Required Class Discussions are worth 15 points each, except Chapter 12 which is worth 10 points. A Rubric for grading the Required Discussions is included at the end of the syllabus, and posted in the Week 1 Requirements in Blackboard. After a discussion has been graded the student may review the rubric in the My Grades Tab of Blackboard to understand where point deductions occurred.**

You may also participate in the **EXTRA CREDIT DISCUSSIONS to receive extra credit in the course.** These Extra Credit Discussions are available during the semester and must be completed by the Due Date on the course calendar. You must complete these discussions during the semester, they will NOT be available after the due date for the discussion.

**Communication with Dr. Wingfield:**
**Please use the BbMessages function in Blackboard to contact Dr. Wingfield.** This is the best form of communication as it will not “get lost” in the campus email SPAM.

It is very important to Dr. Wingfield to be available to answer your questions and concerns. Please do not hesitate to contact her. She will be available during her posted office hours (in person, by phone, or by email during that time). Dr. Wingfield will also be available by email during normal business hours, Monday through Friday, and randomly on the weekends. She will
do her 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. If you need to meet with Dr. Wingfield outside her posted office hours please contact her to set up an appointment.

**BE AWARE:** Requirements for this course are TYPICALLY due at 10:00 a.m. on Tuesday morning. You are encouraged to complete course requirements in a timely manner so you will be able to obtain assistance with problems when they arise.

Do not WAIT until the last minute to complete weekly requirements for the course. Quizzes will be available starting the first day of class and can be completed at any time prior to the due date for the quiz. Class discussions will be available from the first day of the semester and can be completed at any time prior to the due date for the discussion.

**Online and In-Class Conduct:**
Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc. 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](http://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 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 Dean’s office in the college in which the course is taught or the Office of the Provost.

**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.

**Disabilities Accommodations:**
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 call or visit Disability Services at (361) 825-5816 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.

**Statement of Academic Continuity:**
In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.
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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
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<tr>
<td>1</td>
<td>8/27 - 9/2</td>
<td>Intro to the Course</td>
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<td></td>
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<td>The Nature of HRM</td>
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**Requirements for Week 1**
- Read Syllabus and familiarize yourself with materials on Blackboard
- Read Chapter 1
- Attend Lecture on Thursday 8/27 - Course Introduction & Chapter 1
- Complete Syllabus Quiz by 8/30 with a score of 100% to open additional quizzes.
- Complete Quiz 1 covering Chapter 1 by 10:00 a.m. on Tuesday 9/1
- Complete Required Class Discussion for Chapter 1 by 10:00 a.m. on Tuesday 9/1
- Complete Extra Credit Discussion Chapter 1 by 11:55 p.m. on Tuesday 9/1

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<th>Topic</th>
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<td>9/3 - 9/9</td>
<td>The Nature of HRM</td>
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<tr>
<td></td>
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<td>The Legal Environment</td>
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**Requirements for Week 2**
- Read Chapters 1 & 2
- Attend Lecture on Thursday 9/3 - Chapters 1 & 2
- Complete Quiz 2 covering Chapter 2 by 10:00 a.m. on Tuesday 9/8
- Complete Exercise & respond to Required Class Discussion Chapter 2 by 10:00 a.m. on Tuesday 9/8
- Complete Extra Credit Discussion Chapter 2 by 11:55 p.m. on Tuesday 9/8

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<tr>
<td>3</td>
<td>9/10 - 9/16</td>
<td>The Legal Environment</td>
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**Requirements for Week 3**
- Read Chapters 2 & 3
- Attend Lecture on Thursday 9/10, Chapters 2 & 3
- Complete Quiz 3 covering Chapter 3 by 10:00 a.m. on Tuesday 9/15
- Complete Exercise & respond to Required Class Discussion Chapter 3 by 10:00 a.m. on Tuesday 9/15
- Complete Extra Credit Discussion Chapter 3 by 11:55 p.m. on Tuesday 9/15

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<th>Date</th>
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<th>Chapter</th>
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<tbody>
<tr>
<td>4</td>
<td>9/17 - 9/23</td>
<td>The Global Environment</td>
<td>3</td>
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<tr>
<td></td>
<td></td>
<td>The Competitive Environment</td>
<td>4</td>
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</tbody>
</table>

**Requirements for Week 4**
- Read Chapters 3 & 4
- Attend Lecture on Thursday 9/17, Chapters 3 & 4
- Complete Quiz 4 covering Chapter 4 by 10:00 a.m. on Tuesday 9/22
- Complete Exercise & respond to Required Class Discussion Chapter 4 by 10:00 a.m. on Tuesday 9/22
- Complete Extra Credit Discussion Chapter 4 by 11:55 p.m. on Tuesday 9/22

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<th>Week</th>
<th>Date</th>
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<th>Chapter</th>
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<tr>
<td>5</td>
<td>9/24 - 9/30</td>
<td>The Competitive Environment</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Information for Making HR Decisions</td>
<td>5</td>
</tr>
</tbody>
</table>

**Requirements for Week 5**
- Read Chapters 4 & 5
- Attend Lecture on Thursday 9/24, Chapters 4 & 5
- Complete Quiz 5 covering Chapter 5 by 10:00 a.m. on Tuesday 9/29
- Complete Exercise & respond to Required Class Discussion Chapter 5 by 10:00 a.m. on Tuesday 9/29
- Complete Extra Credit Discussion Chapter 5 by 11:55 p.m. on Tuesday 9/29
- Study for Exam #1 to be completed in class on Thursday 10/1
6 10/1 - 10/7  Exam # 1 – Chapters 1, 2, 3, 4, 5
Requirements for Week 6
Complete Exam #1 Chapters 1-5, in class on Thursday 10/1
Read Chapter 6

7 10/8 - 10/14  HR Decision Making in Organizations  6
Read Chapter 6
Recruiting, Selecting, Training, & Developing Employees  7
Requirements for Week 7
Read Chapters 6 & 7
Attend Lecture on Thursday 10/8, Chapters 6 & 7
Complete Quiz 6 covering Chapter 6 by 10:00 a.m. on Tuesday 10/13
Complete Quiz 7 covering Chapter 7 by 10:00 a.m. on Tuesday 10/13
Complete Exercise & respond to Required Class Discussion, Chapter 6 by 10:00 a.m. on Tuesday 10/13
Complete Exercise & respond to Required Class Discussion, Chapter 7 by 10:00 a.m. on Tuesday 10/13
Complete Extra Credit Discussion Chapter 6 by 11:55 p.m. on Tuesday 10/13
Complete Extra Credit Discussion, Chapter 7 by 11:55 p.m. on Tuesday 10/13

8 10/15 - 10/21  Recruiting, Selecting, Training, & Developing Employees  7
Managing A New & Diverse Workforce  8
Requirements for Week 8
Read Chapters 7 & 8
Attend Lecture on Thursday 10/15, Chapters 7 & 8
Complete Quiz 8 covering Chapter 8 by 10:00 a.m. on Tuesday 10/20
Complete Exercise & respond to Required Class Discussion Chapter 8 by 10:00 a.m. on Tuesday 10/20
Complete Extra Credit Discussion Chapter 8 by 11:55 p.m. on Tuesday 10/20

9 10/22 - 10/28  Managing A New & Diverse Workforce  8
Compensation & Benefits  9
Requirements for Week 9
Read Chapters 8 & 9
Attend Lecture on Thursday 10/22, Chapters 8 & 9
Complete Quiz 9 covering Chapter 9 by 10:00 a.m. on Tuesday 10/27
Complete Exercise & respond to Required Class Discussion, Chapter 9 by 10:00 a.m. on Tuesday 10/27
Complete Extra Credit Discussion Chapter 9 by 11:55 p.m. on Tuesday 10/27
Study for Exam # 2 to be completed in class on Thursday 10/29

10 10/29 - 11/4  Exam # 2 – Chapters 6, 7, 8, 9
Requirements for Week 10
Complete Exam #2 Chapters 6-9, in class on Thursday 10/29
Read Chapter 10
11 11/5 - 11/11  Performance Appraisal and Career Management 10  
Managing Labor Relations 11  

F 11/6  Last Day to Drop a course with a grade of “W”  

Requirements for Week 11  
Read Chapters 10 & 11  
Attend Lecture on Thursday 11/5, Chapters 10 & 11  
Complete Quiz 10 covering Chapter 10 by 10:00 a.m. on Tuesday 11/10  
Complete Quiz 11 covering Chapter 11 by 10:00 a.m. on Tuesday 11/10  
Complete Exercise & respond to Required Class Discussion Chapter 10 by 10:00 a.m. on Tuesday 11/10  
Complete Exercises & respond to Required Class Discussion Chapter 11 by 10:00 a.m. on Tuesday 11/10  
Complete Extra Credit Discussion Chapter 10 by 11:55 p.m. on Tuesday 11/10  
Complete Extra Credit Discussion Chapter 11 by 11:55 p.m. on Tuesday 11/10

12 11/12 - 11/18  Safety, Health, Well-Being, & Security 12  
Motivation at Work 13  

Requirements for Week 12  
Read Chapters 12 & 13  
Attend Lecture on Thursday 11/12, Chapters 12 & 13  
Complete Quiz 12 covering Chapter 12 by 10:00 a.m. on Tuesday 11/17  
Complete Quiz 13 covering Chapter 13 by 10:00 a.m. on Tuesday 11/17  
Complete Exercises & respond to Required Class Discussion Chapter 12 by 10:00 a.m. on Tuesday 11/17  
Complete Exercise & respond to Required Class Discussion Chapter 13 by 10:00 a.m. on Tuesday 11/17  
Complete Extra Credit Discussion Chapter 12 by 11:55 p.m. on Tuesday 11/17  
Complete Extra Credit Discussion Chapter 13 by 11:55 p.m. on Tuesday 11/17

13 11/19 - 11/25  Managing & Enhancing Performance 14  

Requirements for Week 13  
Read Chapter 14  
Attend Lecture on Thursday 11/19, Chapter 14  
Complete Quiz 14 covering Chapter 14 by 10:00 a.m. on Tuesday 11/24  
Complete Exercise & respond to Required Class Discussion Chapter 14 by 10:00 a.m. on Tuesday 11/24

14 11/26 - 12/2  Exam # 3 – Chapters 10, 11, 12, 13, 14  
11/26-11/27  Thanksgiving Holiday  

Requirements for Week 14  
Study for Exam #3 to be completed in class on TUESDAY 12/1  
Complete Exam # 3 covering Chapters 10 on Tuesday 12/1, Chapters 10-14

15 12/3  Comprehensive Final  

Requirements for Week 15  
Complete Comprehensive Final 8:00 - 10:30 a.m. in class on Thursday 12/3.

Final Notes:  
The course calendar above 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 announced in class and/or 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.
# Required Class Discussion Rubric:

This rubric will be used to grade the required discussion forums for this course.

<table>
<thead>
<tr>
<th>Category</th>
<th>Below Expectations</th>
<th>Novice</th>
<th>Competent</th>
<th>Proficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of Post 4 points</td>
<td>More than 5 errors in spelling and/or grammar in post; post appears “haphazard” and/or uses text messaging shortcuts (0 points)</td>
<td>4 to 5 errors in spelling and grammar in post; post appears “hasty”; may use some text messaging shortcuts (1 point)</td>
<td>Post contains 2 or 3 misspellings or grammatical errors (3 points)</td>
<td>Post contains no more than 1 misspelling or grammatical error (4 points)</td>
</tr>
<tr>
<td>Relevance of Post 4 points</td>
<td>Post does not relate to the discussion content and/or includes irrelevant remarks (0 points)</td>
<td>Post is on somewhat on topic and/or offers little or no insight into the topic. Post repeats or summarizes provided information, but lacks original thought (1 point)</td>
<td>Post is on topic and offers some insight into the topic. Original thought is evident, but not well developed (3 points)</td>
<td>Post is on topic and related to discussion content; it prompts further discussion of the topic and/or cites additional references related to the topic. Shows original thought that goes beyond the obvious (4 points)</td>
</tr>
<tr>
<td>Expression within the Post 4 points</td>
<td>Opinions or ideas are not clearly expressed. It is difficult to follow or understand the content of the post (0 points)</td>
<td>Opinions and ideas may be disjointed or not flow together easily, or post is confusing and lacks clarity at times (1 point)</td>
<td>Opinions and ideas are clearly stated most of the time (3 points)</td>
<td>Opinions and ideas are expressed in a clear and concise manner; content is easy to understand (4 points)</td>
</tr>
<tr>
<td>Contribution to the Learning Community 3 points</td>
<td>Makes little effort to participate in the learning community. Waits until the last minute to contribute to the discussion and/or does not meet the minimum contribution requirements for the discussion (0 points)</td>
<td>Participates in the learning community by meeting the minimum contribution requirements. Summarizes others' viewpoints without adding to the discussion (1 point)</td>
<td>Contributes to the ongoing discussion beyond summarizing others' viewpoints by specifically addressing important issues discussed in other students' posts (2 points)</td>
<td>Presents relevant viewpoints for others to consider; engages other students by asking thought provoking questions; attempts to direct the discussion; interacts freely in the discussion beyond the minimum requirements (3 points)</td>
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</table>

For each discussion students must complete the exercise and respond to the questions, providing a thoughtful, professional response AND respond to at least two other students' posts in order to earn credit for participation. The student's original post must be a minimum of 200 words and the response to the two other students' posts must be a minimum of 70 words each (don't forget to maintain a business style of writing). To earn full credit for the grading category “Contribution to the Learning Community,” a student must engage the topic beyond the minimum requirements: this might include providing thought provoking insights, adding additional information to the discussion in the form of a link a relevant website or article, commenting on more than two other students' posts, or posing thought provoking questions for further discussion.

As a reminder: If a post does not meet the minimum length requirements, the post will earn ONE (1) point. If a student includes the discussion questions in his or her response the questions will not count toward the 200 word minimum requirement. Posts that: do not address the topic clearly, are difficult to read due to lack of organization or poor writing skills, or contain typos will also see point deductions. Please provide thoughtful, organized, professional responses. The Required Class Discussions are worth 15 points each, except for Chapter 12 which is worth 10 points.