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: 7:30 a.m.-8:00 a.m. & 10:45 a.m.-1:15 p.m. Tues; 8:00 a.m.-11:00 a.m. Thurs. 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 Blackboard messenger function 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.

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 8:00 a.m. Monday morning (please review the course calendar in the syllabus and on Blackboard to confirm due dates). IF YOU WAIT until the last minute to complete a course requirement (Exam, Quiz, Discussion) and experience technical difficulties you will likely NOT be able to reach Dr. Wingfield for resolution of problems occurring late in the evening and close to the deadline.

AGAIN, do not WAIT until the last minute to complete requirements for the course. Exams will be available for one week prior to the due date and can be completed anytime during this week until the due date for the exam. 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. PLEASE NOTE: A student’s responses to exams or quiz questions and exam or quiz scores will not be available to the student until after the due date for the exam or quiz.

Exam Proctoring: Courses may require the use of exam-proctoring involving third party charges. Exam-proctoring charges may range from $1 - $50.00 per exam. Students may be required to schedule exams at least 24 hours in advance or incur late scheduling charges. All costs for exams are the responsibility of the student. Students may also be responsible for providing webcams to be used in test proctoring.

Criteria for Evaluation:

Exam Proctoring charges may range from $1 - $50.00 per exam. Students may be required to schedule exams at least 24 hours in advance or incur late scheduling charges. All costs for exams are the responsibility of the student. Students may also be responsible for providing webcams to be used in test proctoring.

Criteria for Evaluation:

- 3 Exams – 170 points each
  - Optional Comprehensive Final Exam (to be used to replace lowest exam grade or as a make-up exam -- 170 points)
- Quizzes – 15 points each
  - (One quiz will be used as Extra Credit)
- Required Class Discussions – 20 points each
  - (one discussion will be used as Extra Credit)

Total 1000 points

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

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, April 8th.
**Exams:**
Three exams and a comprehensive final exam 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 discussions. Each exam is worth 170 points, but has 10 bonus points built into the test. Blackboard will indicate the exam is worth 180 points, as it will include the additional 10 extra credit points. A student therefore has the potential to earn 180 out of 170 points, or over 100% on the 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. If you have not submitted the exam, Blackboard will submit the exam for you. **Be aware that responses you have not saved will not be submitted when Blackboard forces the submission of the exam.**

**Exams will be delivered using Blackboard and must completed using the Respondus LockDown Browser.** Use the following link to download the LockDown Browser [http://www.respondus.com/lockdown/information.pl?ID=797913747](http://www.respondus.com/lockdown/information.pl?ID=797913747). To take an exam you must first open the LockDown Browser, then log into Blackboard and finally open the exam.

This course may require the use of exam-proctoring involving third party charges. Exam-proctoring charges may range from $1 - $50.00 per exam. Students may be required to schedule exams at least 24 hours in advance or incur late scheduling charges. All costs for exams are the responsibility of the student. Students may also be responsible for providing webcams to be used in test proctoring.

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.

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.

**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 starting the beginning of the week in which they are due. 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.

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 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.

Each quiz is worth 15 points. Quizzes are worth 210 points total toward your final grade. **One quiz grade will be considered as Extra Credit.** This provides students with the opportunity to earn 225 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 300 words, and responses to two other students' posts must be a minimum of 100 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 300 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 20 points each. One Discussion will be counted as 20 points Extra Credit. A Rubric for grading the Required Discussions is included at the end of this syllabus and is also available on Blackboard.

**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 8:00 a.m. on Monday morning. If you are attempting to complete an exam or quiz at the last minute and have technical difficulties, Dr. Wingfield will not be monitoring Blackboard for problems late in the evening and will therefore not be available to assist you with the problem. 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. Exams will be available for 24 hours on the due date and can be completed any time during the day the exam is due. 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:**
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. 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
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 (CCH) 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 video, independent readings, online discussions, experiential exercises, and group simulation. 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. Blackboard Messages is encouraged for routine communications; if a student wishes to speak to the professor, he or she may call or drop by OCNR 317 during posted office hours, or contact the professor to set up an appointment.

**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 Friday 4/8.
**Course Calendar:**

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Chapter</th>
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<tbody>
<tr>
<td>1</td>
<td>1/20/16-1/25/16</td>
<td>The Pay Model</td>
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<td>Requirements for Week 1</td>
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<td>• Read Syllabus and Blackboard information</td>
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<td>• <em>Complete Syllabus Quiz</em> before 8:00 a.m. on Monday 1/25</td>
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<td>• Remember you must complete the Syllabus Quiz with a grade of 100% to access the other quizzes</td>
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<td>• Read Chapter 1</td>
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<td>• <em>Complete Quiz 1- Chapter 1</em> by 8:00 a.m. on Monday 1/25</td>
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<td>• <em>Complete Required Discussion Chapter 1</em> by 8:00 a.m. on Monday 1/25</td>
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<td>2</td>
<td>1/26-2/1</td>
<td>Strategy: The Totality of Decisions</td>
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<td>Requirements for Week 2</td>
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<td>• Read Chapter 2</td>
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<td>• <em>Complete Quiz 2 - Chapter 2</em> by 8:00 a.m. on Monday 2/1</td>
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<td>• <em>Complete Required Discussion Chapter 2</em> by 8:00 a.m. on Monday 2/1</td>
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<td>3</td>
<td>2/2 – 2/8</td>
<td>Defining Internal Alignment</td>
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<td>Job Analysis</td>
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<td>Requirements for Week 3</td>
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<td>• Read Chapters 3 &amp; 4</td>
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<td>• <em>Complete Quizzes 3&amp; 4</em> over Chapters 3 &amp; 4 by 8:00 a.m. on Monday 2/8</td>
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<td>• <em>Complete Required Discussions Chapter s 3&amp; 4</em> by 8:00 a.m. on Monday 2/8</td>
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<td>4</td>
<td>2/9 – 2/15</td>
<td>Job-Based Structures and Job Evaluation</td>
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<td>Requirements for Week 4</td>
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<td>• Read Chapter 5</td>
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<td>• <em>Complete Quiz 5</em> over Chapter 5 by 8:00 a.m. on Monday 2/15</td>
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<td>• <em>Complete Required Discussion Chapter 5</em> by 8:00 a.m. on Monday 2/15</td>
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<td>5</td>
<td>2/16 – 2/22</td>
<td>Person-Based Structures</td>
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<td>Requirements for Week 5</td>
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<td>• <em>Complete Exam 1 over Chapters 1-5</em> by 8:00 a.m. on Monday 2/22</td>
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<td>• Read Chapter 6</td>
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<td>• <em>Complete Quiz 6</em> over Chapter 6 by 8:00 a.m. on Monday 2/22</td>
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<td>• <em>Complete Required Discussion Chapter 6</em> by 8:00 a.m. on Monday 2/22</td>
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<td>6</td>
<td>2/23 – 2/29</td>
<td>Defining Competitiveness</td>
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<td>Requirements for Week 6</td>
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<td>• Read Chapter 7</td>
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<td>• <em>Complete Quiz 7</em> over Chapter 7 by 8:00 a.m. on Monday 2/29</td>
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<td>• <em>Complete Required Discussion Chapter 7</em> by 8:00 a.m. on Monday 2/29</td>
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<td>7</td>
<td>3/1 – 3/7</td>
<td>Designing Pay Levels, Mix, and Pay Structures</td>
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<td>Requirements for Week 7</td>
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<td>• Read Chapter 8</td>
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<td>• <em>Complete Quiz 8</em> over Chapter 8 by 8:00 a.m. on Monday 3/7</td>
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<td>• <em>Complete Required Discussion Chapter 8</em> by 8:00 a.m. on Monday 3/7</td>
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8 3/8 – 3/21  Pay-for-Performance: The Evidence 9
INCLUDES THE WEEK OF SPRING BREAK
Requirements for Week 8
• Read Chapter 9
• Complete Quiz 9 over Chapter 9 by 8:00 a.m. on Monday 3/21
• Complete Required Discussion Chapter 9 by 8:00 a.m. on Monday 3/21

Requirements for Week 9
• Complete Exam 2 over Chapters 6-9 & 11 by 8:00 a.m. on Monday 3/28
• Read Chapter 11
• Complete Quiz 10 over Chapter 11 by 8:00 a.m. on Monday 3/28
• Complete Required Discussion Chapter 11 by 8:00 a.m. on Monday 3/28

Requirements for Week 10
• Read Chapter 12
• Complete Quiz 11 over Chapter 12 by 8:00 a.m. on Monday 4/4
• Complete Required Discussion Chapter 12 by 8:00 a.m. on Monday 4/4

Requirements for Week 11- Last Day to Drop a course with a grade of “W” is Friday 4/8
• Read Chapter 13
• Complete Quiz 12 over Chapter 13 by 8:00 a.m. on Monday 4/11
• Complete Required Discussion Chapter 13 by 8:00 a.m. on Monday 4/11

12 4/12 – 4/18  Compensation of Special Groups 14
Requirements for Week 12
• Read Chapter 14
• Complete Quiz 13 over Chapter 14 by 8:00 a.m. on Monday 4/18
• Complete Required Discussion Chapter 14 by 8:00 a.m. on Monday 4/18

Requirements for Week 13
• Read Chapter 17
• Complete Quiz 14 over Chapter 17 by 8:00 a.m. Monday on 4/25
• Complete Required Discussion Chapter 17 by 8:00 a.m. on Monday 4/25

14 4/26 – 5/2  Management: Making It Work 18
Requirements for Week 14
• Complete Exam 3 over Chapters 12-14 and 17-18 by 8:00 a.m. on MONDAY 5/2
• Read Chapter 18
• Complete Quiz 15 over Chapter 18 by 8:00 a.m. on Monday 5/2
• Complete Required Discussion Chapter 18 by 8:00 a.m. on Monday 5/2
• Chapter 18 Discussion is worth 15 points Extra Credit

15 5/3 – 5/9  Complete the Comprehensive Final Exam BY 8:00 a.m. on MONDAY 5/9
Requirements for Week 15
• Complete Comprehensive Final Exam by 8:00 a.m. on Monday 5/9
**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><strong>Delivery of Post</strong></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 (2 points)</td>
<td>Post contains no more than 1 misspelling or grammatical error (4 points)</td>
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<td><strong>Relevance of Post</strong></td>
<td>Post does not relate to the discussion content and/or includes irrelevant remarks (1 point)</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 (2 points)</td>
<td>Post is on topic and offers some insight into the topic. Original thought is evident, but not well developed (4 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 (6 points)</td>
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<tr>
<td><strong>Expression within the Post</strong></td>
<td>Opinions or ideas are not clearly expressed. It is difficult to follow or understand the content of the post (1 point)</td>
<td>Opinions and ideas may be disjointed or not flow together easily, or post is confusing and lacks clarity at times (3 points)</td>
<td>Opinions and ideas are clearly stated most of the time (5 points)</td>
<td>Opinions and ideas are expressed in a clear and concise manner; content is easy to understand (6 points)</td>
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<td><strong>Contribution to the Learning Community</strong></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 (3 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 (4 points)</td>
</tr>
</tbody>
</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 300 words and the response to the two other students’ posts must be a minimum of 100 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 to 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 300 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 20 points each, one discussion will be counted as Extra Credit.