Course Description
UNC Charlotte 2012-2013 Undergraduate Catalog

MGMT 3241. Human Resource Management. (3) Prerequisite: MGMT 3140 with a grade of C or above. The study of effectively selecting, utilizing, assessing and developing human resources as well as the role of the Human Resource department in administering human resources in a changing and demanding environment. Experience in developing and utilizing behavioral science research methods to assess effectiveness.

Required Text

Human Resource Management
Authors: Robert N. Lussier, John R. Hendon
ISBN: 9781412992428
Edition: First
Publisher: Sage

Students: This textbook was selected for you based on its current and relevant material, easy to read format, and open-access web site. It has industry standard facts and information based on the Society for Human Resource Management Guidelines. It will, hopefully, be an effective learning tool for you as well as remain a resource you will keep as you start your management career. I think you’ll like the book and the web site.

Human Resource Management Applications (case book)
Author: Nkomo
ISBN 13: 139780538468077
Edition: 7th

Student web site for Human Resource Management by Lussier & Hendon:
http://www.sagepub.com/lussier/study/intro.htm
COURSE OBJECTIVES

Students: You should be able to articulate these, if asked

1. Enable you to explain how effective administration of human resources
   a. Contributes to organizational effectiveness
   b. Directly affects the profitability of the firm
   c. Ensures compliance with legal requirements

2. Expose you to key
   a. Concepts
   b. Principles
   c. Best practices
   for managing and enhancing human resources.

3. Provide a forum for you to discuss personal experiences as they relate to human resources management in organizations.

4. Provide you with an opportunity to apply the knowledge acquired in class to special issues facing human resources management.

5. Assist in the development of your leadership and interpersonal skills through
   a. Experiential exercise
   b. Leading discussions

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**Grade Components**

<table>
<thead>
<tr>
<th>Grade Components</th>
<th>Your Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam I</td>
<td>100</td>
</tr>
<tr>
<td>Exam II</td>
<td>115</td>
</tr>
<tr>
<td>Exam III</td>
<td>125</td>
</tr>
<tr>
<td>Team Project *</td>
<td>100</td>
</tr>
<tr>
<td>Quizzes</td>
<td>30</td>
</tr>
<tr>
<td>Current event article (1)</td>
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<tr>
<td>Professional Contribution</td>
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<td><strong>Total</strong></td>
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**Points (at least)**

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>450</td>
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<tr>
<td>325</td>
<td>65%</td>
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<td>Below</td>
<td>Below</td>
</tr>
</tbody>
</table>

* The evaluations from your team members regarding your efforts on the Team Project will play a part in this score, too, up to 50% of your grade. Social loafing will not be tolerated. Teams will be given the latitude to recommend reduction a team member’s grade for poor performance as defined by the team’s stated policy. Teams will also be able to recommend to the professor elimination of a team member from a team for poor performance—if this happens the professor intends to support the team decision.

Your Notes:
### Fall 2012  
**MGMT 3241-090 Human Resource Management**

**August**  
**W 22**  
**Who are we and why are we here?**
- Bring paper, pen/pencil, calendar, textbooks.
- NOTE: Bring a Name plate that can be seen by the instructor
- Note: No computers or personal devices will be allowed during this section

Chapter 1. The **New Human Resource Management Process**

<table>
<thead>
<tr>
<th>W 29</th>
<th>Chapter 2. <strong>Strategy-Driven Human Resource Management</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>♦ Nkomo case book: __________</td>
</tr>
</tbody>
</table>

*(UNCC: Last day register, drop/add with no grade via web 11:59 p.m.)*

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**September**  
**M 3**  
**Labor Day: No Class**

<table>
<thead>
<tr>
<th>W 5</th>
<th>Chapter 3. <strong>The Legal Environment and Diversity Management</strong></th>
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<tbody>
<tr>
<td></td>
<td>♦ Quiz Chapters 1, 2 and 3</td>
</tr>
<tr>
<td></td>
<td>♦ Nkomo case book: __________</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>W 12</th>
<th>Chapter 4. <strong>Matching Employees With Jobs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>♦ Team Presentation ________________________________</td>
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</table>

*(UNCC: 15th Web opens for Spring 2012 registration)*

<table>
<thead>
<tr>
<th>W 19</th>
<th>Exam I Chapters 1, 2, 3, 4, Cases and Current Events to date</th>
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</thead>
</table>

*(UNCC: Web opens for Faculty to post unsatisfactory grades, to Oct. 12, 2012)*

<table>
<thead>
<tr>
<th>W 26</th>
<th>Chapter 5. <strong>Recruiting Job Candidates</strong></th>
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</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>♦ Team Presentation ________________________________</td>
</tr>
<tr>
<td></td>
<td>♦ Exam I Returned</td>
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<table>
<thead>
<tr>
<th>October</th>
<th>W 3</th>
<th>Chapter 6. <strong>Supporting Identity: The Presentation of Self</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>♦ Nkomo case book: __________</td>
<td></td>
</tr>
<tr>
<td></td>
<td>♦ Team Presentation ________________________________</td>
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</tbody>
</table>

*(UNCC: Web opens for Faculty to post unsatisfactory grades, to Oct. 12, 2012)*

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**Student Recess: No Class**
<table>
<thead>
<tr>
<th>Date</th>
<th>W</th>
<th>Chapter</th>
<th>Team Presentation</th>
</tr>
</thead>
</table>
| October | 10 | Chapter 7. Training, Learning, Talent Management, and Development  
Quiz Chapters 5, 6, 7  
Nkomo case book: __________  
Team Presentation ________________________________ |                   |
| W 17   |    | Chapter 8. Performance Management and Appraisal  
Nkomo case book: __________  
Team Presentation ________________________________ |                   |
| W 24   |    | Chapter 9. Rights and Employee Development  
Nkomo case book: __________  
Team Presentation ________________________________ |                   |
| 29     |    | (UNCC: Last day to withdraw from a course with a ‘W’ grade (and retain other courses 11:59 p.m.) |                   |
| W 31   |    | Exam II Chapters 5, 6, 7, 8, 9, Cases and Current Events  
Chapter 10. Employee and Labor Relations |                   |
| November | 7  | Chapter 11. Compensation Management  
Nkomo case book: __________  
Team Presentation ________________________________ |                   |
| W 14   |    | Chapter 12. Incentive Pay  
Nkomo case book: __________  
Team Presentation ________________________________  
Quiz Chapters 10, 11, 12 |                   |
| 19     |    | (UNCC: 19th Deadline to with withdraw from all courses with ‘W’ grade 11:59 PM) |                   |
| W 21   |    | No Classes |                   |
| W 28   |    | Chapter 13. Employee Benefits  
Nkomo case book: __________ |                   |
| December | 5  | Chapter 14. Workplace Safety, Health, and Security  
Quiz Chapters 12, 14  
Nkomo case book: __________ |                   |
|        |    | (UNCC: Last day of classes) |                   |
And some cumulative material

We follow University policy regarding Final Exam scheduling. Attendance at the Final Exam class date is mandatory. Failing to be there will result in an ‘F’ Grade on Exam III and your Professional Image grade unless you have a university-scheduled final exam that conflicts (unlikely to occur).

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**Team Case Overview**

- 10-15 minute oral presentation and a short paper-executive summary
- Lead class discussion or lesson (visual aid is optional - *must be supportive not comprehensive*)
- Apply textbook theory (use university level terms, language, processes, citations/sources)
- Research the topic using reliable sources (journals, books, professional sources)
- Draw upon a meaningful current event that shows relevancy of the topic to today’s workplace
- The information should be of concentrated value to your audience, succinctly designed to be meaningful, interesting and relevant
- Demonstrate your knowledge of how a manager should properly address the issue in today’s workplace
- Create a one-page executive summary to Mrs. Kane, to accompany your presentation

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**Resources Available to you, free of further cost** (*Your tuition and fees already paid for these services; use them often.*)

**University Center for Academic Excellence**: At [http://ucae.uncc.edu/ucae/ucae_aboutus.html](http://ucae.uncc.edu/ucae/ucae_aboutus.html), or the 3rd floor of the Fretwell building, you will find, “The UCAE consists of six units working in conjunction to attain a singular objective - to provide services, programs, materials, and academic support for students in order to satisfy, retain, and graduate them. Our units are: Tutorial Services, Supplemental Instruction, Building Educational Strengths & Talents (B.E.S.T.), Structured Study Groups, The Learning Lab, Students Obtaining Success (S.O.S.).”

**UNC Charlotte Writing Resource Center**: At [http://wrc.uncc.edu/](http://wrc.uncc.edu/), or at Fretwell 220 and Atkins Library 109 you will find, “Mission: Based on the view that knowledge is fundamentally social, the WRC fosters an environment of active, collaborative learning outside the classroom. The WRC provides one-to-one writing instruction to students, faculty, and staff from first-year to graduate in any discipline. Our goal is not to fix papers, but to develop better writers.”

**Counseling Center at UNC Charlotte**: At [http://www.counselingcenter.uncc.edu/](http://www.counselingcenter.uncc.edu/), or at 158 Atkins Building, the Counseling Center, “supports the academic, personal, and interpersonal development of UNC Charlotte students by providing short-term individual and group counseling, psychological assessment, consultation for faculty, staff, parents, and students, and educational programs to the campus community.” And they “assist students with concerns of a personal nature by helping them develop better coping strategies, resolve conflicts and handle crisis situations. Typical concerns are depression, anxiety and stress, relationship issues, identity development, substance use problems, eating and body image issues.”
General Information: How our class is managed

This syllabus is a guide and is subject to change. Changes will be announced in class. Your attendance in class is expected. You are responsible for material covered in class (obtain information missed when you are absent from class from other students).

INSTRUCTOR PHILOSOPHY
My goal is to help you achieve life-long learning in this course. I am here to instruct and to be a resource to you. I will come to each session prepared to offer you relevant material that will help you to be a clear and effective problem solver. With your help and positive participation, we will create a professional learning environment in the classroom where everyone is respected and ideas lead to meaningful discussion that will offer you valuable insight and knowledge into the issues that face today’s managers.

DIVERSITY AND INCLUSION
The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

In my class everyone is expected to, and will be held to, the University and College expectation of respect and dignity for all people, in all settings, regarding all issues. This is a learning environment in which differing opinions are often based on differing experiences, upbringing and beliefs. We can learn from each other as you prepare to be part of a global workforce; take advantage now in the classroom on in your campus experience to see all sides of an issue, meet all types of people, even if it means you must move out of your comfort zone to do so. Sometimes the best way to do this is to close your mouth, open your mind, listen, observe, and consider all that you can absorb.

Network with Your Peers
In this classroom will be people with amazing experiences in life, knowledge about countries and nations and topics you presently know nothing about, and skills and abilities you can learn from. And all of this is just sitting in a chair next to you; but you will never be able to access this added-value to your course topic if you don’t get to know your classmates. I will promote activities in class that will help ‘break the ice’ but it is really up to each of you to make the time in my class a fully enriching experience. Make each class day count: talk to your neighbor and move around the class during the semester. Introduce yourself to other students, get to know them, and let them get to know you. In the global workplace you will soon become a part of you will be glad you learned networking skills and the added understanding it offers you.

DISABILITY
If you have a disability that qualifies you for academic accommodations, please provide a letter of accommodation from the Office of Disability Services in the beginning of the semester. For more information regarding accommodations, please contact the Office of Disability Services at 704-687-4355 or stop by their office in 230 Fretwell.

WEATHER
Weather: POLICY STATEMENT #13: CAMPUS OPERATION IN ADVERSE WEATHER ORDURING OTHER UNUSUAL CONDITIONS: The University will operate on its normal schedules unless the Chancellor (or the Vice Chancellor delegate as described herein) publicly announces otherwise. Students, faculty members, and other employees will observe normal schedules unless the University is closed or classes are cancelled by such announcement. When no formal announcement has been made that the University will be closed or classes cancelled, but an individual student, faculty member, or other employee determines that observing the normal schedule would require hazardous travel, and acts on that determination, the following policies shall apply: a. Students may be allowed to make up the absences, at the discretion of the instructor; b. The University Police and Public Safety will be notified to activate a recorded message for inquiries regarding the status of campus weather conditions. Telephone number 704/687-2877: local media sources for closing information is posted on the website cited earlier in this section. (The entire weather policy and related media sources for information is available at: http://www.legal.uncc.edu/policies/p-13.html)

CLASS POLICIES

1. Read the syllabus before class, and before you leave each class in preparation for the next week; it will help you identify questions you may have that will assist you in understanding how to proceed.

2. Read assignments before class. If you do not understand concepts in the readings, please ask questions in class or contact the instructor.

3. Your positive participation in class is welcome, anticipated and expected. Attending class is expected, and completing the assignments can create a base of knowledge for you to draw from for years. A significant amount of learning will occur from class discussions and information disseminated in class. Missing class will mean you miss vital information. This is a course where you can build skills to help you to be successful in your college career and in your professional pursuits.
4. **Format your Email messages:** Help me understand the purpose of your communication and reply to you quickly; clear subject lines, proper grammar and punctuation in your messages will help me do this and best help you get the data you need. (Text messaging codes are not acceptable.) Also remember, being courteous helps you be understood.

- **Email Subject Line**  Course/section number, topic (Example: MGMT3260 Case 1)
- **Formal Grammar** Professional, formal grammar, spelling and punctuation is expected in all email messages to reflect the professionalism you will be expected to demonstrate in your career.
- **Signature Block** Your email signature block should be helpful in my contacting you if I need more information including information such as: Name, Email Address, Phone number.
- **Attached Files**
  - **File name:** Electronic files must be named in the following format in order to receive credit:
    
    **Assignment name** **YourLastname YourFirstname** (or team members’ last names)

    **Example:** Case 1 Kane Cheryl

    Electronic Copy (ec) versions will only be accepted in Microsoft WORD®, Excel® or PowerPoint®.

    **NOTE:** If you fail to express yourself in too formal a way in email don’t be surprised to find I return your email requesting it to be properly presented before I will reply to your inquiry—good habits formed while at the Belk College of Business will help you distinguish yourself among your peers in the business world.

5. **Expect a reply from the instructor** within 24 hours to voice mails and emails. If you don’t, it may mean it was not received or was accidently missed. Please, re-contact me and bring this to my attention.

6. **Late Work:** Assignments are due at the start of class. Late homework is not graded (exception: a documented excused absence). Late major assignments will be accepted with the following consequences: A deduction of 25% per day from the final grade (items turned in after the start of class on the due date is counted as late.

7. **There are no makeup exams** (unless you have a documented excused absence from the Dean of Students).

8. **Academic Integrity**

   **I will hold you to as high an academic standard as the University policies allow.**

   - Do not cheat in my class; the consequence/punishment will be severe.
   - Do not allow others to cheat in my classes- they diminish the value of your degree. Report it.
   - Do not use others’ material as your own; the punishment will be severe.
   - Do not accept team members’ work if you do not believe it is their work; the punishment will be severe for the whole team.
   - During an exam if you have a question, raise your hand for me to assist you. DO NOT DISCUSS ANYTHING WITH ANYONE EXCEPT ME DURING AN EXAM. IF YOU DO THE CONSEQUENCES WILL BE SEVERE.

   Students are responsible to know and observe the requirements of [The UNC Charlotte Code of Student Academic Integrity](#).

   This code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials, and complicity in academic dishonesty. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students.

   Academic evaluations in the course include a judgment that the student's work is free from academic dishonesty of any type; and grades in this course therefore should be and will be adversely affected by academic dishonesty.

   Students who violate the code can be expelled from UNC Charlotte. **The normal penalty for a first offense is zero credit on the work involved and further substantial reduction of the course grade. In almost all cases, the course grade is reduced to F.** Copies of the code can be obtained from the Dean of Students Office. Standards of academic integrity will be enforced in this course. Students are expected to report cases of academic dishonesty to the instructor.

9. **Warning:** Know what plagiarism is, and avoid it.
Each semester it seems students incur the penalty of an “F” on a major assignment grade and become subject to a grade of “F” in my courses as a result of simple sloppy and/or careless note taking and report writing. Slothfulness during research in absolutely no way resolves you from the factual outcome of plagiarism: submitting someone else’s work as your own. Insufficient citation, egregious paraphrasing, and cutting and pasting of electronic information cited but submitted without quotation marks all make you subject to severe penalties on both your work in my class and on your academic records. Don’t waste your time being sloppy, careless, or attempting to be clever in slacker-like paraphrasing; it will cost you too dearly in points, course grade, and your damaged reputation.

Anything you produce had better be your own material, or be properly cited. This includes anything you turn in: PowerPoint presentations, oral presentations, homework and written reports.

When conducting research for assignments use care to document your sources accurately. Particularly during electronic searches if you “cut and paste” information that later is turned in as your own work you have committed a violation of the UNCC Honor Code. Use care and take steps to ensure that the work you turn in is your own, not that of others. Cite your sources using APA format. Violators will be charged according to the UNCC Honor Code.

Other sources for clarification and instruction: http://copyright.uncc.edu

http://copyright.uncc.edu/students/copyright_or_plagiarism.php

10. Final grades will be posted on the UNC Charlotte web site (www.uncc.edu).

11. Cell Phones and Pager Alert:
Turn off and remove cell phones and pagers from view during class. Just as it is your responsibility to safely and legally park your automobile for safekeeping during the time you are in class, the same is expected of the care you extend toward your cell phones and pagers. If your cell phone or pager makes an audible noise during class it is considered by this instructor to be an avoidable, disrespectful disruption. NEVER answer your cell phone or pager in this class. If you feel extenuating circumstances create a special exception for you, see the instructor before class time. It is not expected exceptions will be made. Minimum punishment for ringing cell phones: Reduced professionalism grade. Maximum: Phone confiscation.

12. Grading, scores, criteria: oral and written assignments, class participation and image
Always proofread and edit your assignments before turning them in. Prevent the unnecessary loss of points by reading your work aloud; it may help you catch errors which will save you valuable points. Your work will be graded on multiple criteria including but not limited to:

- correctly following instructions
- grammar and spelling
- subject/verb agreement, awkward phrases, dangling expressions, tone, punctuation, grammar, conciseness, clarity, sentence/paragraph length, coherence, word choice, active/passive voice, parallelism, transitions
-干部职工 Knowledge, creative application of knowledge
- organization (direct/indirect style)
- content and completeness
- format requirements

13. Tape recording is not allowed in this class to respect the privacy of all in attendance.

14. Identification: Always carry your UNC Charlotte student ID with you. It may be required before you are allowed to take any exam.

15. Final Exam Schedule: UNC Charlotte’s Policy may be found at: http://www.registrar.uncc.edu/calendars/exam.htm. We follow it.

16. Mid Term Grades: The UNC Charlotte Provost requires faculty to post mid term grades that are unsatisfactory at the mid term point in the semester. Our Exam I will likely be the only score available at this date; if it is lower than a ‘C’ grade I will be required to post it, which will generate a letter to you regarding your grade. I will follow university policy regarding this issue.

17. Important dates this semester: (Rely on University Academic Calendar, presented here as a courtesy and could contain error.)
August 29 Last day to add, drop, and receive a grade of W at 11:59 PM
Sept. 24- Oct. 12 Unsatisfactory grades submitted.....October 15 Unsatisfactory grades emailed to students
Nov. 19, 2012 Last day to drop all courses with “W” grade, 11:59 PM

18. Quizzes: These may or may not be announced in advance. The material covered in them will be the reading material assigned for the class period in which the quiz is given and material covered since the last quiz. The format of questions will include
true/false, multiple choice and/or short answer. No make up quizzes will be given without an excuse from the Dean of Students’ office.

19. **Homework Assignments:** The assignments to be handed in **must be typed** in order to receive credit and will be due at the beginning of the class period. There will be a few alternative assignments to homework announced in class; they will involve attending events on campus or in the community; these will not work for everyone, they are only an option that may or may not work for you.

20. **Laptops and Notebook computers:** No electrical cords may be placed in any walkway or walking path at any time in our classroom. To create a safe environment for everyone, laptop computers must be run on batteries or plugged directly into an outlet at the student’s immediate seat location. Plan to rely on a battery for your laptops.

21. **Flu:** Self reporting is being accommodated by the Dean of Students office. The Health Center has information for you: [http://studenthealth.uncc.edu/](http://studenthealth.uncc.edu/). Locate and read this file from UNC Charlotte website: [Students’ Academic Responsibilities during the H1N1 Influenza Epidemic](http://studenthealth.uncc.edu/); it has links to the information you will need to be aware of.

22. **UNC Charlotte’s Religious Accommodation Policy will be respected and adhered to:** “UNC Charlotte must authorize a minimum of two excused absences each academic year for religious observances required by the faith of a student. UNC Charlotte must provide students the opportunity to make up any tests or other work missed due to an excused absence for a religious observance. A “Request for Religious Observances” form that must be filled out by a requesting student and submitted to the instructor for approval prior to the census date for that semester. Please refer to: [http://legal.uncc.edu/policies/ps-134.html](http://legal.uncc.edu/policies/ps-134.html).”

23. **Cases:** You are to prepare three written “cases” during the semester to demonstrate your writing skill level, your ability to construct a clear and effective message as a manager, and to practice constructing an important message under time constraints. The final product is generally about one page, or 600 words.

Further instructions will be given in class. Grading will be based on effective communication, accuracy, thoroughness and creativity; a scoring matrix will be handed out in class.

**WARNING:** There will be no limit for point deductions relating to grammar, spelling or punctuation or organizational formatting errors.

(While communication skills being taught in class are expected to be demonstrated in these assignments, grammar, spelling, punctuation and communication skills will also be graded with scrutiny. If you know your writing skills are weak plan to seek assistance at the Writing Resource Center on campus for help prior to submitting this assignment. Many students needlessly fail these assignments not because of poor understanding of managerial communication concepts but rather from errors in spelling, punctuation and grammar.)

24. **Team Project:** Teams are to be selected of your own accord; I prefer not to select them for you but I will if you wish me to. The project topic will be selected from the topics in class. Research using professional journals and current credible business literature will be required. The final product will include a high quality short paper (content) and a 15-minute team presentation with a handout and visual aids for the class. Further instructions will be given in class.

25. **Exam Rules (not all inclusive):**

   a. If you have a question during the exam raise your hand and the instructor will come to you. **DO NOT LEAVE YOUR DESK.** If you leave your desk your exam is likely to be taken up and not returned to you for completion.
   b. You should plan **NOT to have to leave to use the restroom.**
   c. Hats must be removed accept for religious accommodation.
   d. No electronic devices are allowed during an exam: No wrist watches, cell phones, etc. are allowed during the exam; leave these in your personal belongings under the desk.
   e. If a calculator is needed during the exam it should be of the simplest kind: no/limited memory, NO internet capacity, and prior approval is needed by the professor 24 hours in advance of the exam. NO approvals will be granted less than 20 minutes before the exam.
### Professional Contributions and Image (behavior) Grade:

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<thead>
<tr>
<th>CATEGORY/ Points:</th>
<th>5</th>
<th>3</th>
<th>1</th>
<th>0</th>
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</thead>
</table>
| **Respect for Others**  
*Ability to work well with others*  
*Social skills* | All statements and/or responses were respectful and were in appropriate language. Professionalism at its best. | Statements and/or responses were respectful and used appropriate language, but professionalism could be polished. | Most statements and responses were respectful and in appropriate language, but professionalism needs some work. | Statements and/or responses displayed disrespect, sarcasm or belittled classmates and/or professor. |
| **Preparedness**  
*Motivation, drive*  
*Contribution beyond expected responsibilities* | It was clearly evident to the professor that the student was prepared via assigned reading material, thoughtful discussion and/or level of questioning. If an excused absence was necessary it was excused, and the student accepted responsibility to catch up with work. | The professor suspects the student has prepared for class, though the student has not made it evident. The student can answer questions in depth and/or make reference to material read, if called on. Work was not exemplary and/or student did not take responsibility for material and work missed during his/her absence. | The student is often prepared, but not always. Work was late or low in quality. | The student is often unprepared or absent. Student was sometimes missing in action with no communication with the professor. |
| **Listening Skills** | Student listens when others talk, both in groups and in class. Student incorporates or builds off of the ideas of others. | Student listens when others talk, both in groups and in class. | Student does not listen when others talk, both in groups and in class. | Student does not listen when others talk, both in groups and in class. Student often interrupts when others speak. |
| **Quality of Work**  
*Perseverance*  
*Initiative*  
*Creativity*  
*Ethical sensitivity* | Provides work of the highest quality that reflects this student's best effort; student takes pride in the outcome. | Provides high quality work that often reflects this student's best effort. Usually takes pride in the outcome. | Provides work that occasionally needs to be checked or redone. Work reflects some effort. | Provides work that usually needs to be checked or redone. Work reflects very little effort |
| **Promptness**  
*Time management* | Student is always prompt and/or regularly attends class. | Student is late to class once every two weeks and/or regularly attends class. | Student is late to class more than once every two weeks and/or regularly attends class | Student is late to class more than once a week and/or has poor attendance of class |