

**ORGANIZATIONAL BEHAVIOR (OBHR 33000)
SUMMER 2020**

PROFESSOR: Jonathan Ying, Ph.D.

OFFICE HOURS: By appointment through email or Zoom. If you have questions, email me at yingjon@purdue.edu. I will respond within 24 hours.

CLASS MEETING TIMES: Asynchronous Online. 18 May 2020 - 26 June 2020

This is an accelerated summer course. A normal 14-week semester is condensed into six weeks. Therefore, it is crucial that you must complete all required readings, homework, video and website assignments, and Class Discussions by the respective due dates. Any late work will be accepted with a penalty — 10% deduction per hour. Class Discussions cannot be made up after their deadlines.

TEXTBOOK: Colquitt, LePine, & Wesson. (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace*. Irwin/McGraw Hill Publishing. (6th Edition).
*You CANNOT pass this course without reading the required textbook. ISBN: 9781264021895.

WEB ACCESS TO COURSE INFORMATION AND POWERPOINT SLIDES*:

To access course go to Purdue Brightspace → Summer 2020 OBHR 33000 - Y01 DIS.

*PowerPoint slides are available on Brightspace.

IN CASE OF A CAMPUS EMERGENCY: In the event of a campus emergency or adverse weather conditions, classes may be delayed, dismissed or cancelled and course requirements, deadlines and grading percentages are subject to changes that may necessitate a revised semester calendar or other circumstances. Here are ways to get information about changes in this course: Brightspace webpage and my email address: yingjon@purdue.edu.

COURSE OBJECTIVES: Organizational behavior is the interdisciplinary field dedicated to understanding and managing people at work. This course seeks to accomplish three primary objectives. First, this course is designed to introduce you to the basic principles and concepts of Organizational Behavior. Second, this course will introduce you to the problems involved in managing people in organizations by examining issues relating to the interaction between human beings and the organizational context within which they work. Third, this course seeks to help you gain a better understanding of your own organizational behavior, both as an employee, team member and leader.

COURSE OUTCOMES:

1. Explain what motivates specific individuals.
2. Describe when and how to acquire, display, and use power.
3. Evaluate your stressors and learn how to reduce stress when you experience these triggers.
4. Explain the role trust, justice, and ethics play in organizational life.
5. Apply the concepts of organizational behavior, as they relate to employees, team members, and leaders.
6. Analyze the impact of organizational culture in the contemporary workplace and your career success.

PERFORMANCE EVALUATION: Consistent with the grading system (i.e., “+” and “-” letter grades), final grades will be based upon the following criteria, weighted as specified:

Exams	40%
Quizzes	20%
Class Discussions	20%
ProctorU Onboarding Quiz	02%
Electronic Textbook Chapter <u>Homework</u> + <u>Learnsmart Assignments</u>	18%

Grade cutoffs will be assigned based on the following scale*:

97 – 100 percent	=	A+	(4.0 X sem hrs)
92 – 96.9 percent	=	A	(4.0 X sem hrs)
90 – 91.9 percent	=	A-	(3.7 X sem hrs)
87 – 89.9 percent	=	B+	(3.3 X sem hrs)
82 – 86.9 percent	=	B	(3.0 X sem hrs)
80 – 81.9 percent	=	B-	(2.7 X sem hrs)
77 – 79.9 percent	=	C+	(2.3 X sem hrs)
72 – 76.9 percent	=	C	(2.0 X sem hrs)
70 – 71.9 percent	=	C-	(1.7 X sem hrs)
67 – 69.9 percent	=	D+	(1.3 X sem hrs)
62 – 66.9 percent	=	D	(1.0 X sem hrs)
60 – 61.9 percent	=	D-	(0.7 X sem hrs)
< 60 percent	=	F	(0.0 X sem hrs)

*Final grades will be dependent on the relative performance of students.

WEEKLY DISCUSSION GRADING RUBRIC

Please refer to the First Stop on Brightspace for the Discussion Rubric on about how you will be graded. For additional detail on clarity & quality in your writing, resources on Effective Workplace Writing can also be found in the First Stop.

CLASS PARTICIPATION/ATTENDANCE: Attendance and participation will be assessed in this online course through Class Discussions and Individual Responses to required analyses of newspaper articles / websites / videos. Participation is important since not only does it aid in learning the material presented, but also helps you refine your communication skills. Thus, as a member of this class, you are required to contribute to all Class Discussions. You are expected to come prepared for each class session including having read the assigned readings. **You are required to contribute to Class Discussions (Rubric available on Brightspace — Getting Started) and complete weekly Individual Responses.**

“The University expects that students will attend classes for which they are registered. At times, however, either anticipated or unanticipated absences can occur. The student bears the responsibility of informing the instructor in a timely fashion, when possible. The instructor bears the responsibility of trying to accommodate the student either by excusing the student or allowing the student to make up work, when possible. The University expects both students and their instructors to approach problems with class attendance in a manner that is reasonable.”

Students are expected to be present for every meeting of the classes in which they are enrolled. Only the instructor can excuse a student from a course requirement or responsibility. When conflicts or absences can be anticipated, such as for many University sponsored activities and

religious observations, the student should inform the instructor of the situation as far in advance as possible...For unanticipated or emergency absences when advance notification to an instructor is not possible, the student should contact the instructor as soon as possible by email, or by contacting the main office that offers the course. When the student is unable to make direct contact with the instructor and is unable to leave word with the instructor's department because of circumstances beyond the student's control, and in cases of bereavement, the student or the student's representative should contact the Office of the Dean of Students.

UNIVERSITY GRIEF POLICY: In the unfortunate event of the loss of a loved one, students should contact the Office of the Dean of Students to request that a notice of his or her leave be sent to instructors. The student will provide documentation of the death or funeral service attended to the ODOS. Given proper documentation, the instructor will excuse the student from class and provide the opportunity to earn equivalent credit and to demonstrate evidence of meeting the learning outcomes for missed assignments or assessments. If the student is not satisfied with the implementation of this policy by a faculty member, he or she is encouraged to contact the Department Head and if necessary, the ODOS, for further review of his or her case. In a case where grades are negatively affected, the student may follow the established grade appeals process. Detailed student regulations can be found here: <http://catalog.purdue.edu/content.php?catoid=6&navoid=2035>

EVALUATION CRITERIA FOR CLASS ENGAGEMENT

Your engagement / participation in this class will be essential for what you learn in this course. It is a truism that you will get out what you put in. The criteria that I use to evaluate your "Engagement / Participation" are shown below:

- A The student consistently takes an active and constructive part in essentially all class activities. The student contributes superior value to not only his or her own learning, but also to the learning of the class as a whole. The student consistently has done all the work assigned and participates actively and constructively in effectively all class sessions. Further, the student frequently demonstrates work and involvement at a superior level beyond what is required and assigned for each class session.
- B The student takes an active and constructive part in most class activities and adds some value to the overall learning of the class. The student does the work assigned and is usually an active and constructive member of each class session. Further, the student regularly demonstrates work and involvement beyond what is required and expected for each class session.
- C The student attends class regularly but adds little-to-no value to the overall learning in the class. The student regularly does the work assigned but provides little evidence of learning or involvement beyond this level. Sometimes the student demonstrates work and involvement beyond the minimum expected for each class session.
- D The student regularly misses class or adds little, if any, value to the overall learning in the class while there. This student often fails to meet even the minimum expectations for learning and engagement in this class. The student may participate in class discussions, but rarely adds value in his or her contributions and sometimes detracts. The student often works below the minimum requirements for the class and provides very weak, to no, evidence of being an active, constructive learner in the class. In some instances this student may make noteworthy contributions to the class, but not enough to offset his or her other distractions.

- F The student misses a significant number of classes and/or adds effectively no value to the overall learning in the class. In fact, the student often detracts value. The student may participate in class discussions, but often infrequently, and not in a helpful manner. The student works substantially below the minimum requirements for the class and provides almost no appreciable evidence of either being an active, constructive member of the class or of having learned at an acceptable, passing level. Further, the student never, or almost never, demonstrates work and involvement at even the minimum level for each class.

EXAMS + QUIZZES: Three multiple-choice online exams and three multiple-choice online quizzes will be given. The exam and quiz questions will cover the assigned readings, material presented in lecture videos, as well as any video and website assignments listed on the course schedule. **While the content of the course schedule is flexible and will change somewhat throughout the semester, the exam and quiz dates are firm.** The exams and quizzes are **not** cumulative; rather each exam and each quiz will only cover the material up to the class preceding it. There is **no** final exam in this course.

Emails and Brightspace Announcements: Throughout the semester, course updates will either be announced in class or communicated through Brightspace Announcements. It is your responsibility to regularly check Brightspace and your emails.

ACADEMIC INTEGRITY: There will be a *Zero-Tolerance* policy for lack of personal integrity in this course. At a minimum, cheating will result in a grade of “F” on the assignment or exam in question. *It’s also possible that a student will fail the class as a result.* It is always best to avoid the very *appearance* of cheating. To become conversant with Krannert and Purdue’s guidelines go to: <http://www.purdue.edu/odos/osrr/academicintegritybrochure.php>

Academic integrity is one of the highest values that Purdue University holds. Individuals are encouraged to alert university officials to potential breeches of this value by either emailing integrity@purdue.edu or by calling 765-494-8778. While information may be submitted anonymously, the more information that is submitted provides the greatest opportunity for the university to investigate the concern.

As a boilermaker pursuing academic excellence, I pledge to be honest and true in all that I do. Accountable together - we are Purdue.” [Purdue’s Honor Pledge](#)

ProctorU is a live online proctoring service that allows you to take your exam from the comfort of your home. ProctorU is available 24/7, however, you will need to schedule your proctoring session at least 72 hours in advance to avoid any on-demand scheduling fees. Creating a ProctorU account is simple. You can do so by clicking [here](#). We will be using Live+, proctoring by live humans. Just like textbooks, students are responsible for the cost of each exam. Exams 1, 2, and 3 will each be proctored using Live+, at \$16 per exam. Be sure to schedule your proctoring session at least 72 hours in advance to avoid any on-demand scheduling fees.

In order to use ProctorU, you will need a high-speed internet connection, a webcam (internal or external), a Windows or Apple operating system, and a government issued photo ID. ProctorU recommends you check your computer equipment prior to your proctoring session to ensure you meet the technical requirements. You can do so via the “test your equipment” icon within your ProctorU account. Please make sure that you are using the current version of your browser and have downloaded the ProctorU extension available [here](#) for Chrome and [here](#) for Firefox.

Additionally, please visit and review the test-taker resource center [here](#). You should expect the start-up process with the proctor to take about 10-15 minutes. However, this time will not affect your exam time. Please feel free to direct any questions to the test taker support team via the live chat within your account.

“Tests will be monitored using ProctorU proctoring software. This software requires access to a web camera and a strong, consistent Internet connection – wired preferred. ProctorU will authenticate the student’s identity and will record both the student’s physical activity and his or her computer’s desktop during the proctored session. While ProctorU supports all browsers, the preferred browser is Google Chrome and Firefox. To minimize technical issues, use Chrome and Firefox to complete proctored tests.

To make proctored tests available, you must first complete an Onboarding Quiz, located in the “Getting Started” section of this course. All other proctored activities will be unavailable until the onboarding quiz is completed. The Onboarding Quiz due by 11:59pm on Sunday, 24 May. If your connection, device, or location has changed since your last proctored test, you must onboard again.

Following the seven statements below to reduce the number of flagged incidents while you are taking your exams. Flagged incidents greatly increases earning a ZERO on your exams:

1. Drinking, eating, or smoking are not allowed and will result in an incident being flagged.
2. Proctored tests must be completed in a quiet, private environment. Consistent loud noise or other people visible in the background of the recording will result in an incident being flagged.
3. Using a tablet, smart phone, or other portable electronic device are prohibited and will result in an incident being flagged.
4. Proctored tests must be completed in one sitting. Leaving the computer during the test will result in an incident being flagged.
5. If you lose connection while taking your test, ProctorU will continue to record your activity. Stay seated for at least **five minutes** to allow your computer to reconnect before leaving your seat. Should you have to leave your seat due to a loss in connectivity, notify your instructor after submitting the test.
6. Secondary monitors are prohibited and their use will result in an incident being flagged. Please deactivate any secondary monitors prior to taking the test.
7. **UNLESS YOUR COURSE ALLOWS**, earphones and headsets are prohibited while completing proctored tests.

Use of Copyrighted Materials

Students may not make course notes or materials available for others to purchase via a commercial note taking service.

Among the materials that may be protected by copyright law are the lectures, notes, and other material presented in class or as part of the course. Always assume the materials presented by the instructor are protected by copyright unless the instructor has stated otherwise. Students enrolled in, and authorized visitors to, Purdue University courses are permitted to take notes, which they may use for individual/group study or for other non-commercial purposes reasonably arising from enrollment in the course or the University generally.

Notes taken in class are, however, generally considered to be “derivative works” of the instructor’s presentations and materials, and they are thus subject to the instructor’s copyright in such presentations and materials. No individual is permitted to sell or otherwise barter notes, either to other students or to any commercial concern, for a course without the express written permission of the course instructor. To obtain permission to sell or barter notes, the individual

wishing to sell or barter the notes must be registered in the course or must be an approved visitor to the class. The instructor does not grant such permission, and may require a review of the notes prior to their being sold or bartered. If they do grant such permission, they may revoke it at any time, if they so choose.

Violent Behavior Policy

Below is Purdue's policy prohibiting violent behavior. See the following website for additional information: http://www.purdue.edu/policies/pages/facilities_lands/i_2_3.shtml

Purdue University is committed to providing a safe and secure campus environment for members of the university community. Purdue strives to create an educational environment for students and a work environment for employees that promote educational and career goals. Violent Behavior impedes such goals. Therefore, Violent Behavior is prohibited in or on any University Facility or while participating in any university activity.

Students with Disabilities

Purdue University is required to respond to the needs of the students with disabilities as outlined in both the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 through the provision of auxiliary aids and services that allow a student with a disability to fully access and participate in the programs, services, and activities at Purdue University.

If you have a disability that requires special academic accommodation, please make an appointment to speak with me within the first three (3) days of the semester in order to discuss any adjustments. It is important that we talk about this at the beginning of the semester. It is the student's responsibility to notify the Disability Resource Center (<http://www.purdue.edu/drc>) of an impairment/condition that may require accommodations and/or classroom modifications.

Emergencies

In the event of a major campus emergency, course requirements, deadlines and grading percentages are subject to changes that may be necessitated by a revised semester calendar or other circumstances beyond the instructor's control. Relevant changes to this course will be posted onto the course website or can be obtained by contacting the instructors via email or phone. You are expected to read your @purdue.edu email on a daily basis.

Nondiscrimination

Purdue University is committed to maintaining a community which recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. The University believes that diversity among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Purdue University prohibits discrimination against any member of the University community on the basis of race, religion, color, sex, age, national origin or ancestry, genetic information, marital status, parental status, sexual orientation, gender identity and expression, disability, or status as a veteran. The University will conduct its programs, services and activities consistent with applicable federal, state and local laws, regulations and orders and in conformance with the procedures and limitations as set forth in [Executive Memorandum No. D-1](#), which provides specific contractual rights and remedies. Any student who believes they have been discriminated against may visit www.purdue.edu/report-hate to submit a complaint to the Office of Institutional Equity. Information may be reported anonymously.

TENTATIVE COURSE SCHEDULE: This course schedule will change depending on the pace of the lecture. Exam dates and assignment due dates are firm and will not change. The following schedule does not include all assignments, which will be assigned as the professor deem necessary to maximize student learning.

Complete all readings before the class period in which it is listed.

Date	Topic	Required Readings + Videos + Websites	What is Due?
Week One 5/18	SYLLABUS / INTRODUCTION TO OB + WHAT IS OB?	CHAPTER 1 + Videos of Lecture + Work Policies May Be Kinder, but Brutal Competition Isn't — on Brightspace	Readings on Bs + Lecture Videos
5/20	JOB PERFORMANCE	CHAPTER 2 + Videos of Lecture + The Boss Doesn't Want Your Résumé — on 03	Chs. 1 + 2 Homework + Learnsmart Assignments. Readings on Bs + Lecture Videos ProctorU Onboard Quiz.
5/21			Class Discussion post 1.
5/22	ORGANIZATIONAL COMMITMENT	CHAPTER 3 + Videos of Lecture + Video on Zappos Family - How They Work (Week 1 Class Discussions) + We All Need Friends at Work (Week 1 Class Discussions) — on Brightspace	Ch. 3 Homework + Learnsmart Assignments. Readings on Bs + Lecture Videos + Videos + Class Discussions
5/23	QUIZ 1 ON SATURDAY	CHAPTERS 1 + 2 + 3 + Required Readings + Videos + Websites	ONLINE QUIZ 1
5/24			Class Discussion posts 2 + 3.
Week Two 5/25	JOB SATISFACTION	CHAPTER 4 + Videos of Lecture + Skiing's Unsung Heroes + Video of Job Crafting and the Pink Glove Dance — on Brightspace	Ch. 4 Homework + Learnsmart Assignments. Readings on Bs + Lecture Videos + Videos

5/27	STRESS + WORK & LIFE	CHAPTER 5 + Videos of Lecture + How Mark Zuckerberg's Paternity Leave Affects the Rest of Us (Week 2 Class Discussions) + Stress Raises Cholesterol in Accountants + Family and Medical Leave Act + Music Video of Cat Stevens 'Cats in the Cradle' — on Brightspace	Ch. 5 Homework + Learnsmart Assignments. Class Discussion post 1. Readings on Bs + Lecture Videos + Video.
5/29			Class Discussion posts 2 + 3.
5/30	EXAM 1 ON SATURDAY	CHAPTERS 1 + 2 + 3 + 4 + 5 + Required Readings + Videos + Websites	ONLINE EXAM 1 ProctorU Live+ at \$16 per exam schedule at least 72 hours in advance to avoid late fees. Click here to schedule now.
Week Three 6/01	MOTIVATION	CHAPTER 6 + Videos of Lecture + Video of Ninth Circuit U.S. Court of Appeals Judge Ronald M. Gould of Seattle, WA — on Brightspace	Ch. 6 Homework + Learnsmart Assignments. Readings on Bs + Lecture Videos + Readings on Bs + Videos
6/03	TRUST, JUSTICE & ETHICS	CHAPTER 7 + Videos of Lecture + + Music Video of Cheers - Where Everybody Knows Your Name + SNL Host Elizabeth Banks Does Trust Fall with Kenan Thompson + 5 Websites on Patagonia and Corporate Social Responsibility (Week 3 Class Discussions) + Patagonia's Balancing Act (Week 3 Class Discussions) + Theranos Whistleblower Shook the Company-and His Family + This Is What Separates Honest Executives from White-Collar Criminals + Michael A. Santoro's Fair Share Theory of Corporate Social Responsibility — on Brightspace	Ch. 7 Homework + Learnsmart Assignments. Class Discussion post 1. Readings on Bs + Lecture Videos + Videos

6/05	TRUST, JUSTICE & ETHICS	CHAPTER 7 + Videos of Lecture + + Music Video of Cheers - Where Everybody Knows Your Name + SNL Host Elizabeth Banks Does Trust Fall with Kenan Thompson + 5 Websites on Patagonia and Corporate Social Responsibility (Week 3 Class Discussions) + Patagonia's Balancing Act (Week 3 Class Discussions) + Theranos Whistleblower Shook the Company-and His Family + This Is What Separates Honest Executives from White-Collar Criminals + Michael A. Santoro's Fair Share Theory of Corporate Social Responsibility — on Brightspace	Class Discussion posts 2 + 3. Readings on Bs + Lecture Videos + Videos + Websites
6/06	QUIZ 2 ON SATURDAY	CHAPTERS 6 + 7 + Required Readings + Videos + Websites	ONLINE QUIZ 2
Week Four 6/08	PERSONALITY + CULTURAL VALUES	CHAPTER 9 + Videos of Lecture + Video of Zappos CEO Tony Hsieh + Self-Assessment of Spatial Visualization + Self-Assessment of Self-Esteem + Self-Assessment of Locus of Control + Self-Assessment of Self-Monitoring + Self-Assessment of Holland Occupational Personality Types + Self-Assessment of "Big Five" Personality Traits + Self-Assessment of MBTI + Self-Assessment of Emotional Intelligence — on Brightspace	Ch. 9 Homework + Learnsmart Assignments. Readings on Bs + Lecture Videos + Video + Self-Assessments + Websites
6/10	TEAMS	CHAPTER 11 + Videos of Lecture + Video of Bjorn Borg a Reserved Personality + Video of John McEnroe a Flamboyant Personality + Video of Magic Johnson + 2 Videos on Status from An Officer and a Gentleman + Video on Status from Top Gun + Self Assessment of Reading the Mind in the Eyes + What Google Learned from Its Quest to Build the Perfect Team (Week 4 Class Discussions) — on Brightspace	Ch. 11 Homework + Learnsmart Assignments. Class Discussion post 1. Readings on Bs + Lecture Videos + Videos
6/12			Class Discussion posts 2 + 3.
6/13	EXAM 2 ON SATURDAY	CHAPTERS 6 + 7 + 9 + 11 + Required Readings + Videos + Websites	ONLINE EXAM 2 ProctorU Live+ at \$16 per exam schedule at least 72 hours in advance to avoid

			late fees. Click here to schedule now.
Week Five 6/15	LEADERSHIP: POWER & UNWRITTEN RULES OF CORPORATE AMERICA	CHAPTER 13 + Videos of Lecture + (To post your Week 5 Class Discussions, choose from: Rape on the Night Shift, Sheryl Sandberg: Why We Have Too Few Women Leaders, or John Wooden on the Difference between Winning and Succeeding) Video of Workplace Power + Power and the Unwritten Rules of Corporate America — on Brightspace	Ch. 13 Homework + Learnsmart Assignments. Readings on Bs + Lecture Videos + Videos + Class Discussions
6/17	LEADERSHIP: STYLES & BEHAVIOR	CHAPTER 14 + Videos of Lecture + (To post your Week 5 Class Discussions, choose from: Rape on the Night Shift, Sheryl Sandberg: Why We Have Too Few Women Leaders, or John Wooden on the Difference between Winning and Succeeding) Video of Workplace Power + Power and the Unwritten Rules of Corporate America — on Brightspace	Ch. 14 Homework + Learnsmart Assignments. Class Discussion post 1. Readings on Bs + Lecture Videos
6/19	LEADERSHIP: POWER & UNWRITTEN RULES OF CORPORATE AMERICA	Videos of Lecture + Power and the Unwritten Rules of Corporate America — on Brightspace	Class Discussion posts 2 + 3. Readings on Bs + Lecture Videos
6/20	QUIZ 3 ON SATURDAY	CHAPTERS 13 + 14 + Power and the Unwritten Rules of Corporate America + Required Readings + Videos + Websites	ONLINE QUIZ 3
Week Six 6/22	ORGANIZATIONAL CULTURE	CHAPTER 16 + Videos of Lecture + (Week 6 Class Discussions) Video of IDEO + Video of the Mayo Clinic Difference + Video of Mayo Clinic Values + Website of Lands' End + Lands 'End CEO Delivers High Fashion - and a Culture Clash + Bridgewater, World's Largest Hedge Fund, Grapples With Succession (Week 6 Class Discussions) + Schism Atop Bridgewater, the World's Largest Hedge Fund (Week 6 Class Discussions) — on Brightspace	Ch. 16 Homework + Learnsmart Assignments. Readings on Bs + Lecture Videos
6/23			Class Discussion post 1.

6/24	ORGANIZATIONAL CULTURE	CHAPTER 16 + Videos of Lecture + (Week 6 Class Discussions) Video of IDEO + Video of the Mayo Clinic Difference + Video of Mayo Clinic Values + Website of Lands' End + Lands 'End CEO Delivers High Fashion - and a Culture Clash + Bridgewater, World's Largest Hedge Fund, Grapples With Succession (Week 6 Class Discussions) + Schism Atop Bridgewater, the World's Largest Hedge Fund (Week 6 Class Discussions) — on Brightspace	Readings on Bs + Videos of Lecture + Websites + Videos
6/25			Class Discussion posts 2 + 3.
6/26	EXAM 3 ON FRIDAY Last Day of Class	CHAPTERS 13 + 14 + Power and the Unwritten Rules of Corporate America + 16 + Required Readings + Videos + Websites	ONLINE EXAM 3 ProctorU Live+ at \$16 per exam schedule at least 72 hours in advance to avoid late fees. Click here to schedule now.