



**El Camino College**  
**COURSE OUTLINE OF RECORD – Official**

|                                     |                                                                                                                                                                                                                                                                                                                                                                                             |
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| <b>Course Acronym:</b>              | BUS                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Course Number:</b>               | 122                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Descriptive Title:</b>           | Human Relations in Organizations                                                                                                                                                                                                                                                                                                                                                            |
| <b>Division:</b>                    | Business                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Department:</b>                  | Business Management                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Course Disciplines:</b>          | Business, Management                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Catalog Description:</b>         | This course covers the major themes of human relations in organizations and the workplace from a psychological, sociological, and physiological perspective. Students will develop critical thinking and ethical reasoning skills as students apply behavior science theories and principles. Topics include values, perception, motivation, conflict management, teamwork, and leadership. |
| <b>Prerequisite:</b>                |                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Co-requisite:</b>                |                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Recommended Preparation:</b>     | Eligibility for English C1000 or equivalent                                                                                                                                                                                                                                                                                                                                                 |
| <b>Enrollment Limitation:</b>       | 45                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Hours Lecture (per week):</b>    | 3                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Hours Laboratory (per week):</b> | 0                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Outside Study Hours:</b>         | 6                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Total Course Hours:</b>          | 54                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Course Units:</b>                | 3                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Grading Method:</b>              | Letter Grade only                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Credit Status:</b>               | Credit, degree applicable                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Transfer CSU:</b>                | Yes                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Effective Date:</b>              | Prior to 1992                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Transfer UC:</b>                 | No                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Effective Date:</b>              |                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>General Education:</b><br>ECC    |                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Term:</b>                        |                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other:</b>                       |                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>CSU GE:</b>                      | Area D - Social Sciences, Area E - Lifelong Understanding and Self-Development                                                                                                                                                                                                                                                                                                              |
| <b>Term:</b>                        |                                                                                                                                                                                                                                                                                                                                                                                             |

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|                                   | <b>Other:</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                   | <b>IGETC:</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                   | <b>Term:</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                   | <b>Other:</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                   | <b>CalGETC:</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                   | <b>Term:</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                   | <b>Other:</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Student Learning Outcomes:</b> |                 | <b>SLO #1 Interacting Variables</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                   |                 | Evaluate interacting variables that occur in human behavior, such as motivation, perception, frustration, psychological conflicts, attitude, and values.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                   |                 | <b>SLO #2 Compare Psychological and Sociological Theories</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                   |                 | Compare and contrast the theories of popular behavioral scientists, such as Abraham Maslow, Eric Burne, Frederick Herzberg, Victor Vroom, Douglas McGregor, B.F. Skinner, David McClelland, and W. Edwards Deming as they apply to organizations and the workplace.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                   |                 | <b>SLO #3 Diversity, Culture, and Ethics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                   |                 | Explain how culture, ethics, and diversity impact behavioral theory and identify strategies for effective interpersonal relationships within multi-cultural organizations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Course Objectives:</b>         |                 | <ol style="list-style-type: none"> <li>1. Analyze workplace organizational structures and communication networks and how perception, self-concept, attitudes, culture, and gender affect interpersonal communication.</li> <li>2. Identify factors that influence the development of the self-concept, attitude, perception and emotion and how they impact interpersonal communication including cultural and gender differences.</li> <li>3. Define and analyze conflict, sources of conflict and methods of conflict management including Transactional Analysis, conflict management styles, and the differences between assertive, aggressive, passive, and passive-aggressive behavior.</li> <li>4. Define and evaluate popular psychological theory related to motivation including Maslow's Hierarchy of Needs, ERG Theory, Reinforcement Theory, Expectancy Theory, Manifest Needs Theory, and others.</li> <li>5. Compare and contrast various leadership theories and styles in the development of motivation, empowerment, team building, and change management.</li> <li>6. Examine the differences in cultures and how they relate to employer/employee relationships.</li> <li>7. Identify major U.S. legislation designed to address racism, sexism, and other illegal forms of workplace discrimination.</li> <li>8. Identify human relations strategies in the workplace that provide for individual psychological, sociological, and physiological well-being.</li> </ol> |
| <b>Major Topics:</b>              |                 | <b>I. Course Introduction (3 hours, lecture)</b> <ol style="list-style-type: none"> <li>A. Definition of Behavioral Science <ol style="list-style-type: none"> <li>1. What is Sociology</li> </ol> </li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

2. What is Psychology
3. The scientific method
- B. Definition of Human Relations
  1. Why human relations and interpersonal communication skills are important
  2. How human relations affects psychological, sociological, and physiological well-being
- C. Relationship between behavior, human relations, and organizational performance
  1. The Systems Effect (Russell Ackoff)
  2. The Hawthorne Effect (Elton Mayo)
  3. Developing human relations skills
- D. Development of human relations and behavioral theory

## **II. Intrapersonal Skills (9 hours, lecture)**

- A. Personality
  1. Type A and Type B personality
  2. Locus of Control
  3. The Big Five Model of Personality
  4. Meyers-Briggs type indicator
- B. Stress
  1. Definition and causes of stress
  2. Psychological, sociological, and physiological impacts
  3. Personality and stress
  4. Controlling stress and stress management
- C. Intelligence
  1. Learning and learning styles
  2. Emotional intelligence
- D. Perception
  1. Nature of perception and effects on behavior
  2. Biases including stereotyping, frame of reference, selective exposure, and projection
  3. Perceptual congruence
  4. The Primacy effect, image, and projection
  5. Managing first impressions
- E. Attitudes
  1. The Pygmalion effect
  2. The Hawthorne effect (Elton Mayo)
  3. Theory X and Theory Y (Douglas McGregor)
  4. Managing attitude
- F. Job Satisfaction
- G. Self-Concept
  1. The role of self-concept in behaviors and communication
  2. Self-efficacy & self-fulfilling prophecy
  3. Attribution theory

4. Culture, gender, and media influences on self-concept
  5. Psychological, sociological, and physiological impacts
- H. Values
1. Value systems
  2. Spirituality
  3. Managing diverse values in multicultural organizations
- I. Ethics
1. Relationship between ethics and personality traits, moral development, and situation
  2. Global ethics
  3. Ethical decision making
  4. Ethical frameworks
  5. How people justify unethical behavior

### **III. Time and Career Management (3 hours, lecture)**

- A. Time management
1. Priority determination
  2. Time management techniques and systems
- B. Multitasking
- C. Career management
1. Career stages
  2. Career planning and development
  3. Job shock
  4. Professional appearance
- D. Psychological, sociological, and physiological impacts
1. Work-life balance
  2. Work-related stress

### **IV. Interpersonal skills (9 hours, lecture)**

- A. Communication
1. The communication process and barriers
  2. Cross-cultural and gender communication differences
  3. Non-verbal communication
  4. Listening and ineffective behavior
  5. Strategies to help develop better listening skills
  6. Response styles
  7. Situational Communication
  8. Organizational structure
  9. Organizational communication
  10. Technology and communication
- B. Emotions
1. Understanding and recognizing emotions
  2. Emotional labor
  3. Global differences
  4. Psychological, sociological, and physiological impacts

- 5. Dealing with emotion
- C. Receiving and giving Criticism
- D. Conflict
  - 1. Transactional Analysis and Ego states (Eric Burne)
  - 2. Assertiveness and aggressive, passive, and passive-aggressive behavior
  - 3. Conflict management
  - 4. Conflict resolution and mediating conflict
  - 5. Psychological, sociological, and physiological impacts
- E. Anger and violence
  - 1. Managing and dealing with anger
  - 2. Anger and violence in the workplace
  - 3. Psychological, sociological, and physiological impacts

## **V. Leadership Skills - Influence and motivation (15 hours, lecture)**

- A. Motivation
  - 1. Content motivation theories
  - 2. Hierarchy of needs (Abraham Maslow)
  - 3. ERG theory (Clayton Alderfer)
  - 4. Two-factor theory (Frederick Hertzberg)
  - 5. Manifest needs theory (David McClelland)
  - 6. Process motivation theories
  - 7. Expectancy theory (Victor Vroom)
  - 8. Equity Theory (J. Stacy Adams)
  - 9. Reinforcement theory (B.F. Skinner)
  - 10. Motivation techniques
  - 11. Management by objectives
  - 12. Job enrichment
  - 13. Self-motivation
  - 14. Cross-culture and multi-cultural implications on motivation theories
  - 15. Psychological, sociological, and physiological impacts
- B. Leadership
  - 1. Difference between leadership and management
  - 2. Leadership trait theory
  - 3. The Ghiselli study (Edwin Ghiselli)
  - 4. Behavioral leadership theory
  - 5. Two-dimensional leadership model and the leadership grid
  - 6. Transformational, charismatic, transactional, and servant leadership
  - 7. Contingency leadership theories
  - 8. Normative leadership theory (Vroom and Yetton)
  - 9. Situational leadership theory (Hersey and Blanchard) and Situational supervision
  - 10. Diversity and global leadership
- C. Trust
  - 1. Deterrence-, knowledge-, and identification-based trust
  - 2. Developing and repairing trust
- D. Ethical power

1. Bases of power
2. Influencing tactics
- E. Politics
  1. Politics within organizations
  2. Political behavior
- F. Vertical and horizontal politics
- G. Etiquette
- H. Cross-culture and multicultural implications of power, politics and etiquette
- I. Networking
- J. Negotiating
  1. Distributive bargaining
  2. Integrative bargaining
  3. The negotiation process

## **VI. Organizational Behavior and Culture (9 hours, lecture)**

- A. Culture
  1. Definition of culture
  2. Developing culture through heroes, stories, artifacts, ceremonies, and language
  3. Organizational culture and workplace culture
  4. Organizational climate and morale
  5. Organizational development
  6. Global differences in culture
- B. Teams and team dynamics
  1. Norms
  2. Group cohesiveness
  3. Development stages
  4. Managing meetings
- C. Change and change management
  1. Organizational change
  2. Types of change
  3. Resistance to change
  4. Lewin's change models (Kurt Lewin)
- D. Problem solving and decision-making
  1. Reflexive vs. reflective styles
- E. Creativity and group decision-making
  1. The creative process
  2. Brainstorming, synectics, nominal grouping, consensus mapping, and Delphi technique

## **VII. Diversity and inclusion (6 hours, lecture)**

- A. Valuing and managing diversity
- B. Effects of diversity on organizational and individual behavior
- C. Prejudice and discrimination

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|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                              | <ul style="list-style-type: none"> <li>D. Minorities and legally protected groups</li> <li>E. Gender diversity and sexual harassment               <ul style="list-style-type: none"> <li>1. Quid pro quo vs. hostile environment harassment</li> </ul> </li> <li>F. Overcoming sexism and racism</li> <li>G. Laws and regulations related to diversity               <ul style="list-style-type: none"> <li>1. Equal Employment Opportunity Commission</li> <li>2. Equal Pay Act of 1963</li> <li>3. Age Discrimination in Employment Act of 1967</li> <li>4. Equal Employment Opportunity Act of 1972</li> <li>5. Pregnancy Discrimination Act of 1978</li> <li>6. Americans with Disabilities Act of 1990</li> <li>7. Civil Rights Act of 1991</li> <li>8. Family Medical Leave Act of 1993</li> <li>9. Lilly Ledbetter Fair Pay act of 2009</li> <li>10. Bona fide occupational qualification</li> <li>11. Affirmative actions to valuing diversity</li> <li>12. Handling complaints</li> </ul> </li> <li>H. Family structures               <ul style="list-style-type: none"> <li>1. Changing family sex roles</li> <li>2. Work and family balance</li> </ul> </li> <li>I. Global diversity               <ul style="list-style-type: none"> <li>1. Multinational and international companies and expatriates</li> <li>2. Cross-cultural relations</li> </ul> </li> <li>J. Psychological, sociological, and physiological impacts</li> </ul> |
| <b>Total Lecture Hours:</b>                                                  | 54                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Total Laboratory Hours:</b>                                               | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total Hours:</b>                                                          | 54                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>A.1. Primary Methods of Evaluation (Part 1 - CCN courses only):</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>A.2. Primary Method of Evaluation (Part 2 - all courses; choose one):</b> | 1) Substantial writing assignments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Typical Assignment Using Primary Method of Evaluation:</b>                | <p>Choose a business, non-profit organization, or government agency. Using periodicals, journals, newspapers, magazines, and other sources identify articles that demonstrate the organization using the sociological and psychological theories presented in this book. In an eight- to ten-page final paper, explain what actions and behaviors the organization, its management, or its staff demonstrated and identify which theories are represented. Analyze how the theory is shown by the actions or behaviors and whether the theories were successful. Theories should be taken from throughout the book, with a separate portion of your paper for each section of the book.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| <b>Critical Thinking Assignment 1:</b>  | After reading the case study on Peter Corby, answer the following questions in a one- to two-page paper.                                                                                                                                                                                  |
|                                         | Briefly describe the organizational communications flow at the Ranch.                                                                                                                                                                                                                     |
|                                         | How do the interpersonal communication skills of Peter Clark affect behavior, human relations, and performance at the Ranch?                                                                                                                                                              |
|                                         | Do you think Peter Clark spends more time sending or receiving messages, or an equal amount of time doing both?                                                                                                                                                                           |
|                                         | Which of the 13 listening tips do you think are most relevant for Peter Clark?                                                                                                                                                                                                            |
|                                         | Assess Peter and Korby Clark's use of feedback.                                                                                                                                                                                                                                           |
|                                         | Which Response style do you think Peter lark uses most often?                                                                                                                                                                                                                             |
|                                         | Assess Peter Clark's personality in relation to each of the Big Five dimensions (surgency, agreeableness, adjustment, conscientiousness, and openness to experience).                                                                                                                     |
|                                         | Assess Peter Clark's attitude, self-concept, values, and ethics.                                                                                                                                                                                                                          |
| <b>Critical Thinking Assignment 2:</b>  | After reading the case study on Kevin Plank, answer the following questions in a one- to two-page paper.                                                                                                                                                                                  |
|                                         | According to Herzberg's two-factor theory of motivation, was Plank's motivation to create a new category of performance apparel driven by extrinsic (hygiene) factors or intrinsic (motivator) factors?                                                                                   |
|                                         | According to McClelland's manifest theory of motivation, people are motivated by the needs of achievement, power, and affiliation. Which of these needs would you attribute to Plank? If you were to rank them in order of significance to Plank, which will be first, second, and third? |
|                                         | Distinguish the differences of transformational, charismatic, and transactional leadership theories. Which one of these best describes Kevin Plank?                                                                                                                                       |
|                                         | Based on passive, aggressive, and assertive behavior, what type of behavior do you think Kevin Plank has shown in the case narrative on him?                                                                                                                                              |
| <b>Other Evaluation Methods:</b>        | Completion, Homework Problems, Matching Items, Multiple Choice, Quizzes, True/False, Written Homework                                                                                                                                                                                     |
| <b>Instructional Methods:</b>           | Demonstration, Discussion, Lecture, Multimedia presentations                                                                                                                                                                                                                              |
| <b>If other:</b>                        |                                                                                                                                                                                                                                                                                           |
| <b>Work Outside of Class:</b>           | Answer questions, Problem solving activity, Required reading, Study, Written work (such as essay/composition/report/analysis/research)                                                                                                                                                    |
| <b>If Other:</b>                        |                                                                                                                                                                                                                                                                                           |
| <b>Up-To-Date Representative Texts:</b> | Lamberton, Minor, and Zeigler. Human Relations: Strategies for Success. 7 <sup>th</sup> ed. McGraw Hill, 2022.                                                                                                                                                                            |
| <b>Alternative Texts:</b>               |                                                                                                                                                                                                                                                                                           |

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| <b>Required Supplementary Readings:</b>                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Other Required Materials:</b>                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite:</b>                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Category:</b>                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite course(s):</b><br>List both prerequisites and corequisites in this box.                                                               |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite and Matching skill(s):</b> Bold the requisite skill. List the corresponding course objective under each skill(s).                     |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite Skill:</b>                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite Skill and Matching Skill(s):</b> Bold the requisite skill(s). If applicable                                                           |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite course:</b>                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite and Matching skill(s):</b> Bold the requisite skill. List the corresponding course objective under each skill(s).                     |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Requisite Skill:</b>                                                                                                                            | Eligibility for English C1000                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Requisite Skill and Matching skill(s):</b> Bold the requisite skill. List the corresponding course objective under each skill(s). If applicable | <p><b>This course involves reading college level textbooks, developing projects, and answering essay questions. A student's success in this class will be enhanced if they have these skills.</b></p> <p>Summarize, analyze, evaluate, and synthesize college-level texts.</p> <p>Write a well-reasoned, well-supported expository essay that demonstrates application of the academic writing process.</p> |
| <b>Enrollment Limitations and Category:</b>                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Enrollment Limitations Impact:</b>                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Course Created by:</b>                                                                                                                          | Jim Gualtieri, John Martinelli, Francis De Fea                                                                                                                                                                                                                                                                                                                                                              |
| <b>Date:</b>                                                                                                                                       | 08/01/1973                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Original Board Approval Date:</b>                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                             |

|                                         |             |
|-----------------------------------------|-------------|
| <b>Last Reviewed and/or Revised by:</b> | John Mufich |
| <b>Date:</b>                            | 10/12/2025  |
| <b>Last Board Approval Date:</b>        | 01/21/2026  |
| <b>Effective Term:</b>                  | FA 2026     |