Management 4470.001
Leadership
Fall 2026

Professor:	April Kuykendall
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	**** (include MGMT 4470 in Subject line of e-mail)**
Office Hours: Monday	8:00-10:00am
	or by appointment

Required Material

Northhouse, P. G. (2026). Leadership: Theory and Practice (10th ed.). Los Angeles: Sage.

COURSE OVERVIEW:

This is an in-depth course on leadership. Students are provided with practical tools and methods of leadership that apply to a variety of organizational structures. Students gain insights about their own personalities, skills, ethics, values and beliefs as they relate to leading others, and have the opportunity to discuss and debate a number of leadership topics.

Course Objectives

The main objectives of this course are as follows:

- To gain an in-depth knowledge on the topic of leadership.
- To learn practical tools and methods of leadership that will apply to a variety of organizational structures.
- To gain insight about your own personalities, skills, ethics, values, and beliefs as they relate to leading others.
- To participate in discussion and debate on leadership topics.

COURSE FORMAT:

This course is taught as a combination of face-to-face and on-line format. The on-line portion of the class will be facilitated through Canvas. Students are responsible for all material presented in the face-to-face format and the on-line format of the class.

SUCCEED AT UNT

UNT endeavors to offer you a high-quality education and to provide a supportive environment to help you learn and grow. And, as a faculty member, I am committed to helping you be successful as a student. Here's how to succeed at UNT: Show up. Find support. Take control. Be prepared. Get involved. Be persistent.

To learn more about campus resources and information on how you can achieve success, go to succeed.unt.edu.

*****The instructor reserves the right to make changes to this syllabus, if needed.**

Exams

Each exam will consist of multiple-choice questions. Exams will cover the assigned chapters. Students are responsible for all assigned textbook material, even if it is not directly covered in class**. No make-up tests will be given** and a missed test effectively gets zero points. The only way to make up a missed exam is with a university-excused reason and by arranging a make-up exam with the instructor prior to the scheduled exam date. In this case, a make-up exam may be given (at the discretion of the instructor).

On-line Activities/Assignments

All students will participate in on-line activities each week throughout the semester. These activities will consist of individual assignments, discussion postings, a group project, quizzes and assessments. All on-line activities/assignments are due on the dates stated in the course schedule. Late submissions of on-line activities/assignments **will not** be accepted.

Attendance/Participation

Regular attendance and participation is expected.

Any behavior on the part of the student that is considered to be disruptive by the instructor will be dealt with according to University guidelines. If the student fails to adhere to such policies even after being made aware of such behavior, then he/she might be asked to leave the classroom and will be subject to further disciplinary action as laid out in the University policies.

Student Evaluation of Teaching Effectiveness (SETE)

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider the SETE to be an important part of your participation in this class.

ADA Compliance

The College of Business Administration complies with the American with Disabilities Act in making reasonable accommodation for qualified students with disability. If you have an established disability as defined in the ADA and would like to request accommodation, please see me ASAP.

Academic Integrity Policy

Academic dishonesty includes cheating and plagiarism.

The term "cheating" includes, but is not limited to (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty or staff of the university.

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The term "plagiarism," includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgement. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other materials. (Source: Code of Conduct and Discipline at the University of North Texas)

For more information on academic dishonestly and academic integrity please see the following link: http://vpaa.unt.edu/academic-integrity.htm

If you engage in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. In addition, the case will be referred to the Office of the Provost and Vice President for Academic Affairs for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

Acceptable Student Behavior:

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr

COLLEGE EMERGENCY EVACUATION PROCEDURES:

Severe Weather: In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

Bomb Threat/Fire: In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts.

Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

Technical Assistance

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

NOTE: Be sure to ask for a ticket number and then email the ticket number to me along with the report from the helpdesk. Without a ticket number, I can't follow up on the technical issue.

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Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, Canvas, etc.).

I will make a determination on how to resolve the technical issue based on their advice, University policy, applicable law, and my experience.

UIT Help Desk: Helpdesk Website (http://www.unt.edu/helpdesk/index.htm)
Email: helpdesk@unt.edu
Phone: 940-565-2324

For additional support, visit Canvas Technical Help (https://community.canvaslms.com/docs/DOC-10554-4212710328)

Eagle Connect Accounts

All students should activate and regularly check their EagleConnect (e-mail) account. EagleConnect is used for official communication from the University to students. For information about EagleConnect, including how to activate an account and how to have EagleConnect forwarded to another e-mail address, visit Eagle Connect Email System Website (https://eagleconnect.unt.edu/)

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Student Support Services

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- Student Health and Wellness Center (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- UNT Care Team (https://studentaffairs.unt.edu/care)
- UNT Psychiatric Services (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- Individual Counseling (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

Other student support services offered by UNT include

- Registrar (https://registrar.unt.edu/registration)

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- Financial Aid (https://financialaid.unt.edu/)
- Student Legal Services (https://studentaffairs.unt.edu/student-legal-services)
- Career Center (https://studentaffairs.unt.edu/career-center)
- Multicultural Center (https://edo.unt.edu/multicultural-center)
- Counseling and Testing Services (https://studentaffairs.unt.edu/counseling-and-testing-services)
- Pride Alliance (https://edo.unt.edu/pridealliance)
- UNT Food Pantry (https://deanofstudents.unt.edu/resources/food-pantry)

Academic Support Services

- Academic Resource Center (https://clear.unt.edu/canvas/student-resources)
- Academic Success Center (https://success.unt.edu/asc)
- UNT Libraries (https://library.unt.edu/)
- Writing Lab (http://writingcenter.unt.edu/)
- MathLab (https://math.unt.edu/mathlab)

Grade Calculation

Each student will be responsible for all assignments. Grades will be earned based on successful completion of the following:

Class Requirement	**Points**
Student Ethics Statement	5
Leadership Trait Questionnaire	30
Quizzes (3 at 10 points each)	30
Life Line Project	30
Discussion Posting (3 at 10 points each)	30
Individual Project	60
Group Project	60
Current Leadership Article/Event	50
Leadership Analysis Activity	5
Exam 1	150
Exam 2	150
Exam 3	150
Total	**750**

Final grades will be awarded for the following levels of performance: (no curves, no percentage round-up: the final grade consists of points earned)

Grade	Points
A	750-675
B	674-600
C	599-525
D	524-450
F	449 or below

Note: You are responsible for all announcements made through Canvas. Changes in the syllabus, assignments, etc. are possible and will be made at my discretion.

No make-ups will be granted for missed or late individual assignments, discussion postings, a group project, quizzes and assessments, or exams.

SUNDOWN RULE:

You have **one (1) week (from the date the grade is released)** to inquire about your grade on an exam, quiz, video, or any other assignment. The exception to this is Exam 3 and your Final Letter Grade when inquires need to be taken care of as soon as possible before I submit grades to the Registrar. The purpose is to resolve any issue during the term and not wait until the last week of the term. **Check your grades every week!**

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Tentative Course Schedule

The following schedule provides guidelines for the topics to be covered in class. Depending on circumstances, we may deviate from the schedule occasionally. If such changes occur, they will be announced in class and through Canvas Learn.

Week	Day/Date	Date	Topics
Week 1	Monday	Aug. 17	Class Overview
	Wednesday	Aug. 19	**Canvas Activity (Student Ethics Statement)**
Week 2	Monday	Aug. 24	Chapter 1-Leadership Introduction Chapter 2-Trait Approach
	Wednesday	Aug. 26	**(Student Ethics Statement-DUE)** **Canvas Activity (Leadership Trait Questionnaire)**
Week 3	Monday	Aug. 31	**Leadership Trait Questionnaire**
	Wednesday	Sep. 2	**Canvas Activity (Leadership Trait Questionnaire)**
Week 4	Monday	Sep. 7	**UNT CLOSED-Labor Day**
	Wednesday	Sep. 9	**(Leadership Trait Questionnaire-DUE)** **Canvas Activity (Life Line Project)**
Week 5	Monday	Sep. 14	Chapter 3-Skills Approach Chapter 4-Behavioral Approach
	Wednesday	Sep. 16	**(Quiz #1-DUE)** **Canvas Activity (Life Line Project)**
Week 6	Monday	Sept. 21	Chapter 5- Situational Approach
	Wednesday	Sept. 23	**Exam 1** **Canvas Activity (Discussion Posting #1)**
Week 7	Monday	Sept. 28	Chapter 6-Path-Goal Theory Chapter 7- Leader-Member Exchange Theory
	Wednesday	Sept. 30	**(Life Line Project-DUE) (Discussion Posting #1 -DUE)** **Canvas Activity (Individual Project)**
Week 8	Monday	Oct. 5	**Individual Project**
	Wednesday	Oct. 7	**Canvas Activity (Individual Project)**
Week 9	Monday	Oct. 12	**Individual Project**
	Wednesday	Oct. 14	**Canvas Activity (Individual Project)**
Week 10	Monday	Oct. 19	Chapter 8-Transformational Leadership Chapter 9-Authenic Leadership Chapter 10-Servant Leadership
	Wednesday	Oct. 21	**(Quiz #2-DUE)** **Canvas Activity (Discussion Posting #2)**
Week 11	Monday	Oct. 26	Chapter 11-Adaptive Leadership Chapter 15-Inclusive Leadership
	Wednesday	Oct. 28	**Exam 2** **Canvas Activity (Group Project)**
Week 12	Monday	Nov. 2	**Individual Project /Group Project**
	Wednesday	Nov. 4	**(Discussion Posting #2-DUE)** **(Individual Project-DUE)**
Week 13	Monday	Nov. 9	Chapter 13-Followership Chapter 14-Social Identity Leadership Chapter 12 Team Leadership
	Wednesday	Nov. 11	**Canvas Activity (Quiz #3) (Group Project)**
Week 14	Monday	Nov. 16	**Group Project**
	Wednesday	Nov. 18	**(Discussion Post #3)**
Week 15	Monday	Nov. 23	**Thanksgiving Break – UNT Closed**
	Wednesday	Nov. 25	**Thanksgiving Break – UNT Closed**
Week 16	Monday	Nov. 30	Chapter 16-Leadership Ethics
	Wednesday	Dec. 2	**(Group Project-DUE) (Quiz #3-DUE)(Discussion Posting #3-DUE)** **Canvas Activity (Leadership Analysis Activity)**
Week 17	Monday	Dec. 7	**Exam 3 (10:30am) (Leadership Analysis Activity-DUE)**

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