

## Syllabus for MGMT 4860 Organizational Design & Change

### Instructor Contact

**Name:** Dr. Jack Clampit

**Office Hours:** TBA (See Canvas)

**Teaching Assistant (TA):** TBA (See Canvas)

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**Email Note:** before emailing me, please (1) read the “Please Read Before Emailing Me (FAQ)” post on Canvas and (2) put Course Name (or Number) in Subject Line.

### Communication Practices

**Please contact me directly by email.** I try to answer all emails within one business day, but during busy times my inbox becomes rather full. So, if you do not receive a response within two business days, please send a follow up email. A gentle nudge is always appreciated.

**Note:** I do not subscribe to old-school norms relating to Office Hours that require students to wait until a specific time on a specific day to interact with me. Rather than forcing you to accommodate my schedule, I try to accommodate yours (within reason). So, please don't hesitate to email me, 24/7/365, if you have questions (that aren't already answered in the Canvas FAQ section) and, especially, if you're struggling to do well in the course (in which case you should contact me ASAP, as I may not be able to help much if the course is nearly over).

### Course Description

**Organizational Design and Change** (MGMT 4860, 3 credit hours) is a **senior** level course. Organizational design is a primary management tool for organizing business processes and developing organizational capabilities. The course focuses on developing an understanding of the basics of organizational design, how to utilize organizational design principles to manage change, and how to keep the design aligned with the needs of the firm and the demands to which it must respond. The design and development effort includes study of organizational structures, the basic work patterns of the organization, organizational cultures, managerial roles, and the use of teams. The course also focuses on implementing and evaluating change initiatives and encourages students to assume the role of external consultants making relevant recommendations.

### Course Prerequisites or Other Restrictions

None. Good standing for taking the 4860 level MGMT course. Consult your G. Brint Ryan College of Business Advisor (or appropriate advisor) if you are unsure.

### Course Objectives

By the end of this course, students will be able to:

1. Determine the types of goals organizations pursue and identify frameworks for assessing environments and how organizations respond to them.
2. Explain how managers shape organizational culture and ethical values.
3. Examine how managers design organizations for international and uncertain environments.

4. Learn techniques for overcoming resistance to change.
5. Analyze change management problems and recommend effective ways to implement change within organizations.

## Materials

You may acquire access to course material in any way you wish, using any vendor you like. As a courtesy, we provide free links to online versions via the UNT library (**requires EUID & password**).

If you run into technical issues and the UNT library links do not work for you because of this, you should first try using Chrome's browser. Next, try installing and using UNT's VPN service. Finally, contact the library's and/or UNT's Tech Support staff.

(If you have never used a VPN before, you may need to contact Tech Support to help you install it. Also – this goes without saying, but I will say it anyway – you must have access to a computer that lets you install things like browsers, plugins, and VPNs for them to work. If your employer does not let you install them on a work computer, for example, then you may need to use your own computer or borrow one from a friend, family member, or neighbor who will let you install them on their computer.)

- [HBR's 10 Must Reads on Change Management \(V2\), 9781647820985](#)
- [John Kotter's Leading Change, 9781422186442](#)
- [Eric H. Kessler's \(Editor\) Encyclopedia of Management Theory, 9781506307794](#)

## Teaching Philosophy

One of the Department of Management's core values is Students First! I want to provide you with a high level of customer service so that you know you are not alone in cyberspace. If you need assistance with anything related to the course, please email me at [jack.clampit@unt.edu](mailto:jack.clampit@unt.edu) (**please remember to put MGMT 4860 in the Subject Line**).

As your professor, my goal is to guide you through a learning process of acquisition and application of new "practical" knowledge and skills that you can use successfully in your future career. Please note that I do not assign "busy work". All readings, quizzes, assignments, etc. are structured in a way to maximize your potential, challenge you to grow, and make you more marketable in the workplace. You will not be successful if you simply memorize facts; you must be able to apply and evaluate organizational design and behavior concepts to real life business situations.

Keeping me informed of your progress and any issues that may arise is critical, especially in an online environment. The University of North Texas has many resources available to ensure you are making appropriate progress toward the attainment of your educational and personal goals. You are not alone.

## Course Format

This is a condensed course that requires you to master 16 weeks of material in much less time. If earning high grades is an important personal goal, you may have to spend more time per day studying than normal.

There are two primary course elements:

- **Exams** (Midterm and Final Exams). These are easily the main determinants of your course grade.
- **Supplemental Items** (8 quizzes, 2 written assignments, and 4 discussion assignments). These are designed for those wanting to maximize their learning and/or grades.

## *Respondus Lockdown Browser*

You will not be able to take quizzes or exams if you are unable to install Respondus on your computer. (If you do not

already have it, please take at least one quiz early in the course, to ensure that Respondus successfully walks you through the installation process.)

And remember that not all computers will work with Respondus, e.g., workplace computers if your IT staff do not allow you to install anything, computers running very old operating systems (OS), etc. So, you may need to either update your OS, borrow a computer from a family member or friend, etc. More details are available on Canvas.

### *Study Strategy*

**I've been asked (by past students) to make the course more accommodating for often non-traditional Coursera students, i.e., working professionals with busy lives, whose main goal is to graduate with a degree (often so that they will be eligible for jobs or promotions that require degrees from an AACSB accredited institution). The course is thus flexible in terms of scheduling and structure.**

The study strategy that is best for you may depend on your own personal goals.

In short, if you are extremely busy, do not want to take more time from your family or job than is necessary, and/or mainly just want to earn a degree (e.g., to be eligible for a job or promotion), then you can pass the class by focusing on exams. If, however, you are willing to work harder than your classmates to learn as much as you can and earn a high grade (and if your personal/family/work schedule allows), then you should do your very best on all assigned course elements.

You should also strongly consider buying packs of index cards, making cards for every single course concept or term you encounter that might make for a good quiz/test question. On one side, handwrite (typing doesn't work nearly as well) the concept/term and on the other write: (a) the definition/explanation and (b) salient examples of each that clearly illustrate the difference(s) between it and closely related concepts/terms (personal examples are best if you can think of any).

Please see Canvas for a detailed description of what Learning Studies find to be effective.

### *Important!!!*

This flexibility and focus on exams comes at a cost.

Those who don't diligently study for exams, and especially those who put things off to the last minute, may find themselves scrambling to complete the course on time. That can mean earning lower grades as you rush to submit before the course ends, or incurring automatic, no-exceptions late penalties for not being able to submit your work before the course ends if something comes up at the last minute (e.g., a personal emergency or simply technical difficulties). In the worst-case scenario, you could even fail the course if you are unable to submit your work before I am locked out of the grading system (typically the first business day after a course ends).

**So, please use your time wisely! And if your strategy involves focusing on exams, then make *sure* you study hard enough to do well on them!**

### *Commonly Asked Questions*

*I missed the deadline. Can I submit work late?*

There is no need to email me to ask if you can submit late, because late work is *automatically* accepted (subject to no-exceptions late penalties automatically applied by Canvas) until final course grades have been calculated (usually on the Sunday after the course ends).

*I fell just short of the grade I want. Will you give me the higher grade or at least give me extra credit or extra attempts on quizzes or exams?*

*Please* do not ask me to help raise your grade. There are two – and only two – ways to raise your grade if you

fall a bit short.

First, any student in the class can earn a maximum of 10 extra points (out of 1000) by sending me photos (or a short video clip) of handwritten flashcards, made for each chapter (front and back, with definitions AND personally thought-up examples on the back.) **Remember that they WON'T count if they're not handwritten!!!**

**And please do not send me evidence if you finish the course 11+ points away from the next grade up.** Extra credit is only applied if you need it and are close enough for it to make the difference.

**HINT.** We don't use percentages in this course. We use Total Points (meaning there's no rounding up or down). **So, if you're the kind of student who might lose sleep if you finish the course with 799 or 899 points (instead of the 800 or 900 needed for a B or an A), you really should make flashcards and study them well.** Even if you can't use the Extra Credit, they'll definitely help you learn more and thus score higher on Exams.

Second, any student in the class who – after doing the extra credit (flashcards) – *still* falls a little short of a grade needed to PASS the course or qualify for financial aid or tuition reimbursement programs (that you can DOCUMENT) should contact me BEFORE the course ends. I can't just give you the higher grade, but we may be able to figure out a way for you to earn a higher grade.

*Will you please have Canvas show me the correct answers when I review quizzes? And what should I do if I have trouble reviewing quizzes (e.g., nothing happens when I click on them, I get an error message, etc.)?*

If you click on a Quiz link in the relevant Module (after taking it) and it doesn't let you review your quiz, you may need to review it using Respondus. Try: (a) clicking on your grade in Canvas, (B) logging out and then back into Respondus, clicking on the quiz title from within Respondus, and/or (C) clearing your browser's cache and then doing A or B. And if that doesn't work, try contacting Respondus Tech Support (see "New to Respondus?" post in the Respondus module).

Regarding the correct answers, studies consistently show that when we give students the correct answers, they don't learn as much. A lot of learning takes place when students try to figure out why their answer was marked as incorrect (e.g., maybe it was an okay answer, but another one was better).

If you review the source material and still can't figure out why a different answer was correct, please email me with the question and your explanation for why you think your answer choice was the best one (**and make sure to include page numbers or quotes from reading assignments that support your rationale**).

We'll figure it out together!

*Can I still make an A (or a B or C)? Can I still pass the class (with a D) so that I can graduate without having to take it (and pay for it) again?*

The simplest way to tell is to add up the Total Points you've earned so far, and see if you can still earn enough to make the grade you want. You can also download the Grade Calculator in the detailed Course Info section to run "What If" scenarios.

If your goal is to pass the course, remember that a D is a passing grade. As long as you meet your degree program requirements (e.g., a 2.0 GPA), you'll never have to take the course again!

*Do I have to buy the textbook (or other course material)?*

For this course, most students use the links provided on Canvas to access the versions that the UNT library freely provides. (You may, of course, choose to purchase any material from the vendor of your choosing instead – e.g., perhaps you want a hard copy – but that is not required.)

*What do I do if I have Tech Support issues, e.g., I click to take a quiz, but it doesn't seem to be working?*

Students often email me when Canvas, Respondus, quizzes, etc., don't seem to be working for them. They usually go something like this: "Hi. My quiz isn't working. Please advise." Short and sweet, right?

Most of the time, these are questions for Tech Support. Feel free to email me anyway if you like. Just don't be surprised if I say something like, "Please contact Tech Support". :)

For your convenience, I will provide a host of links to various Tech Support resources on Canvas.

## Other Keys to Success

Offering this course through Coursera creates new opportunities and challenges. Coursera offers you the convenience of an Internet based class meeting the standards set forth by the Ryan College of Business, the University of North Texas, the State of Texas, and the Association to Advance Collegiate Schools of Business (AACSB). Please do not suggest that an online class translates into an "Easy A".

For most students, the keys are to:

- Study hard and, preferably, at a regular pace (versus waiting until due dates approach)
- Make use of study aids in addition to direct course material (e.g., handwrite flash cards, sign up for publisher companion websites like Vantage, Connect, or MyLab if available, etc.)
- Review all missed quiz/exam questions (try to figure out the correct answers and exactly why your answer was marked as incorrect)
- Reach out with questions every single time you find yourself thinking, "Despite reading and reviewing the material, I don't seem to truly understand it"

This Coursera course is offered 100% online and uses your EUID and AMS password, i.e., the same credentials you use to log into your [Student Portal at UNT](https://my.unt.edu) (my.unt.edu). If you have forgotten your EUID or password, [click here](#) and then on then on "EUID" or "password" just below the Login button.

Lessons in the course will be conducted using assigned readings and modules in Coursera (includes online book chapters, articles, and videos). Videos, chapters, and articles will present concepts related to **managerial and organizational issues**. Each video, chapter, or article is simply a record of an issue which has been faced by business executives. It is not to be construed as portraying either correct or incorrect behaviors. Instead, these videos, articles or cases contain the facts, opinions, and prejudices upon which executive decisions have been made. As such, they will provide the basis for in-depth examination of concepts.

For this method of instruction to work effectively, you must have read, viewed, and diligently thought about all assigned material.

Although the structure of the course provides flexibility for students, please note that it is not entirely self-paced. There may be weekly assignments and deadlines (with associated Late Penalties, typically automatically applied by Canvas) in addition to more flexible due dates. At a minimum, work must be submitted before the end of the course (at which point I will very quickly be locked out of the grading system).

Furthermore, remember that waiting until just before a deadline (especially if it's at the end of the course) can mean accepting two risks: (1) the risk of earning very low grades if you rush to meet a deadline, and (2) the risk of not being able to submit on time (or at all) if something comes up at the last minute (e.g., a personal emergency or technical issue).

## Dropping the Course

If you decide to drop by the deadline, you will receive a W (not a WF) which doesn't impact your GPA. Keep in mind you are only allowed 6 W's in your academic career according to TX state law. If you have questions regarding your

grade, please contact me via email.

To drop the course, complete the Drop Consent Form and Submit it to the Registrar. More information about the drop process can be found by visiting the [UNT Registrar](#).

## General Technical Requirements & Skills

To make the most of online courses, please ensure you have access to:

- Computer (some courses may also require a WebCam and microphone)
- Reliable internet access
- Speakers
- Required Plugins or Web Browsers (e.g., proctoring browser plugins, Respondus Lockdown Browser, Chrome web browser, etc.)
- Zoom
- Microsoft Office Suite (or equivalent)
- [Canvas Technical Requirements](#)

The student assumes ALL responsibility for the condition of personal computers and the functionality of Internet connections. Your enrollment in this class signifies that you possess basic personal computer skills and have a rudimentary knowledge of the Coursera LMS. Direct Broadband connections are HIGHLY RECOMMENDED for quizzes and exams. You are strongly discouraged from taking exams on mobile devices. The student assumes ALL responsibility for participating on the discussion board, taking exams, uploading assignments within the Coursera Learning System. Review the short tutorials on how to navigate Coursera.

## Computer Skills & Digital Literacy

Please ensure you are comfortable with:

- Using and navigating the Coursera LMS platform
- Using email with attachments
- Downloading and installing software
- Using word-processing & spreadsheet programs
- Using presentation and basic graphics programs

## Rules of Engagement

Rules of engagement refer to the way students interact with each other and with their instructors online.

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated.
- Treat your instructor and classmates with respect in email or any other communication.
- Always use your professor's proper title: Dr. or Prof. if they have a PhD, or Mr. or Ms. otherwise
- Unless specifically invited, don't refer to your instructor by first name.
- Speak from personal experiences. Use "I" statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual's experiences.
- Use your critical thinking skills to challenge other people's ideas, instead of attacking individuals.

- Remember that all college level communication should have correct spelling and grammar (this includes discussion boards).
- Avoid using “text-talk” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.
- Use standard fonts such as Ariel, Calibri or Times new Roman and use a size 10- or 12-point font
- Avoid using the caps lock feature AS IT CAN BE INTERPRETTED AS YELLING.
- Be cautious when using humor or sarcasm as tone is sometimes lost in an email or discussion post and your message might be taken seriously or sound offensive.
- Be careful with personal information (both yours and other’s).
- Do not send confidential information via e-mail

See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (https://clear.unt.edu/online-communication-tips) for more information.

### Success in an Online Course

While the online classroom shares many similarities with the face-to-face classroom, success in online education requires certain skills and expectations that students may not be aware of. Please review [“How to Succeed as an Online Student”](https://clear.unt.edu/teaching-resources/online-teaching/succeed-online) (https://clear.unt.edu/teaching-resources/online-teaching/succeed-online).

### Getting Help Technical Assistance

Please immediately report ALL Coursera problems by using the “Help Dropdown Menu” in the upper right hand corner of all Coursera pages. If you are not able to access Coursera you may also follow-up with the UNT helpdesk at 940.565.2324. Be sure to ask for a ticket number and then email the ticket number to me along with the report from the Coursera helpdesk. Without a ticket number, I can’t follow up on the technical issue. Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and can advise me of the outcome.

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 technology issues.

**UIT Help Desk:** [UIT Student Help Desk site](http://www.unt.edu/helpdesk/index.htm) (http://www.unt.edu/helpdesk/index.htm)

**Email:** [helpdesk@unt.edu](mailto:helpdesk@unt.edu)

**Phone:** 940-565-2324

**In Person:** Sage Hall, Room 130

**Walk-In Availability:** 8am-9pm

**Telephone Availability:**

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

**Laptop Checkout:** 8am-7pm

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

Additional student support services offered by UNT include:

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

## Academic Support Services

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

## Course Requirements & Grading Information

You are responsible for completing all work independently. Your grade is calculated by adding the total points earned during the course (we do NOT use a weighted % system, so there is no “rounding”).

### *Points for Graded Deliverables*

<b>Graded Item</b>	<b>No. of Items</b>	<b>Points Each</b>	<b>Total Points</b>
Final Exam	1	420	420
Midterm Exam	1	385	385
Module Quizzes	8	15	120
Module Discussions	4	12.5	50
<u>Module Assignments (Org Mission/SWA)</u>	<u>2</u>	<u>12.5</u>	<u>25</u>
<b>TOTAL</b>			<b>1000</b>

Course Grading Scale

From (Pts)	To (Pts)	Passing?	Letter Grade	Comments
900	1000	Yes	A	Outstanding work that is easily above our better students and well above the vast majority!
800	899.99	Yes	B	VERY GOOD, impressive work. This student performs well above minimum expectations.
700	799.99	Yes	C	TRULY SOLID, college-level work. This student performed at the level we expect from most students.
600	699.99	Yes	D	ACCEPTABLE level of work. This student meets the minimum expected to PASS the course.
0	599.99	No	F	SUBPAR work. This student FAILS to meet minimum expectations.

Notes

- I reserve the right to curve grades if deemed appropriate after analyzing the results.
- Final grades will be calculated based on total points earned as shown above.
- Make an effort from the FIRST day of class and do your best on all assigned items. No deals will be given because it would be unethical of me to give you special treatment in the form of points that have not been earned (when other students have not been given those points).

Grade-related Policies

Late Work

Late Work is subject to a 15% per day penalty that Canvas automatically applies.

While you are strongly encouraged to submit your work early, so that you will be okay if something comes up at the last minute (e.g., power outage, illness, etc.), I do understand that Coursera students may have fuller and more unpredictable schedules than traditional on-campus undergraduate students. There is thus ZERO judgment from me if you submit your work late.

**Having said that, PLEASE do not ask me to override Canvas, as that’s not fair to students who earned lower grades because they rushed to submit on time or incurred late penalties that weren’t waived. Please simply submit on time or accept the penalties with grace.**

**ALSO!** Please also make sure to submit all work before UNT locks me out of the grading system, because I cannot help you once I’m locked out. (This usually happens VERY soon after the last day of class, e.g., the very next business day at the latest.)

Sundown Rule

NOTE: You have one (1) week (from the date the grade is released) to inquire about your grade on an exam, quiz, discussion post, or any other assignment.

The exception to this is anything due on the last day of class, as that will need to be taken care of as soon as possible (before the deadline for me to submit grades to the Registrar, which is often one day after the course ends). The

purpose of Sundown Rules are to resolve any issue *during* the term and not wait until the end.

**Check your grades regularly (*at least once per week*)!**

### *Event Timing*

All (assignment, quiz, exam) times stated in this course will conform to **US Central Standard Time (CST)** and Texas state daylight savings time adjustments.

### *Extra Credit*

Extra credit (beyond that described in the Common Questions section) is not offered.

You have numerous opportunities to seek and receive feedback in advance. For me, it is very important that the gradebook in Coursera reflects the total points earned at all times so that students can decide how to prioritize their time and effort in the best way possible.

### *Turn-around Time*

I aim to return graded work to you within three to five business days of the due date. When this is not possible, I will send an announcement to the class.

### *Grade Disputes*

You are required to wait 24 hours before contacting me to dispute a grade. Within that time, I expect that you will review the assignment details and reflect on the quality of the work you turned in. If you would still like to meet, email me to set up a meeting (I cannot discuss grades over email). You should come to our scheduled meeting with specific examples that demonstrate that you earned a higher grade than you received. If you miss your scheduled meeting, you forfeit your right to a grade dispute. If you do not contact me to schedule a meeting within seven days of receiving your grade, you also forfeit your right to a grade dispute (Sundown Rule).

### *Assignment Policy*

Students are required to log into the on-line class to check class announcements, check grades, and complete assignments at least twice a week (more often during summer sessions).

**NOTE:** For specific due dates and exam times, please see the Course Schedule at the end of this syllabus.

Review the assignment and the requirements multiple times to ensure you understand what is required. If you do not follow the requirements closely, points will be deducted. I encourage you to ask questions and ask for clarification prior to submitting your assignments. Every assignment, discussion board, etc. has a rubric to guide you. Assignments vary in length and complexity in an attempt to offer you various evaluation opportunities. Asking questions in advance is strongly encouraged and early submissions are welcome. Assignments will be available from the beginning of the semester so you will have plenty of time to complete them satisfactorily.

**NOTE:** I may submit your work to an electronic plagiarism monitoring service such as [www.Turnitin.com](http://www.Turnitin.com). Proper action will be taken if significant plagiarism is evident.

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact "Coursera Help" and/or the UNT Student Help Desk: [helpdesk@unt.edu](mailto:helpdesk@unt.edu) or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

### *Submission Policy*

You will submit all assignments through the respective page/tab in Coursera (unless instructed differently by me). **I will not accept assignments sent via e-mail or messaging.** If you upload the wrong document in error, you must contact me ASAP and resubmit the correct document. You are responsible for ensuring that you upload/submit all required documents via the correct assignment tab by the due date. Every assignment must include student name, course number, and assignment title.

**All Assignments, Discussions, Quizzes and Exams are due by 11:59 pm Central Time on the dates listed in the Course Schedule.**

#### *Examination Policy*

Exams are designed to “quickly” test your knowledge and/or ability to apply this knowledge. The questions cover content from the book chapters, additional articles, videos, discussion boards, etc. While we do not watch you through your webcam or monitor your keystrokes, **these are considered closed book exams.** Refer to the course schedule for exam availability dates.

You must complete the exam **independently** in **one sitting** during the exam availability window. We strongly recommend you start your exam WELL BEFORE any formal deadline, so that you have time to resolve any issues that may arise (e.g., technical, or personal issues) and so that you are not rushing to submit your work. You need to know the material, assigned readings, videos and COURSERA modules to do well.

And remember that there are no study guides in upper division courses. (You are expected to learn everything that this course covers, and if you would like a study guide, then preparing one for yourself is a part of the “studying” process.)

Should you lose Internet connection during the exam, you would need to contact the Student Helpdesk and document the remedy ticket number before contacting me.

**NOTE: Exam windows are typically fairly generous. Therefore, I do not anticipate scheduling issues. But if you have a conflict, contact me prior to the exam with a request that complies with university policy.**

No make-up exams will be granted for “missed exams” after the due date/time or after the course ends.

#### *Academic Integrity*

Usage of cell phones, iPhones, cameras, or ANY other electronic device is NOT allowed during a test and the test taking window. Talking to other students, soliciting or giving help is NOT allowed. Copying, photographing, or disseminating the questions in any form is prohibited. Exam questions are randomized so you will NOT have the same as your classmates nor will the questions be in the same order as your classmates.

#### *Syllabus Change Policy*

I reserve the right to make changes to the syllabus to reflect any university-wide policy changes as well as to adjust due dates and content covered to better assist you in mastering the material. I will notify you of any such changes via e-mail, in person, Coursera announcement, and I will provide the updated syllabus to you. Any changes will be out of necessity or to benefit the class as a whole.

#### *Course Evaluation*

This semester, UNT will administer course evaluations online (the “SPOT” – Student Evaluation of Teaching). The evaluations are used to evaluate faculty performance and provide guidance on what can be improved (also tell us what you like!). These are very important to me as *you* are the reason I’m here. I truly value your feedback and very much appreciate you taking the time to complete the evaluations which will be administered towards the end of the semester. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey was sub-

mitted. For additional information, please visit the [SPOT website](http://spot.unt.edu/) (<http://spot.unt.edu/>) or email [spot@unt.edu](mailto:spot@unt.edu).

### *RCOB Syllabus Statement on Academic Honesty*

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty destroys trust, damages the reputation and the value of the degree and is unacceptable.

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale “cutting and pasting” from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote.

Your instructor will specify what materials, if any, may be used on the tests and exams.

Using materials other than those permitted, talking with others during the exam, exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual’s exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smart watches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University’s status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student’s participation.

### *Instructor Responsibilities and Feedback*

We usually grade assignments within three (3) to five (5) business days of the submission deadline. Please consider my feedback open-mindedly. My goal is to help you better understand concepts and clarify any misunderstandings. If I have deducted a few points, attempt to see the reasoning instead of becoming upset about not receiving the maximum points for the assignment. I dedicate a lot of time to grade your submissions and provide you meaningful feedback so that you can succeed in this course, other courses, and the workplace. In addition, I cannot address every possible error, so I expect you to review your assignments to pinpoint any deficiencies and improve your future submissions.

Additionally, I (we) are human and may make a mistake while grading assignments or inputting grades. If you notice an error, **please understand it was a mistake (We are not out to get you! We truly want you to succeed!)**. Respect-

fully notify us and we will adjust score(s) accordingly if an error has occurred.

Errors in your favor will remain and you do NOT need to notify me!

#### *Attendance Policy*

There are no mandatory online sessions for this course. I will post information about various optional meetings. Visit the [University of North Texas' Attendance Policy](http://policy.unt.edu/policy/15-2-) (<http://policy.unt.edu/policy/15-2->) to learn more.

#### *Writing Skills Expectation*

Students will compose grammatically correct sentences, write well-developed paragraphs, and express ideas coherently. Submissions must have complete sentences, correct punctuation, and capitalization. Avoid using abbreviations and acronyms without appropriate clarification. Cite your sources and include a list of references. If the idea or thought is not originally yours, it must be cited and referenced in your assignment.

#### *Intellectual Property*

State common law and federal copyright law protect my posted web material. It is my own original work. Whereas you are authorized to take notes, thereby creating a derivative work from my material, the authorization extends only to making one set of notes for your own personal use and no other use. You are not authorized to make any commercial use of your notes without express prior permission from me. Moreover, I will not use your work without your permission.

### UNT Policies

#### *Academic Integrity Policy*

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. **A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition, loss of academic scholarships, to expulsion from the University.**

The term "cheating" includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations including e-mail messages and on-line chat tools; (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 member or staff of the university.

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 acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

The incident will be reported to University authorities for appropriate disciplinary action. If you have engaged in academic dishonesty related to this course, possible consequences include a failing grade on the test or assignment, or a failing grade in the course. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating. The Student Academic Integrity policy can be found at <https://policy.unt.edu/policy/06-003>.

**NOTE:** As mentioned earlier, I may submit any/all of your work to an electronic plagiarism monitoring service such as [www.Turnitin.com](http://www.Turnitin.com). Proper action will be taken if significant plagiarism is evident.

#### *ADA Policy*

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided as

early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the [ODA website](https://disability.unt.edu/) (https://disability.unt.edu/).

### *Emergency Notification & Procedures*

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

### *Emergency Evacuation Procedures for Business Leadership Building/G. Brint Ryan College of Business*

**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, and 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.

### *Retention of Student Records*

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Blackboard online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

### *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 Dean of Students 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. Visit UNT's [Code of Student Conduct](https://deanofstudents.unt.edu/conduct) (https://deanofstudents.unt.edu/conduct) to learn more.

### *Access to Information - Eagle Connect*

Students' access point for business and academic services at UNT is located at: [my.unt.edu](https://my.unt.edu). All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail [Eagle Connect](https://it.unt.edu/eagleconnect) (<https://it.unt.edu/eagleconnect>).

### *Student Evaluation Administration Dates*

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 6, 7 and 8 of the 8-week semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" ([no-reply@iasystem.org](mailto:no-reply@iasystem.org)) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the [SPOT website](http://spot.unt.edu/) (<http://spot.unt.edu/>) or email [spot@unt.edu](mailto:spot@unt.edu).

### *Sexual Assault Prevention*

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at [SurvivorAdvocate@unt.edu](mailto:SurvivorAdvocate@unt.edu) or by calling the Dean of Students Office at 940-565-2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at [oeo@unt.edu](mailto:oeo@unt.edu) or at (940) 565 2759.

### *Important Notice for F-1 Students taking Distance Education Courses*

#### **Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the [Electronic Code of Federal Regulations website](http://www.ecfr.gov/) (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

#### **University of North Texas Compliance**

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email [internationaladvising@unt.edu](mailto:internationaladvising@unt.edu)) to get clarification before the one-week deadline.

### **Student Verification**

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See [UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses](https://policy.unt.edu/policy/07-002) (<https://policy.unt.edu/policy/07-002>).

### *Use of Student Work*

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

### *Transmission and Recording of Student Images in Electronically-Delivered Courses*

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

*Example:* Some courses employ lecture capture technology to record class sessions. Students may occasionally appear on video. These recordings will be available to you for study purposes and may also be reused in future course offerings. No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

### *COVID-19 Impact on Attendance/Assignment Completion*

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me and the Dean of Students Office **prior** to being absent or missing assignment completion dates so I may make a decision about accommodating your request to be excused from class and/or assignment due dates.

### *Course Schedule (suggested pacing, due dates, etc.)*

**Subject to Change (always see Canvas for the most recent schedule, instructions, etc.)**

### *Pacing and Late Work (and Last Day of Class)*

With the exception of discussion assignments, the course is fairly flexible with ONE MAJOR EXCEPTION: I don't control when the course ends and, to make matters worse, I'm completely locked out of the grading system almost right away once the course does end.

So, the most important thing to remember is this: submit your work before the end of the last day of class, which is usually FRIDAY instead of a Sunday (please consult UNT's Academic Calendar for this term).

Unlike my traditional, on-campus undergraduate students, I assume that you are adults who are fully able to make decisions on your own and accept full responsibility for them. The choice of when to submit work (as long as it's before the course ends) is thus up to you. **If you choose to wait until the last minute to submit your work, there is ZERO judgment on my part. I will simply assume four things:**

1. You had a good reason to wait, e.g., your personal or work schedule is busier than most.
2. Because of this reason, you were okay accepting the risk that something might come up at the last minute that prevents you from submitting on time.
3. You were also okay accepting the risk of earning (perhaps much) lower grades because you were in a rush to submit on time or incurred late penalties.
4. Finally, you were okay accepting the risk of failing the course if you were unable to submit your work at all (e.g., at least by the first Sunday after the class ends, as I'm locked out of the grading system by Monday at the latest).

If you do have the time, it's probably a good idea to try to work at a steady pace, while saving the last week to study for the Final Exam if you can.

There is an automatic Late Penalty of 15% per day for anything submitted late. For quizzes and discussion assignments, the impact of being a day late is minimal, e.g., your course grade drops by 3/20th of 1.25% to 1.5% (far less than a rounding error). So, please, simply accept the penalty in this case. (These are automatically applied by Canvas, by the way, meaning I'll never even know unless you email to tell me.)

For exams, however, the impact can be larger. So, try your best to study for them early and submit on time! (And remember that the course does NOT usually end on a Sunday! And once I'm locked out of the grading system, you'll get an automatic zero and there's nothing I can do help you at that point.)

**Bottom Line for Exams:** try your best to submit before the course ends (to minimize the no-exceptions, non-waivable Late Penalty), and if you *must* submit late, remember that you'll earn a zero if you fail to submit before I'm locked out of the course – one business day after it ends at the latest!

### *General Timing Philosophy*

You know your own capabilities, schedule, and grade-related goals better than I do.

Many students prioritize career and family goals over their ability to make the highest possible grade. **Ideally, they want to pass their classes and earn a degree *without* asking their family to sacrifice too much or harming their performance at work too much (while remembering that most job applications and promotion processes only ask if you have a degree or not, not what your GPA was).**

For others, however, maximizing their grade is a matter of personal pride, regardless of the sacrifices that might be required. Even if nobody in your life ever knows what your GPA was, you will know, and that matters to you.

Honestly, I can't make this decision for you. All I can say is that I respect both paths and will try to help either way.

Having said that, while we recommend that you follow the suggested schedule below, some of your own schedules may make this difficult. Some may thus choose to wait until just before the course ends to complete all your work in one fell swoop. Just know that while there's no judgment on my part if you do this, you **MUST** be comfortable accepting two risks:

1. The risk of making lower grades because you were in a rush.
2. The risk of not submitting before the course ends if something unexpected comes up at the last minute (e.g., technical issues with Respondus or Canvas, personal emergencies, power or internet outages, travel delays, etc.). This could mean Late Penalties or even failing the course.

**If you're okay accepting the potential consequences of these two risks, then I am too. (And based on past history, problems DO often pop up for students at the last minute!)**

Also, please do **NOT** ask me to help you bump your grade up to an "A" or a "B" if you fall just short, e.g., 899 points instead of 900.

You **SHOULD**, however, reach out to me if something comes up that might prevent you from **PASSING** the course or qualifying for financial aid or employer reimbursement programs that you can **DOCUMENT**.

Again, just remember that UNT often locks me out of the grading system one day after the course ends, and there's literally nothing I can do for you at that point. So, if you need help to pass the class, please contact me **BEFORE THE COURSE ENDS!**

### *Suggested Schedule*

This course is divided into eight Modules. The general structure is as follows:

- Students will complete one Module at a time
- While the purpose of Assignments and Quizzes is to encourage students to keep up with their studies and learn material in bite-sized chunks, Exams are used to formally assess how much knowledge has been successfully acquired and retained (i.e., how much a student has permanently learned versus quickly memorized)
- **Most of your Course Grade thus comes from Exams (so, make sure that they're your priority)**
- To better accommodate those with especially busy schedules, the only formal Due Date for work that does not require back-and-forth discussions with classmates is the Last Day of Class (usually a FRIDAY, meaning you will not have that last weekend to complete your work)
- While some students may wish to complete the course in the first week or two, while others wait until the end, most students try to adopt a steadier pace. In 5-week sections, this might mean finishing 2

Units per week during most weeks, leaving the last week to focus on the Final Exam or work that you did not complete during an especially busy week. In 8- or 16-week sections, this usually means completing 1 Unit every week or every other week.

- Ultimately, the choice (and consequences of your choice, e.g., waiting until the last day of class and hoping you don't run into Tech Issues, a personal emergency, weather issues that cause power/internet outages, etc.) is up to you.

**Suggested Schedule (though the only actual Due Date for all Items except discussions is the last day of class)**

<u>Module</u>	<u>Start</u>	<u>Quizzes</u>	<u>Exams</u>	<u>Graded Assignments</u>
1	Week 1	Module Quiz	-	Org Mission Assignment
2	Week 2	Module Quiz	-	VUCA Discussion (due June 1)
3	Week 2	Module Quiz	-	Org Domain Change Discussion (due June 1)
4	Week 3	Module Quiz	Midterm Exam	-
5	Week 3	Module Quiz	-	SWA Stages of Change Assignment
6	Week 4	Module Quiz	-	Data Analytics Discussion (due June 15)
7	Week 4	Module Quiz	-	Leadership Discussion (due June 15)
8	Week 5	Module Quiz	Final Exam	-

**IMPORTANT!** Remember that the LAST week of the course is usually a SHORT week, i.e., it ends on a FRIDAY (**NOT on Sunday**)!

**AND REMEMBER (I keep repeating this because it's important enough to repeat, and when I don't, some students inevitably forget):** UNT locks me out of the grading system one day after the course ends. So, while you may have one day to submit Late Work (subject to the automatic daily penalty applied by Canvas), please do NOT miss that last deadline (i.e., submit your work before I'm permanently locked out of the grading system or you'll earn a zero, and there's nothing I can do to help you, because I'm literally locked out).

[Artificial Intelligence Policy](#)

*Bottom Line for This Course*

While being able to use AI will undoubtedly be an important job skill in the future, the purpose of writing assignments in this class is to help you learn course concepts, by giving you experience applying them in real-world contexts. **While feeding prompts into AI can help you submit a high-quality assignment, it will not help you learn about these concepts (and thus defeats their very purpose).** And it will also not allow us to assess your level of learning.

In other words, while it is important for you to be able to use AI in the real world, using it in this course defeats the very purpose of our assignments. (Remember, the purpose is not to see if you can turn in an outstanding deliverable. It is to help you learn a topic, and then assess how well you know it.)

To strike a balance, we will do this. You may use AI for a maximum of two (2) submissions in the course (not

counting “extra” work, e.g., you may use AI to complete Extra Credit or any work that is “not for a grade” even if you have already used AI twice for other assignments.

You must cite this usage. And if the assignment requires citations in general to receive a grade or avoid point-deductions, these AI citations will NOT count towards these requirements (e.g., if an assignment requires two citations to course material, and you cite AI, **then you must still include two citations to course material**).

**Use of AI without citation will earn an automatic zero the first time**, and may be reported to the University as a repeat violation of Academic Integrity for multiple infractions. So, if you do use AI, make sure to cite it.

### *Details*

The emergence of generative AI tools (such as Grok, ChatGPT, etc.) has sparked interest among many students in our discipline. The use of these tools for brainstorming ideas, exploring possible responses to questions or problems, and creative engagement with the materials may be useful for you as you craft responses to class assignments. While there is no substitute for working directly with your instructor, the potential for generative AI tools to provide automatic feedback, assistive technology and language assistance is clearly developing.

In this course, students shall give credit to AI tools whenever used, even if only to generate ideas rather than usable text or illustrations.

When using AI tools on assignments, add an appendix showing (a) the entire exchange, highlighting the most relevant sections; (b) a description of precisely which AI tools were used (e.g. ChatGPT), (c) an explanation of how the AI tools were used (e.g. to generate ideas, turns of phrase, elements of text, long stretches of text, lines of argument, pieces of evidence, maps of the conceptual territory, illustrations of key concepts, etc.); (d) an account of why AI tools were used (e.g. to save time, to surmount writer’s block, to stimulate thinking, to handle mounting stress, to clarify prose, to translate text, to experiment for fun, etc.). Overall, AI tools should be used wisely and reflectively with an aim to deepen understanding of subject matter.

It is a violation of university policy to misrepresent work that you submit or exchange with your instructor by characterizing it as your own, such as submitting responses to assignments that do not acknowledge the use of generative AI tools.

Understanding how and when to use generative AI tools (such as Grok) is quickly emerging as an important skill for future professions. To that end, you are welcome to use generative AI tools in this class (for a maximum of TWO assignments) as long as it aligns with the learning outcomes or goals associated with assignments.

The two-assignment maximum is in place because while learning to use AI will be valuable in your career, and it will help you create and/or submit high-quality reports and analyses, the goal of assignments in this course is NOT to see if you can submit high-quality work using AI. The goal is for you to learn course concepts, demonstrated by your ability to submit high-quality work on your own.

You are fully responsible for the information you submit based on a generative AI query (such that it does not violate academic honesty standards, intellectual property laws, or standards of non-public research you are conducting through coursework). Your use of generative AI tools must be properly documented and cited for any work submitted in this course.

To ensure all students have an equal opportunity to succeed and to preserve the integrity of the course, students are not permitted to submit text that is generated by artificial intelligence (AI) systems such as Grok,

ChatGPT, Bing Chat, Claude, Google Bard, or any other automated assistance for any classwork or assessments. This includes using AI to generate answers to assignments, exams, or projects, or using AI to complete any other course-related tasks. Using AI in this way undermines your ability to develop critical thinking, writing, or research skills that are essential for this course and your academic success. (For example, if you use AI to help you write a solid Discussion Post, do not copy and paste the text that AI generates for you. Use it to give you ideas and then write your posts in your own words.)

To elaborate, students may use AI as part of their research and preparation for assignments, or as a text editor, but text that is submitted must be written by the student. For example, students may use AI to generate ideas, questions, or summaries that they then revise, expand, or cite properly. Students should also be aware of the potential benefits and limitations of using AI as a tool for learning and research. AI systems can provide helpful information or suggestions, but they are not always reliable or accurate. Students should critically evaluate the sources, methods, and outputs of AI systems. Violations of this policy will be treated as academic misconduct. If you have any questions about this policy or if you are unsure whether a particular use of AI is acceptable, please do not hesitate to ask for clarification.

And again, remember that in this course, you are allowed to use AI up to a maximum of TWO TIMES, you must NOT copy and paste AI output, and you MUST cite your usage of AI.

**EXCEPTION:** If any Extra Credit work, or work that is “not for a letter grade”, is assigned, you MAY use AI to complete this work, and it will NOT count towards the two-times-per-course limit. For example, if you use AI to help you write two discussion posts, you may ALSO use AI for this extra work. You will thus use AI three times in the class, without violating our rule that says you can only use it up to two (2) times (because “extra” work is exempt from this policy).