

This syllabus is 14 pages long (**and subject to change**). Please review it in detail.

Professor: Mariya Gavrilova Aguilar, PhD, SHRM-SCP, Clinical Assistant Professor

Office: 379C Business Leadership Building

Phone: 940-565-3635 – Office

E-mail: Mariya.GavrilovaAguilar@unt.edu

Student Hours: T TH, 9:00 am – 9:30 am, 11:00 am – 12:30 pm, Monday (virtual), 12:00 - 1:00 pm

*Other Times by Appointment via Zoom/Teams, in-person, or phone

*Finals Week - No Office Hours, by Appointment Only

Please contact me directly through Canvas messaging. I will respond to you within 24-48 hours. I will share quick news, course updates, and other pertinent information using Announcements. Students should **check Announcements twice a week**. I will share other relevant information via Canvas messaging. If you need assistance with anything related to this course, please do not hesitate to contact me. **We are learning together.**

COURSE DESCRIPTION

Leadership Research and Development (MGMT 5870, 3 credit hours) is a graduate level course. Theories and current research on leadership with emphasis placed on leadership development and specific applications within the organizational setting.

Prerequisites: None.

COURSE OBJECTIVES

The course strives to guide students to achieve the following:

1. Gain in-depth knowledge on the topic of leadership and relevant research informing the practice of leadership in organizations.
2. Learn practical tools and methods of leadership that will apply to a variety of organizational structures.
3. Become aware of how leadership topics apply to work settings through engaging in various activities in the course and conducting research on leaders.
4. Gain insight about your own personalities, skills, ethics, values, and beliefs as they relate to leading others.

REQUIRED ACCESS TO TEXTBOOK

We will use the following textbook for this course. Chapter readings are closely aligned with lesson content and assignments. Please read the assigned chapters before or as you complete the related module.

[*The Leadership Challenge \(7th Edition\), James Kouzes & Barry Posner, Wiley \(ISBN: 9781119278962\), 2023.*](#)

In addition to the textbook, you will need access to selected Harvard Business Review (HBR) articles. You should plan to maintain an [HBR Digital Subscription](#) for the duration of the course (two months). Some articles may be available for free through HBR, but once you reach their monthly limit of free articles, you will need a subscription to access the remaining required readings.

You will also need to purchase selected Harvard Business Publishing (HBP) cases, which are not included in the HBR article subscription. These cases are available only through the curated [HBP Coursepack](#) for this course.

Finally, as part of the Book Review Video assignment, each student will select one leadership book from the approved list (see assignment instructions) by Week 2. This book will serve as the basis for your individual video project and subsequent class discussion.

MY TEACHING APPROACH

"The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires." – William Arthur Ward

One of the Department of Management's core values is **Students First**. As your professor, I will guide you toward self-discovery, acquisition and application of knowledge, and creative problem-solving. All readings, reflections, assignments are structured in a way to maximize your potential, challenge you to explore new horizons, and make you more marketable in the workplace. Please attempt to see the learning opportunities in every part of this course. Also, keeping me informed of your progress and any issues that may arise is critical. If I have not heard from you/you have not completed the assigned work, I will contact you to request a meeting where we will discuss your situation and mutually agree on a realistic plan to achieve your goals and learn. Another university representative may also contact you depending on the circumstances. The University of North Texas has [many resources available](#) to help you make appropriate progress toward the attainment of your educational and personal goals. **You are not alone!**

Caregiver Responsibilities: I have great respect for students who are balancing their pursuit of education with the responsibilities of caring for children or other family members. If you run into challenges that require you to miss a class, an assignment or an exam, or if your caregiving responsibilities are interfering with your ability to engage in remote learning, please contact me. There may be some instances of flexibility we can offer to support your learning.

COURSE STRUCTURE

This course is offered through Canvas so that you have the convenience of an Internet-based class meeting high standards established by various accreditation agencies. Modules consist of online notes, articles, videos, discussion boards, and case analysis assignments that support the content of the modules. The online notes, articles, and videos are designed to complement the weekly textbook reading assignments. It is strongly recommended that you read your text assignment before completing the corresponding module. Course exams will be drawn from both the textbook reading and the modules. **It is essential that you read both in preparing for your exams.** The module grade will be based on discussion postings and/or case analysis assignments. Students must complete these assignments for each course module during the week in which it was assigned. All discussion postings and assignments that are required in the modules are due by Sunday at 11:59 pm. Please carefully read the instructions in each module.

You will also be providing examples from your current or former employers, professional associations, or volunteer experience. As you review the material, consider the perspectives of both leaders and followers. Course instruction will be conducted using the textbook and modules on Canvas (includes PowerPoint slides, articles, and videos). Videos and articles will present concepts related to leadership. Each video/article is simply a record of an issue which has been faced by organizations. It is not to be construed as portraying either correct or incorrect behaviors as they contain the facts, opinions and prejudices upon which executive decisions have been made. 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 thought about all assigned material.** Adhere to all due dates for weekly assignments and exam availability windows. Please review this list of tips on ["How to Succeed as an Online Student"](#).

SCHOLARLY EXPECTATIONS

All work submitted for credit must be originally created by the student uniquely for the class. It is considered inappropriate and unethical, particularly at the graduate level, to make duplicate submissions of a single work for credit in multiple classes, unless specifically approved by the professor. Your work should demonstrate higher-order thinking skills and high quality. You should compose grammatically correct sentences, write well-developed paragraphs, and express ideas coherently using complete sentences, correct punctuation, and capitalization. Avoid using abbreviations and acronyms without appropriate clarification. **Cite all sources in-text and as references.**

LATE WORK

I do not accept late work. An exception may be made on a case-by-case basis if you provide documentation substantiating a valid personal emergency. **If you are overwhelmed or feeling behind, please contact me before**

the assignment is due. Assignments/activities have varying degrees of complexity and preparation time needed. Please prioritize accordingly so you can obtain feedback and revise your work if necessary. **Early submission of assignments and drafts is strongly encouraged. Meetings with the professor are also welcome.**

EVALUATION AND GRADING

Each student is responsible for completing all work independently, unless there is a team assignment. Your grade in this class will be calculated by adding the total points earned during the semester. I do not round letter grades. You will **earn** a grade based on successful completion of the following:

Assignment	Points Possible	Percentage of Final Grade
Academic Integrity Module & Quiz	10 points	2%
Module Discussion Forums (4 @ 35 pts each)	140 points	28%
Leader Case Portfolio (4 @ 35 pts each)	140 points	28%
Book Review Video	50 points	10%
Exams (2 @ 80 points each)	160 points	32%
Total Points Possible	500 points	100%

Total Points	Grade Earned
450-500	A
400-449	B
350-399	C
300-349	D
0-299	F

I reserve the right to adjust exam grades if deemed appropriate after analyzing the results. There is no “curve” because I do not compare you to other students. Your contributions and efforts are appreciated.

This course can be challenging to students because some of the topics emphasize research-based concepts. There is substantial reading involved. Many of us have observed ineffective leadership behaviors in organizations. This may involve unlearning and being uncomfortable. In addition, **this course is not asking you to develop your own theories.** Use the theories and concepts to chart a pathway for leadership development and effectiveness. Always provide sufficient context about the industry, the business or organization, their strategic direction, and anything else that will help us better understand contingency factors and solve problems.

Leadership does not occur in a silo. We are all learning together. And together all of us create a space where you and your interests matter, and where communal learning is a priority!

GRADING FEEDBACK

As working professionals, we are overwhelmed and can easily miss some assignment details. **I encourage you to ask questions before submitting your assignments. Contacting me directly in advance is strongly preferred.** I usually return feedback within five (5) days of the due date. Please consider my feedback open-mindedly. My goal is to help you better understand concepts and clarify misconceptions. Attempt to see the reasoning behind the feedback instead of becoming upset about not receiving the maximum points for an 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.** I expect you to review your work, recognize what could be revised, and improve your future submissions. **Review and reflection contribute to an effective learning process.**

MGMT 5870.401 – LEADERSHIP RESEARCH & DEVELOPMENT
Spring 2026 8W1 COURSE SCHEDULE, ONLINE via CANVAS

Week	Date	Topic	Reading/Assignment
1	Jan 12 – Jan 18	- Introduction & Overview - Access Required Book & Articles - Chapter 1: When Leaders are Their Best - Module 1: The Foundations of Leadership	- Review Syllabus, “Course Information” module - DUE by 11:59 pm, Sunday, January 18th: 1) Academic Integrity Module & Quiz 2) Discussion #1 <i>This week provides you flexibility. Work ahead.</i>
2	Jan 19 – Jan 25	- Chapter 2: Clarify Values - Chapter 3: Set the Example - Module 2: Values-Based Leadership & Credibility <i>UNT is closed on January 19th in observance of Martin Luther King Jr. Day.</i>	- DUE by 11:59 pm, Sunday, January 25th: 1) Discussion #2 2) Leader Case Portfolio Entry #1
3	Jan 26 – Feb 1	- Chapter 4: Envision the Future - Chapter 5: Enlist Others - Module #3: Vision, Power, and Influence	- DUE by 11:59 pm, Sunday, February 1st: 1) Leader Case Portfolio Entry #2
4	Feb 2 – Feb 8	Exam #1 (Material from Chapters & Modules 1, 2, & 3) - Chapter 6: Search for Opportunities - Chapter 7: Experiment and Take Risks - Module #4: Challenging the Status Quo	- Exam #1 (60 minutes): Available via Canvas from 7 pm, Monday, February 2nd until 11:59 pm, Wednesday, February 4th - DUE by 11:59 pm, Sunday, February 8th: 1) Discussion #3
5	Feb 9 – Feb 15	- Chapter 8: Foster Collaboration - Chapter 9: Strengthen Others - Module #5: Empowering & Developing Others	- DUE by 11:59 pm, Sunday, February 15th: 1) Leader Case Portfolio Entry #3
6	Feb 16 – Feb 22	- Chapter 10: Recognize Contributions - Chapter 11: Celebrate the Values & Victories - Module #6: Engaging Followers & Emotional Intelligence	- DUE by 11:59 pm, Sunday, February 22nd: 1) Leader Case Portfolio Entry #4 2) Book Review Video
7	Feb 23 – Mar 1	- Chapter 12: Treat Challenge as an Opportunity - Module #7: Becoming a Lifelong Leader	- DUE by 11:59pm, Sunday, March 1st: 1) Discussion #4 (Book Discussions)
8	Mar 2 – Mar 8	Exam #2 (Material from Chapters & Modules 4, 5, 6, & 7)	Exam #2 (60 minutes): Available via Canvas from 7 pm, Wednesday, March 4th until 9 pm, Friday, March 8th Best of luck on all exams and projects!!

ASSIGNMENTS

ACADEMIC INTEGRITY MODULE & QUIZ

You will complete an academic integrity module and quiz that will better prepare you for completing the course successfully. Please review all of the course, college, and university policies regarding Academic Integrity.

DISCUSSIONS (more details available in Canvas)

The Discussions are intended to promote the exchange of ideas and resources related to course content. Your prompt posts and meaningful responses are critical to creating and maintaining an effective online learning environment. Discussions should be ongoing. A discussion assignment may involve reflecting on leadership experiences, applying theory to current events, analyzing supplementary materials (such as articles, videos, or cases), or exploring topics beyond the ADM case. These discussions are designed to stimulate thoughtful conversation and peer learning. Because students in this class come from varied professional backgrounds, the forum is an important space to share perspectives and deepen understanding of leadership. Your postings will be graded on completeness, integration of course concepts, originality of thought, and engagement with peers. **You need to post one original post and two responses to peers.** All discussion contributions are due by Sunday at 11:59 pm of the assigned week. **Please post your original post early (before Friday, if possible).**

All posts (including responses to your peers) should be at 250-300 words in length to demonstrate depth and quality and reference both the case(s) and at least one of the week's readings or videos. Include your word count at the end of each post (e.g., "Original Post: 224"). **Clearly cite your sources and add in-text citations and references.** APA style is preferred but not required. Please note that excessive spelling and/or grammatical errors will result in point deductions. **Failure to identify sources and any form of plagiarism will be addressed according to the Academic Integrity Policy.**

LEADER CASE PORTFOLIO

You will be assigned a case about a leader that we will revisit throughout the semester. This case serves as the anchor for Modules 2–6, allowing you to apply different theoretical perspectives to the same leader's experiences and challenges. For each of these modules, you will complete a short written analysis (1–2 pages) applying the module's theoretical lens to the leader's decisions, behaviors, and practices.

These assignments are designed to help you connect abstract concepts to a real-world leadership example and to build a cumulative portfolio of applied leadership analysis. Each submission will be graded on the quality of case evidence used, accuracy and depth of theory application, and the originality and clarity of your insights. By the end of the course, you will have a complete portfolio that reflects your ability to integrate leadership theories with practice. Case analyses are due by Sunday at 11:59 pm of the assigned week.

The use of ChatGPT for this assignment is strictly prohibited.

BOOK REVIEW VIDEO

Each student will read one leadership book from the list below and create a short video (approximately 10 minutes) reviewing the book. You must select your book by the end of Week 2. To ensure a range of perspectives, the number of students assigned to any one book will be limited depending on class size (typically 5–6 students per book).

The purpose of this assignment is to broaden your understanding of leadership by engaging deeply with one author's perspective and then sharing your insights with the class. In your video, you should (1) summarize the book's main ideas, (2) explain how these ideas relate to or contrast with leadership theories and concepts from this course, (3) highlight your personal takeaways, and (4) propose 1–2 discussion points for classmates to consider. Videos should be well-organized, clear, and engaging. I will share your video with the class during the

final module, and it will form the basis for one of our discussion activities. Upload your video to YouTube and ensure it is accessible for all students to view.

Book List (choose one):

- *Act Like a Leader, Think Like a Leader* by Herminia Ibarra
- *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.* by Brené Brown
- *Primal Leadership: Realizing the Power of Emotional Intelligence* by Daniel Goleman, Richard Boyatzis, & Annie McKee
- *Total Leadership: Be a Better Leader, Have a Richer Life* by Stewart D. Friedman

Grading Criteria:

- Quality, clarity, and organization of the video
- Quality of the summary of the book's content
- Depth and relevance of connections to course concepts
- Thoughtfulness of personal reflections and takeaways
- Relevance and quality of discussion points for peers
- Creativity and engagement
- *Extra credit:* inclusion of closed captions

EXAMS (Require Respondus LockDown Browser + WebCam)

The two (2) exams are "knowledge-acquisition-application" oriented and also include scenario-based application questions. Exams will be administered online - **refer to the course schedule for exact dates (e.g., Mon-Wed and Wed-Fri). Once you have accessed the exam, you will only have a limited time to complete the exam.** Exams consist of multiple choice and true false questions and you will have 60 minutes to answer all questions. This time window is intended to provide as much accommodation as possible with your individual commitments.

Makeup exams will only be offered for absences in accordance with university policy AND when I am notified prior to the scheduled exam. Failure to take an exam without prior notice of an excused absence will result in a grade of zero for the exam. It is the student's responsibility to coordinate a date and time with me for any make-up exam.

You are responsible for taking exams in a location with a reliable computer and internet connection. If you do not have one at home, you are encouraged to find one in a local library or on the UNT campus.

Using books is not permitted. You are allowed to use a 3" by 5" note card. Please show it during the Environmental Check portion of the exam and any time you reference it during the exam. You will need to download [Respondus LockDown Browser](#). **This program also records your screen while you are taking the exam.** When you reference your notes, make a comment so I know where you are looking. **Please follow all Respondus instructions and ensure your entire face is present in the camera frame at all times.** You must complete each exam independently in one sitting. I strongly recommend you start your exam early to allow time to resolve any potential issues. You need to know the material, assigned readings, and videos to do well. You will be able to view your exam score after I complete a post-exam analysis. I will send an Announcement once scores have been posted. If you would like to review the exam questions and your responses, please arrange an office visit or conference call within one week.

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 see the same questions in the same order as your classmates.

REQUESTS FOR ALTERNATIVE TESTING TIMES

If you have a conflict, contact me as soon as possible **before the exam** at Mariya.GavrilovaAguilar@unt.edu with “MGMT 5870 Exam Conflict” in the subject line. Include your name, student ID number, and detailed reason for request (and class schedule for alternate test time). Your request must comply with University policy. Final exams can be rescheduled if you have multiple exams on the same day.

POLICIES & HELPFUL INFORMATION

WELCOME TO UNT!

As members of the UNT community, we have all made a commitment to be part of an institution that respects and values the identities of the students and employees with whom we interact. UNT does not tolerate identity-based discrimination, harassment, and retaliation. UNT’s full Non-Discrimination Policy can be found in the Policies section of the syllabus.

ACHIEVING SUCCESS

At UNT, our mission is to empower you to thrive in a rapidly changing world by offering a high-quality education and a caring and creative community. As a faculty member, I am committed to helping you excel and grow as a student. To learn more about campus resources and information on how you can be successful at UNT, [visit unt.edu/success](http://unt.edu/success). To find answers to enrollment and student financial-related questions, visit scrappysays.unt.edu. If you can’t find what you’re looking for, I am available to answer any questions or find resources for one-on-one assistance.

EVENT TIMING

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

EAGLE CONNECT E-MAIL ACCOUNTS

All students should activate and regularly check their [EagleConnect](#) (e-mail) account used for official communication from the University to students. You can receive announcements at that account (and other secondary e-mail addresses) and forward your e-mail.

ACCESS TO CANVAS & HELPDESK

- Access the course through [Canvas](#).
- Login using your EUID and Password.
- Click “MGMT 5870” from the list of courses.

Please immediately report all Canvas problems to the helpdesk at 940-565-2324, via email at helpdesk@unt.edu or by contacting <http://www.unt.edu/helpdesk/index.htm>. Forward any such communication to me as needed and obtain a ticket number. **Google Chrome and Mozilla Firefox are the preferred browsers for Canvas.** Canvas uses pop-up windows to display content. Also, complete a browser check.

At times, access to the course may be down due to server problems. The UNT CLEAR office will make students aware of such “downtime” whether expected or unexpected. Please see the UNT e-campus main access page (ecampus.unt.edu) for announcements.

Special Note about Canvas. Canvas is committed to making online courses open and accessible to people with disabilities. As a result, Canvas complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and those using assistive technologies, such as screen readers, to fully use the software.

USE OF PERSONAL COMPUTERS AND THE CANVAS LEARNING SYSTEM

The student assumes **all** responsibility for the operating condition of personal computers and the functionality of individual Internet connections. Your enrollment in this class signifies that you possess basic personal computer skills and have a rudimentary knowledge of Canvas. Please ensure you have stable Internet connection during 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 Canvas Learning System. Review the short tutorials on how to navigate Canvas and familiarize yourself with the [Canvas requirements](#). In addition, you will need the following:

- Speakers
- Microphone
- Plug-ins
- Microsoft Office Suite
- [Respondus LockDown Browser](#) (free) & WebCam (at no cost to you)

ACCEPTABLE STUDENT BEHAVIOR AND RULES OF ENGAGEMENT

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 may be referred 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.

- Please treat others with respect and civility. This is an educational environment and as such, please follow these rules of engagement so we have a collaborative and engaging learning experience.
- 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 any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- 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, not to attack others.
- Avoid using all caps while communicating digitally. This may be interpreted as "YELLING!"
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- 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.

SUBMISSION OF ASSIGNMENTS

You will submit all assignments through the respective tab on Canvas (unless instructed differently by me). *Students are required to submit written assignments to Turnitin, a web-based plagiarism detection service. Before submitting your paper to Turnitin, please remove your title page and other personal information.* Papers not submitted to Turnitin will not be graded. Please review these reports and abide by the Academic Integrity Policy. **Please use APA style formatting to cite your sources, including adding parenthetical citations and references.** A guide is available by [Purdue Owl](#) or via the [APA website](#). Ask me as well.

USE OF GENERATIVE AI & OTHER AI TECHNOLOGY

Use of Generative AI (GenAI) technology (e.g., ChatGPT, Claude, Google's Bard, etc.) is permitted **in a limited capacity in this course**. You will or may use specific GenAI tools for certain assignments, with guidance on responsible use. These assignments help build ethical resilience and GenAI literacy, preparing you for careers in a GenAI-oriented workforce. Students should refer to individual assignments for details and to determine how/when appropriate citation for the tool should be used. When in doubt, ask the professor. In any event, **the use of AI on any assignments needs to be disclosed in advance. Add an appendix showing (a) the entire exchange with prompts and output, highlighting the most relevant sections; (b) a description of precisely which AI tools were used (e.g., ChatGPT private subscription version or DALL-E free version), (c) an explanation of how the AI tools were used (e.g., to generate ideas, phrasing, elements of text, long stretches of text, lines of argument, pieces of evidence, illustrations of key concepts, etc.); (d) an account of why AI tools were used (e.g., to save time, to stimulate thinking, to handle mounting stress, to clarify prose, to translate text, to experiment for fun, etc.). You must keep screenshots and notes of your process, document workflow, and cite Generative AI use: <https://apastyle.apa.org/blog/how-to-cite-chatgpt>**

In accordance with the UNT Honor Code, unauthorized use of GenAI tools is prohibited. Using GenAI content without proper credit or substituting your own work with GenAI undermines the learning process and violates UNT academic integrity policy. If you're unsure whether something is allowed, please seek clarification. Falsely representing AI work as your own is dishonest. Violating this policy constitutes cheating and will result in academic discipline. The Academic Integrity policy is referenced elsewhere in this syllabus.

I use GenAI to generate prompts, create scenarios, enhance materials, draft syllabi, build study guides, to name a few. I will disclose how I use GenAI tools, and I expect the same from you. My aim is not to penalize curiosity and experimentation with emerging technologies like AI and Generative AI. Nevertheless, the use of AI on submitted work that was not permitted or discussed in class and/or was not properly cited will be considered a violation of course policy and as such, the student may be referred to the Office of Academic Integrity. I appreciate your cooperation and your commitment to submitting original work and to learning by challenges yourselves.

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 other individuals during the exam, individuals 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.

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 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 paraphrase 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.

NOTE: I will submit your work to an electronic plagiarism monitoring service such as www.Turnitin.com. Proper action will be taken if significant plagiarism is evident.

SUNDOWN RULE

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

DROPPING THE COURSE

If you decide it is necessary to drop a course, please speak with me first, **meet with an advisor** and adhere to the Academic Calendar on the [Registrar's website](#). Please note that **February 20th** is the deadline to withdraw (drop all classes) where grades of W will be assigned.

EMERGENCY NOTIFICATION & PROCEDURES

The University of North Texas uses an emergency notification system, [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 Canvas for contingency plans for covering course materials. As a student, you may also register with Eagle Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. [The university's website](#) will provide updated information during an emergency.

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.

BROADCAST MESSAGES

Students may not send broadcast e-mail messages or any other messages (CC: All Students) to the class. Sending messages without permission is a violation of the UNT Student Handbook and the Code of Conduct. Violations will be reported to the appropriate University office.

RESEARCH PARTICIPATION

I make my classes available to faculty members and graduate students from the Ryan College of Business who conduct research. You may have opportunities to serve as a research subject and earn points you may have missed. Your participation in any such research is completely voluntary.

SYLLABUS MODIFICATIONS

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, 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 EVALUATIONS (SPOT – Student Perception of Teaching)

UNT administers course evaluations to evaluate faculty performance and provide guidance on what can be improved with respect to course design, pedagogy, etc. Your honest feedback is very important and is an essential part of participation. I will not see these evaluations until after the semester is completed. Please take the time to complete the evaluations. For additional information, please visit the [SPOT website](#) or email spot@unt.edu.

OFFICE OF DISABILITY ACCESS

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Access (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 at disability.unt.edu.

The course instructor works closely with and conforms to the strict guidelines of the ODA. Printed exams can be administered by ODA at a location agreed upon by the client, the instructor, and ODA staff. In addition, recommendations as to extended timing and other conditions as prescribed will be met. **University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed** (usually this is done by sending the Instructor the letter of accommodation approved by ODA for the semester).

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 Canvas 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. Please review UNT Policy 10.10, Records Management and Retention.

IMPORTANT INFORMATION FOR F-1 VISA HOLDERS

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 [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].

UNT 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 may be used 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, he or she should contact the UNT International Student Office at 940.565.2195 or 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](#).

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.

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: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future courses.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. The instructor is encouraged to let students know the recordings will be available to them for study purposes.

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 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 or at (940) 565 2759.

STUDENT ACADEMIC SUPPORT SERVICES

- [Code of Student Conduct](#): provides Code of Student Conduct along with other useful links
- [Office of Disability Access](#): exists to prevent discrimination based on disability and to help students reach a higher level of independence
- [Counseling and Testing Services](#): provides counselling and testing services such as admissions testing, computer-based, and career testing
- [UNT Libraries](#)
- [UNT Learning Center](#): provides services (e.g., tutoring) to enhance the academic experience
- [UNT Writing Center](#): offers free writing tutoring to all UNT students, including online tutoring

ADDITIONAL STUDENT SUPPORT SERVICES

- [Registrar](#)
- [Financial Aid](#)
- [Student Legal Services](#)
- [Career Center](#)
- [UNT Food Pantry](#)

MENTAL HEALTH

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 to support academic success and mental well-being:

- [Student Health and Wellness Center](#)
- [Counseling and Testing Services](#)
- [UNT Care Team](#)
- [UNT Psychiatric Services](#)

UPDATING PERSONAL INFORMATION

- [UNT Transcripts and Records](#)
- [UNT ID Card](#)

SPRING 2026 IMPORTANT DATES PER [THE UNT REGISTRAR](#)

Classes Begin	Jan 12
Census	Jan 17
Beginning this date, a student may drop a course with a grade of W by completing the Request to Drop Class . See link Dropping a Class .	Jan 18
Last day for a student to drop a course/all courses (with a grade of W).	Feb 20
First Day to request an Incomplete, with a grade of I (if a student qualifies).	Feb 21
Final Exams , End of term	Mar 6