



University of North Texas

G. Brint Ryan College of Business

MGMT4470.501 – Leadership, Fall 2026

Thursdays, Aug 20- Dec 3, 6:30-7:50pm, Frisco Campus, Room FRLD 214

Instructor: Dr. Doug Killough
Office: Frisco Campus, Denton Campus BLB 329D, or via Zoom
Office Hours: By appointment Monday-Friday
Contact: ["Killough, Michael" via Canvas Messaging System](#) or 808 798 1883

(Note: Please utilize the Canvas message system to communicate on course-related matters. The instructor's unt.edu email yields a slower response time.)

COURSE DESCRIPTION

Leadership (MGMT4470) is an upper-level, undergraduate business course that explores an in-depth review of predominant leadership theories, historical chronology of leadership trends, and real-world application of leadership models. Participants will gain insights about their own personalities, skills, ethics, values, and beliefs as they relate to exercising leadership. Key course objectives include:

1. Engage theoretical and methodological approaches to the study of leadership.
2. Distinguish contemporary leadership theories and models.
3. Leverage leadership theories and models in real world applications.
4. Recognize leadership qualities in others to emulate, or distinguish from, those qualities, attributes, and behaviors.
5. Utilize class engagement to increase self-awareness and overall leadership effectiveness.

This class is a hybrid course, featuring required weekly in-person class sessions and additional online engagement via Canvas. Per UNT guidelines, hybrid courses require 51% or more of the course content to be delivered in person. In Dr. Doug's courses, there is no such thing as an excused absence. Students are either present or not present. If an in-person class session is missed, there is a provision to close content gaps and earn partial participation points for the missed class (this may be applied to a maximum of five in-person class sessions). Please see the Class Content Questions within the Overview page of the missed module. Canvas will be utilized to review and submit assignments.

This is not a self-paced course as assignment, quiz, and exam due dates are on pace with content featured in the weekly class sessions. You must complete assignments during the time window indicated in Canvas and on the Course Schedule at the end of this syllabus. It is recommended to take quizzes following the class session featured in each module, which are aimed to help prepare you for each quiz and other assignments. The high standards of the University of North Texas (UNT) will be pursued in all aspects of this course, including enforcement of the UNT Code of Conduct <https://policy.unt.edu/policy/06-003>, Academic Integrity Process <http://www.vpaa.unt.edu/academic-integrity.htm>, and compliance with Title IX-related laws.

REQUIRED TEXTBOOK & SOFTWARE

Textbook:

Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). SAGE. Paperback ISBN: 9781506362311

Textbook Companion Website: edge.sagepub.com/northouse9e

(Additional readings, cases, and exercises will be distributed via Canvas or in class.)

Microsoft Office Suite® and **Adobe PDF Reader** are the official software packages for this class. All who are enrolled in a class in the College of Business may obtain a free-of-charge copy at <https://cob.unt.edu/students/microsoft-campuslicensing-agreement>. Please do not submit assignments in Pages®, Word Perfect®, or links to Google Docs®.

ADMINISTRATIVE TOPICS

SUNDOWN RULE: You have two weeks (from the due date) to inquire about your grade on any exams, assignments, or papers. The exception to this is the final exam where inquiries may extend into the new term. The purpose is to resolve any issues during the term and not wait until the last week of the term. Check your grades weekly.

CANVAS LEARNING SYSTEM GRADES: Grades posted on the Canvas Learning System are not official. The instructional team will keep official grades (in spreadsheet form) in a secure location. This is to protect against hacking of the Canvas Learning System and destruction of grade reports. Official grades and Canvas Learning System grades should be equivalent (match). Please contact the professor to discuss discrepancies. Check your grades weekly.

EUID ACCESS AND PASSWORDS: Enterprise User Identification numbers (EUID's) and passwords are required to access the course homepage. It is the student's responsibility to maintain a current EUID number and password. Keep in mind that the University will require passwords to be reset every 120 days for security reasons. You may reset your password at <https://ams.unt.edu/acctreq.php>.

USE OF PERSONAL COMPUTERS: The student assumes ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections. The UNT help desk is available to help solve personal computer issues and is located at https://webctsupport.unt.edu/index.cfm?M=Student_Resources. The help desk web page has contact and hours of operations information. Please modify pop-up blocker software.

KEY POLICIES

STUDENTS WITH DISABILITIES: The College of Business complies with the Americans with Disabilities Act (ADA) in making reasonable accommodation for qualified students with disabilities. If you have: (1) an established disability as defined in the ADA; (2) have registered with the Office of Disability Accommodation (ODA); and (3) would like to request accommodation, please contact me as soon as possible. Office hours, locations, phone numbers, etc., are presented herein. Note: University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed.

OFFICE OF DISABILITY ACCOMMODATION (ODA): The course instructor works closely with and conforms to the strict guidelines of the UNT ODA. Printed exams will be administered by the ODA at a location agreed upon by the student, the instructor, and ODA staff.

PANDEMIC OR DISASTER POLICY: The word "pandemic" refers to health-related emergencies as declared by the proper authorities. The word "disaster" refers to either natural and man-made activities, or states of emergency affecting the population, as declared by the proper authorities. In the event of a pandemic or disaster, we will continue to operate through normal Internet connections (Canvas). Course timing and due date adjustments will be made as required.

EMERGENCY ALERT POLICY: The University of North Texas has an emergency Notification System, Eagle Alert, which has the capability of calling or text messaging emergency notices. As a student, you may 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 radio station, KNTU 88.1 FM, and website <http://www.unt.edu>, will provide updated information during an emergency situation.

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 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 reported to the Title IX Coordinator at oeo@unt.edu.

SCHOLASTIC DISHONESTY POLICY: The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism. The term cheating includes, but is not limited to: (1) use of any unauthorized assistance in taking quizzes, tests or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university. The term plagiarism includes, but is not limited to, the use, by paragraph or direct quotation, of 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. (Source: Code of Conduct and Discipline at the University of North Texas.) Incidents will be reported to the UNT Office of the Provost and an investigation will follow as outlined in the Academic Integrity Process as referenced at <http://www.vpaa.unt.edu/academic-integrity.htm>.

*Please note: A plagiarism detection service (i.e., Turnitin.com) may be employed to scan papers and book reviews. This will be done in full compliance with University policy.

ASSIGNMENT DESCRIPTIONS:

a) Class Participation

Learning requires engagement. Participation can earn up to seven points per class with a total of up to 70 points over the duration of the semester. To earn participation points, please do the following:

- **Attend** - Be present and on time to class.
- **Prepare** - In addition to reading the materials, reflect on your own experiences, analyze how your past and recent experiences relate to the content, and formulate meaningful questions which can enable increased learning and growth across the group.
- **Engage** - Actively listen and contribute to discussion, activities, and simulations. Be part of the group learning process.

Missed class will result in zero participation points for the session missed. In this course, as in a role of leader, there is no such thing as an excused absence (i.e., you are either in present or not). A make-up provision is available to close content gaps and earn back partial course points for missed class session (see Class Content Questions in each module). The point make-up provision may be applied to maximum of five missed class sessions.

b) Quizzes

A total of four quizzes will be administered, each worth up to 15 points. The content of each quiz will focus on discussions, materials, and textbook chapters engaged. Typically, each quiz will focus on four-five specific chapter topics. All quizzes will be delivered via Canvas and will usually entail a selection of question types, including essay questions.

Please check Canvas (primary source) or the course outline (secondary source) on the final page of this syllabus for specific due dates.

c) Discussion Boards

As this is a hybrid course, Discussion Board assignments will be administered. This online engagement is in addition to our classroom meeting times. The discussion boards will earn up to 35 points each and entail the following:

- An original post, worth up to 23 points each. A prompt will be provided for each discussion board.
- You are also required to provide comments on posts made by two other students, worth up to four points each. The final four points can be earned by replying to at least one response to your post.

Posts and comments should be concise enough that readers are not deterred, but robust enough to offer clear insights. Please respect your readers' time by posting well-researched posts that contribute to our discussion topics. You should read a chapter and the corresponding materials, then go to the Discussion Board and post an answer. Please try to make your original post early in the week to enable time for others to read and make comments.

The grading rubric for the discussion boards is broken into four parts:

1. **Educational Quality** (7 points)- How engaging was the posts and where useful insights offered?
In an online environment, engagement is fostered through the educational quality of your inputs. This means, you are acting as the educator on the subject addressed in these discussion boards. This calls for concise, engaging, and content rich posts. Links, videos, and other multimedia sources that support the topic are encouraged.
2. **Content** (11 points) - Was content understanding demonstrated and did the positions on issues offered demonstrate strong critical reasoning?
The aim of this management essentials course is to enable you to engage critically and skillfully relevant topics and issues in management. This requires you to first gain knowledge and skills related to the subject matter, then critical analyze issues and apply knowledge in real situations. Sometimes there are no correct answers to the situations or cases explored, but there are better and poorer applications of reasoning and content. The easy must be concise and well-written with no more than 500 words.
3. **Writing** (8 points) - Was your writing appropriate in terms of structure, impact, and form.
Your posts should include an introduction paragraph that hooks the readers' attention, and it must introduce three-five body paragraphs. The body themes should demonstrate meaningful insight and knowledge on the subject. Content should go deeper than discussed in class. The essay must also include a concluding paragraph that synthesizes the information into the "so what" of the post and may offer compelling questions or implications for further investigation.
4. **Comments on Another's Post** (9 points) - Was proper critical analysis and critique of rationale presented in a way that encourages learning?
Comments on two other class members' posts must be offered for up to six points (three points each). Simple response like "Nice post... or I agree..." will not yield full points. A description of ways your thinking shifted by virtue of reviewing the post, ways you view the case/situation differently, and/or further questions raised in as a result of the post's content are encouraged in the post reviews. Critical analysis and feedback are encouraged. The final three points can be earned by responding to at least one comment on your post.

The design entails a requirement to respond to post from two other group members. This calls for original posts to be made earlier in the week (ideally by COB Friday).

Other independent engagement assignments should be expected throughout the semester, as this is a hybrid class.

d) Leader Interview Essay

One essay is based you conducting an interview with a leader worth up to 35 points is required. This features you identifying and interviewing a leader of your choosing and writing an essay describing your learnings and applications from the interview towards your own leadership understanding and development. This may also include how the leader's approach aligns or misaligns with content/concepts covered in the course and/or other learnings from the interview. It may also describe how the leader's example and/or insight(s) inspire you. Please bear in mind that you represent UNT in conducting this interview; please apply the utmost professionalism in all aspects of your approach. The resulting essay should be well-organized (approximately 800 words). The five-paragraph required format is described in the assignment page within Canvas.

e) Leader Observation Essay

One essay worth up to 32 points that features your observations of a model leader is required. It is ideal if you have or had direct interactions or first-hand observations with the leader featured in this essay. This should be a well-organized essay (approximately 800 words) that describes a specific person and how their model of leadership inspires you. The five-paragraph format used in the discussion board posts and other assignments is required.

f) Leadership Theory Application Essay

One brief essay worth up to 30 points is required featuring one leadership model in which you have agreement or disagreement. This will be a concise essay (approximately 800 words) highlighting what a specific leadership theory/model/concept that aligns (or misaligns) for you and how you will apply the theory in exercising leadership. The five-paragraph format used in the discussion board posts and other assignments is required.

g) Term Content Assignment

One course content assignment is required, worth up to 50 course points. You may choose ONE of three options for this assignment describe briefly here (more detailed description is within the Canvas assignment page):

- 1) **Book Application Essay** – You have the option to read an leadership-related book of your choosing and write application essay. This may feature one of the optional books listed for this assignment or another book of your choosing with pre-approval from Dr. Doug. This is not a typical book report. It is a well-organized essay (approximately 800 words) that discusses what you gained from a meaningful leadership-focused book in terms of applications of the book's content to your own leadership style. It should feature connections and contrasts of book content with course content. The five-paragraph format used in the discussion board posts is recommended.
- 2) **Student-led Workshop** – You may co-lead a class workshop featuring any chapter (two students) or any module (two-four students) featured in the course. This option must be confirmed by the second week of the semester.
- 3) **Pecha Kucha Presentation** – You have the option to create and record a leadership-related pecha-kucha presentation featuring a real-world leadership challenge or a model leader, current or historic. More details on this assignment option is presented in Canvas.

h) Exam

A final exam will be administered worth up to 50 points. The professor reserves the flexibility to design the exam based on size and needs of the class. Details of the exam, format requirement, and expected content will be presented early in the semester.

Please note: all assignments will be delivered via Canvas.

ASSIGNMENT POINTS & WEIGHTINGS

Grades in this course will be determined via performance on the following: a) class participation; b) quizzes; c) discussion boards; d) leader interview essay, e) an observation-based essay; f) theory-based essay; g) term content assignment; and h) a final exam. The point distribution is as follows:

Assignments	Frequency & Points	Total Possible Points
Self-Introduction	1 @ 3	3
a) Class Participation	10 @ 7 each	70
b) Quizzes	4 @ 15	60
c) Discussion Boards	2 @ 35	70
d) Leader Interview Essay	1 @ 35	35
e) Leader Observation Essay	1 @ 35	35
f) Leadership Theory Application Essay	1 @ 32	32
g) Term Content Assignment (<i>three options</i>)	1 @ 45	45
h) Exam	1 @ 50	<u>50</u>

Maximum Points:

400

Grades per Accumulative Points Earned:

Course Grade	Accumulative Points Earned	%
A	360 – 400	90-100%
B	320 – 359	80-89%
C	280 – 319	70-79%
D	240– 279	60-69%
F	< 240	<60%

COURSE OUTLINE & SCHEDULE

Module	Date	Topic	Readings / Assignment Due Dates
1	Aug 20 <i>7 points</i>	Introduction Leadership Defined & Trait Leadership	Syllabus Text: Ch1-2 <i>Due Aug 26: Introduction</i>
2	Aug 27 <i>7 points</i>	Skills Approach Behavior Approach	Text: Ch3-4 <i>Due Sept 2: Quiz 1</i>
3	Sept 3 <i>7 points</i>	Situational Approach	Text: Ch5
4	Sept 10 <i>7 points</i>	Path-Goal Theory Leader-Member Exchange Theory	Text: Ch6-7
5	Sept 17 <i>7 points</i>	Inclusive Leadership & Gender	Text: Ch12 & Ch14 <i>Due Sept 23: Quiz 2</i>
No Class	Sept 24	Discussion Board 1 (DB1) Engagement	<i>Due Sept 30: DB1</i>
No Class	Oct 1	Leader Interview (LI) Engagement	<i>Due Oct 7: LI Essay</i>
6	Oct 8 <i>7 points</i>	Adaptive Leadership & Ethics	Text: Ch11 & Ch15
No Class	Oct 15	Discussion Board 2 (DB2) Engagement	<i>Due Oct 21: DB2</i>
7	Oct 22 <i>7 points</i>	Authentic Leadership & Servant Leadership	Text: Ch9-10 <i>Due Oct 28: Quiz 3</i>
8	Oct 29 <i>7 points</i>	Transformational Leadership	Text: Ch8
No Class	Nov 5 <i>7 points</i>	Catch-up Day	<i>Due Nov 11: Leadership Observation Essay</i>
9	Nov 12 <i>7 points</i>	Followership Team Leadership	Text: Ch13 & Ch16 <i>Due Nov 18: Quiz 4</i>
10	Nov 19 <i>7 points</i>	Course Summary, Special Topics, & Exam Review	<i>Due Nov 25: Leadership Theory Application Essay</i>
No Class	Nov 26	Thanksgiving	<i>Due Dec 2: Course Content Assignment</i>
No Class	Dec 3	Final Submission, Exam, & End of Semester	<i>Available from Nov 20: Final Exam</i> <i>Due Dec 2: Final Exam</i>

Please note: The schedule will be subject to change. Updates will be discussed and confirmed with sufficient time to fulfill assignments and preparations.