



# University of North Texas

## G. Brint Ryan College of Business

### MGMT3720.501 – Organizational Behavior, Fall 2025

**Tuesdays, 8/19-12/9, 6:30-7:50pm, Room: FRLD 260**

**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 for communications for course related matters. The instructor's unt.edu email yields a slower response time.)

### Course Overview

Organizational Behavior (MGMT 3720) is an undergraduate, upper-level business course that explores human behavior in a variety of organizational contexts. This is a three-credit hour course and is open to non-business majors. Conceptual frameworks, case discussions, and skill-oriented activities are applied to various organizational topics, including: organizational culture, motivation, leadership, dynamics of power, perception and attribution, communication, decision-making and performance, and individual differences. The course will utilize a mixture of practical applications, theoretical concepts, and experiential learning. Discussions, activities, and assignments are intended to help participants acquire knowledge and skills that enable improved performance, organizational relationships, and value creation. The following model is offered as a developmental success profile to be explored and its content collectively enhanced as the subject matter is engaged throughout the semester:

#### - - -The Organizational Superstar- - -

#### *Individual Contributor, Team Player, Team Leader, and Executive*

Super-factors	Competencies	Behavioral Descriptions
Perspective Seeker	Feedback Oriented	<ul style="list-style-type: none"> <li>Views feedback as a priority (both giving and receiving); probes input from others with open mind, and acts on learnings</li> <li>Does not make or accept excuses or externalize blame; is accountable and owns outcomes; seeks continuous improvement</li> <li>Pushes self and helps others to own development opportunities</li> </ul>
	Active Listener	<ul style="list-style-type: none"> <li>Empowers, includes, and listens to team members, support resources, suppliers and customers/stakeholders; has empathy</li> <li>Encourages others to challenge his/her thinking; is open-minded</li> <li>Practices <i>Appreciative Inquiry</i>; seeks and tests understanding; does not jump to premature conclusions</li> </ul>
	Continuous Learner	<ul style="list-style-type: none"> <li>Seeks insight from those with different views; has big ears and small mouth; seeks to understand before being understood</li> <li>Embraces learning as two-way process when engaging others at all levels; asks thought-provoking questions of self and others</li> <li>Recognizes learning is a lifelong, continuous endeavor; balances theory and practice</li> </ul>
High-Integrity Character	Ethical & Trustworthy	<ul style="list-style-type: none"> <li>Courageously represents the unvarnished truth in all communications</li> <li>Plays down the middle of the ethical playing field, never near the sidelines; exacts zero tolerance for ethical deviations</li> <li>Is authentic: What he/she says, does, and thinks — all align</li> </ul>
	Models Behavior	<ul style="list-style-type: none"> <li>Lives the values and models ideal behaviors he/she expects from others</li> <li>Committed to fairness and equity at all levels and with all people; will take a stand for what is right</li> <li>Has contagious work ethic and organizational commitment</li> </ul>
	Inclusive	<ul style="list-style-type: none"> <li>Values differences; seeks participation/contribution from those with different views; leverages diversity to create value</li> <li>Seeks awareness of and strives to mitigate personal biases and prejudices; pursues merit-based, equal opportunity</li> <li>Exercises joint control and cooperation to maximize value, shared ownership, and win-win outcomes</li> </ul>
Strategically Agile	Hones Priorities	<ul style="list-style-type: none"> <li>Realizes opportunities to leverage assets and resources to create maximum value</li> <li>Fosters intense focus on the few things that matter most; effectively positions and utilizes appropriate resources/processes</li> <li>Embraces notion that people and relationships are most important; gains and gives support in setting shared/team priorities</li> </ul>
	Business Acumen	<ul style="list-style-type: none"> <li>Has deep understanding of the organization, its purpose, how it functions, and its potential</li> <li>Solid understanding of strategy development &amp; execution models</li> <li>Able to think strategically; can effectively challenge underlying assumptions and governing parameters for innovative value</li> </ul>
	Performance & Process Driven	<ul style="list-style-type: none"> <li>Engages decisions, supports decided direction, mobilizes resources, and drives for results</li> <li>Maintains an internal locus of control; can surmount obstacles and deliver results in adverse conditions; has grit</li> <li>Leverages strengths of self, team, and organization to seize opportunities and achieve results</li> </ul>

Please note: This model is derived from multiple sources and is intended to be a developmental framework, from which the class can debate, contrast, and collectively revise an agreed framework as we engage the literature, other sources, and our organizational experiences.

By the end of the course, each class participant should have built upon her/his foundation to be a more effective organizational contributor with an enhanced ability to contribute and create value in multiple organizational contexts. The quality of the learning experience and value gained from this course are contingent on the students' and the instructor's daily preparation, engagement, and commitment to improve. 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.

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 for the participation make-up process. Canvas will be utilized to review and submit all assignments.

**Required Text:** *Organizational Behavior*, an open-source educational text published by OpenStax® accessible at: <https://openstax.org/details/books/organizational-behavior>

## Canvas & Technology

The course can be accessed via <https://unt.instructure.com>. Login using your EUID and Password, click "MGMT 3720" from the list of courses.

## EUID Access and Passwords:

Enterprise User Identification Numbers (EUID's) and passwords are required by the University of North Texas to access this course. You may reset your password at <https://ams.unt.edu/acctreq.php>.

## Class Structure

As a hybrid course, in-person class sessions are required once a week and many course requirements will be facilitated via online tools and resources through Canvas. It is the responsibility of each class participant to show up and participate in all in-person class sessions, as well as be able to access, and appropriately use, online materials assigned in the course.

## Key Administrative Information and Other Topics

### **ACADEMIC INTEGRITY**

According to UNT Policy 06.003, Student Academic Integrity, (<https://policy.unt.edu/policy/06-003>) 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. All violations of the Student Academic Integrity policy will be reported. Usage of cell phones, iPhones, cameras, or any other electronic device is not allowed during a test; nor is talking to other students, soliciting or giving help. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates. The course will utilize TurnItIn as a plagiarism checker.

***COLLEGE EMERGENCY EVACUATION PROCEDURES:***

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

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

Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders.

***DISABILITY ACCOMMODATION:***

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 to me within the first week of the semester. Note that students must obtain a new letter of accommodation for every semester. For additional information see the ODA website at <http://disability.unt.edu>.

***DROPPING THE COURSE:***

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: <http://www.unt.edu/catalog/>. The last day for a student to drop a course is posted on the UNT website. With regards to dropping the course, you will need to go to the following link: <https://registrar.unt.edu/registration/dropping-class> and click on Request to Drop Class form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building – room 207.

***EMERGENCY ALERTS:***

The University of North Texas has an emergency Notification System, Eagle Alert (<https://www.unt.edu/eaglealert/>), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at [my.unt.edu](http://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.

***PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION***

The University of North Texas (UNT) prohibits discrimination and harassment because 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 in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

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. 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.

### **RETENTION OF STUDENT RECORDS**

Student records pertaining to this course are maintained in a secure location by the instructor of record of the course and are kept for at least one calendar year after course completion. 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.

### **STUDENT BEHAVIOR:**

Act professionally and respectful at all times. Student behavior that interferes with an instructor's ability to conduct a class, or other students' opportunity to learn, is unacceptable, 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 review whether the student's conduct violated the Code of Student Conduct. The Code of Student Conduct can be found at <https://conduct.unt.edu>. Any person who believes that a violation of University policy has been committed by a student can go to <https://report.unt.edu> and report the allegation.

### **STUDENT SERVICES & ACADEMIC SUPPORT**

#### *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, 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*

- [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/>)

## Assignments and Grading

### Class Participation

Learning requires engagement. Up to seven participation points can be earned per each in-person class. A total of 11 in-person sessions will take place on Tuesdays from 6:30pm on Frisco Campus FRLD 260 with a total of up to 77 points over the duration of the semester. To earn participation points, please do the following:

- **Attend** - Be present and on time for class. Sign the daily class participation sheet.
- **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 classes will result in zero participation points for the day missed. A participation points make-up provision is available.

### Quizzes

A total of 10 quizzes will be administered, each worth up to 10 points. The content of each quiz will focus on discussions, materials, and textbook chapters engaged. Typically, each quiz will focus on four 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.

### 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. There is only two discussion board assignments, each worth up to 45 points, which entails the following:

- An original post, worth up to 33 points. A prompt will be provided for each discussion board.
- You are also required to provide comments on posts made by two other students a final comment in response to at least one comment 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 the chapter(s) and the corresponding materials, then go to the Discussion Board page and input your original post. Please try to make your original post early in the week to enable time for others to read and offer comments.

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

1. **Educational Quality** - How engaging is the post and are 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** - Is content understanding demonstrated and do the positions on issues offered demonstrate strong critical reasoning?  
The aim of this course is to enable you to engage relevant topics and issues critically and skillfully. 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 post should be presented in an essay format must be concise and well-written within approximately 800 words. Feel free to assume your audience has read the case and materials, enabling a more direct dive into analysis and applications.

3. **Writing** - Is 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 Others' Post** - Is proper critical analysis and critique of rationale presented in a way that encourages learning?  
Comments on two other class members' posts must be offered. 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 review and comments. Critical analysis and feedback are encouraged. The final allocation of points is earned by responding to at least one comment on your post or by providing comments on a third post. If the original post is posted by the prior week (date stated in prompt) two extra credit points may be earned.

### OB Theory Essay

One brief essay worth up to 25 points is required featuring one organizational behavior-related model other theory from the course of your choosing. This will be a concise essay (within approximately 600 words) highlighting what it is about a specific leadership theory/model/concept that aligns or misaligns for you. The five-paragraph format used in the discussion board posts is recommended.

### OB Article Application Essay

An application essay based on an OB/leadership article of your choosing is required. This essay is worth up to 25 points and must be based on a scholarly article featuring an OB-related topic. The article should be published in a respected academic journal. The review submission will be in a specified five-paragraph format. The details of the assignment are presented within the Canvas assignment page.

### Research Participation

As part of the learning experience in this course, class members will be required to participate in research studies to gain experience with the research process and learn about methods and scaling techniques. Your participation in these research studies can earn up to 18 course points in MGMT3720).

To fulfil the requirement, you must create an account on the College of Business REP webpage—[unt-cob.sona-systems.com](http://unt-cob.sona-systems.com)—which allows you to browse and sign up for available studies. DO NOT sign up for the SONA in the Psychology Department! Please only use the CoB SONA link provided above.

The amount of credit assigned is based on the length of time the study takes to complete and whether you participate online or in-person in the COB behavioral Lab (BLB 279):

Online Studies	In-Person Lab Studies (Behavioral Lab - BLB 279)
15 minute studies = 1 credit	15 minute studies = 3 credit
15-30 minute studies = 2 credits	15-30 minute studies = 4 credits
30 minute studies = 3 credits	30 minute studies = 5 credits

To fulfill the course requirement, you must earn a total of 8 REP credits throughout the semester (**8 REP credits = 18 MGMT3720.501 course points**). All credits earned will be added to your final course grade at the end of the semester.

→ To sign up for research participation, please visit [unt-cob.sona-systems.com](http://unt-cob.sona-systems.com). If you have questions, please do not contact Dr. Doug. Instead, contact the SONA managers via email at RCoBRep@unt.edu. Your questions will be addressed promptly, usually within 24 hours.

**Please note regarding research participation:**

- 1) Don't wait! Create your account ASAP! Get first access to available studies.
- 2) Assign your credits to the proper course. This course is: MGMT3720.501.
- 3) If you have another course that also requires SONA credits, you must complete those credits separately. On the main SONA account page, you can assign your completed credits to specific courses (of your choice). You have up to December 5 to adjust these credits!
- 4) If you do not want to participate in the posted studies, you can complete a 2-page research article critique for 10 points of REP credit each. To do so, please email RCoBRep@unt.edu and they will assign you an article to critique. Critiques are due on or before November 17th.

Important Deadlines: **November 28, 5:00 PM** – Last day to participate in SONA for Fall semester. You will have one week from this date to adjust your final credits assigned to particular classes in SONA. Thereafter, final scores will be distributed to instructors and cannot be changed after that point. Thanks in advance for your participation!

## Exams

Two exams will be administered worth up to 55 points each. Each exam features 30-34 questions (multiple choice, matching, and T/F questions) and each question is worth 1-3 points. Exam #1 focuses on the first five modules and Exam #2 covers five modules from the latter half of the semester (i.e. Exam #2 is not a comprehensive exam). Exams are administered asynchronously online with a lock-down browser.

**Please note:** all assignments will be delivered via Canvas.

## Grading

Assignment	Points	<i>rounded weightings</i>
Self-introduction & Syllabus Review	5	1%
Class Participation (11 @ 7 points)	77	17%
Concept Quizzes (10 @ 10 points)	100	22%
Discussion Boards (2 @ 45 points)	90	20%
OB Article Application Essay (1 @ 25 points)	25	6%
Theory Application Essay (1 @ 25 points)	25	6%
SONA Research	18	4%
Exams (2 @ 55 points)	110	24%
<b>Total Points</b>	<b>450</b>	

Grades are based on the points earned during the course according to this scale:

Course Grade	Accumulative Points Earned	%
<b>A</b>	405 - 450	90-100%
<b>B</b>	360 - 404	80-89%
<b>C</b>	315 - 359	70-79%
<b>D</b>	270- 314	60-69%
<b>F</b>	<270	<60%



## Outline & Schedule

Module/Date	Module Content	Reading Requirements & Assignment Due Dates
<b>Module 1</b> 8/19	<b>Organizational Behavior &amp; Course Introduction</b> Participation = 7 pts	<b>Chapter 1</b> Self-Introduction due 8/25 M1 Quiz due 8/25
<b>Module 2</b> 8/26 & 9/2	<b>Motivation &amp; Learning</b> M2a Participation = 8 pts M2b Participation = 7 pts	<b>Chapters 7 &amp; 4</b> M2 Quiz due 9/8
<b>Module 3</b> 9/9	<b>Human Resources &amp; Outsourcing Management</b> Participation = 7 pts	<b>Chapter 17 &amp; Articles</b> M3 Quiz due 9/15
<b>Module 4</b> 9/16	<b>Individual/Cultural Differences &amp; Managing Diversity</b> Participation = 7 pts	<b>Chapters 2 &amp; 5</b> M4 Quiz due 9/22
<b>NO CLASS</b> 9/23	<b>EXAM 1</b> Optional Zoom Exam Prep session 9/23	<b>Modules 1-5</b> EXAM 1 accessible from 9/17; due 9/29
<b>Module 5</b> 9/30	<b>Perceptions &amp; Decision Making</b> Participation = 7 pts	<b>Chapters 3 &amp; 6</b> M5 Quiz due 10/6
<b>Module 6</b> 10/7	<b>Power, Politics &amp; Negotiations</b> Participation = 7 pts	<b>Chapters 13-14</b> M6 Quiz due 10/13
<b>NO CLASS</b> 10/14-10/21	<b>12 Angry Men</b> Online focus on Discussion Board 1	Watch 1954 Film (1hr): 12 Angry Men (for Discussion Board 1) OB Article Application Essay due 10/13 Discussion Board 1 due 10/27
<b>Module 7</b> 10/28	<b>Negotiation Simulation</b> Participation = 7 pts	<b>Chapter 14</b> M7 Quiz due 11/3
<b>Module 8</b> 11/4	<b>Group/Intergroup Relations &amp; Managing Teams &amp; Leadership</b> Participation = 7 pts	<b>Chapter 9, 10, &amp; 12</b> M8 Quiz due 11/10
<b>Module 9</b> 11/11	<b>Corporate Culture &amp; Organizational Structure</b> Participation = 7 pts	<b>Chapters 15-16</b> M9 Quiz due 11/17
<b>Module 10</b> 11/18	<b>Morgan Stanley Case</b> Participation = 7 pts	<b>Discussion Board 2</b> due 12/1
<b>NO CLASS</b> Module 11 11/25	<b>Emotions in Organizational Life</b> Online lecture content	<b>Theory Application Essay</b> due 12/1 M11 Quiz due 12/1
<b>NO CLASS</b> 12/2-12/9	<b>EXAM 2</b> Optional Exam Prep session 12/2	<b>Modules 6-12</b> EXAM 2 accessible from 11/25; due 12/8

Syllabus will likely be subject to change.