



University of North Texas  
G. Brint Ryan College of Business  
Department of Logistics & Operations Management  
LGAV 3140 Air Passenger Planning & Control  
Fall 2022 Semester

## Course Information

**Meeting Day/Time:** Tuesdays, 18:30-21:20 (6:30 p.m.-9:20 p.m.) Central time zone

**Classroom:** Business Leadership Building ("BLB") Room #260

## Course Catalog Description

*Management of air passenger operations in the aviation industry including fleet operations and passenger and crew scheduling. Topics include optimizing flight routing, flight networks and fleet diversity; scheduling air/ ground crew assignments and gate assignments; understanding the impact of hub and spoke systems and maintenance locations on air passenger operations; and analytical tools used to effectively manage air passenger operations.*

## Instructor Contact Information

**Instructor:** Dr. Tim Kincaid, Ed.D., MBA-Aviation Management

**Pronouns:** he / him / his

**Office Hours:** Face-to-face and Virtual

**Contact:** [timothy.kincaid@unt.edu](mailto:timothy.kincaid@unt.edu) (email and Canvas messaging are primary ways of connecting)

**Office hours:** In-person on Tuesdays 16:00-17:00 (4:00-5:00 p.m.) in Business Leadership Building lobby, and also before or after class in classroom #260. Virtual meetings other days by appointment via Zoom or telephone. Contact me via Canvas messaging or email [timothy.kincaid@unt.edu](mailto:timothy.kincaid@unt.edu) to make an appointment.

**Communicating with Instructor:** Your messages are important to me, and I am usually very responsive. I strive to respond to emails and Canvas messaging within 24 hours (usually much quicker).

## 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 UNT Policies section of the syllabus.

## Course Structure

This is a face-to-face course. We meet in-person every week of the semester on Tuesday evenings from 18:30-19:20 (6:30-9:20 p.m.) in BLB 260. Each week is one module on Canvas.

## Required Text/Materials

There are three required materials for this course. All available from the UNT bookstore <https://unt.bncollege.com/shop/unt/page/find-textbooks> and also from other sources:

1. Textbook: Gerald Cook, and Bruce Billig (2017). *Airline Operations and Management*. Routledge. New York, NY. ISBN: 978-1-138-23753-7. Available from UNT bookstore and other sources.
2. Online Self-Assessment + eBook: *CliftonStrengths for Students* book includes online access to a self-assessment to identify your Top 5 Strengths. (Just buy the Top 5 Strengths; full 34 is optional.) Available directly from Gallup <https://www.strengthsquest.com/home.aspx>
3. Airline Simulation: Two sources from which to purchase:  
**Buy from UNT Bookstore:** Once purchased, a special code is provided by bookstore. Students will receive an email with a link from Interpretive Simulation to register for simulation access. <https://unt.bncollege.com/shop/unt/page/find-textbooks>  
**Buy directly from Interpretive Simulation:** Students will receive an email from Interpretive Simulations by first day of class, with link to register <https://www.interpretive.com/> Each student pays directly via website.

## Outside Reading

Additional readings will be assigned throughout the course. Case studies, reports, articles, and other topical issues may be provided from academic journals, governmental sources, and other current business sources.

## Canvas

LGAV 3140 will use Canvas learning management system. Course materials, slide presentations, assignments, quizzes, and outside readings will be available via Canvas. **Refer to Canvas often throughout the course to remain current.** You can learn more about Canvas by reviewing the on-line student manuals. Canvas technical requirements can be found at <https://clear.unt.edu/supported-technologies/canvas/requirements> **NOTE:** I use Canvas frequently to post announcements, which also automatically sends an email to your UNT email address (the Canvas default) or to another email address of your choosing (you must make that change on Canvas yourself). **If you do not regularly check your UNT email account, go on Canvas ASAP and add an email address that you check most often.**

## Teaching Philosophy

This course will be conducted through a combination of lectures, in-class discussion, guest speakers, homework, team projects, quizzes, personal assessments, and exams. The lectures will cover foundational material for each assigned topic, but often will not cover all the material as presented in the text and outside readings. Class attendance is expected. Roll is taken each week. Be prepared to discuss and/or apply all assigned readings. I grade on both content and form, so **proofread and spell-check before submitting anything**. Students will be called upon to discuss the topics/concepts in class. I believe in “learning together” through collaboration. Participation in class not only helps you

understand the material but also makes the class more enjoyable for all. Preparation for class, frequency of participation, quality of participation, organization, and conciseness all demonstrate the level of engagement. Make your presence known through positive class contributions!

### Student Learning Outcomes

This course is designed to accomplish the following students learning outcomes. At the successful completion of this course, students should be able to:

***Think like a strategic airline leader.***

- Demonstrate an understanding of the complexity, breadth, and interrelatedness of the highly network-centric global airline industry.
- Critically examine current global air transportation issues, economic trends and future challenges through current news articles and papers, course textbooks, academic journal articles, and classroom exercises and discussion.
- Understand meanings and uses of common operational, performance, and economic metrics and common acronyms used in running an airline, including ASM, RPM, A14, RASM, CASM, OOOI, ETOPS.

***Critically analyze the complex dynamics and connections between the historical, economic, regulatory, and legislative foundations of the global passenger airline industry.***

- Describe the impact on commercial aviation today of Open Skies agreements, economic deregulation, global alliances, and airport and airspace constraints, and safety, security, and environmental concerns.
- Distinguish between U.S. airline operations under Federal Aviation Regulations Part 121, Part 135, and Part 91, including required management positions, and federal regulations related to roles, responsibilities, and limitations for maintaining a safe, professional operation.
- Describe roles, responsibilities, limitations, and interrelationships of major governmental and industry organization regulatory, investigative, certification, enforcement, and trade groups. Organization examples include ICAO, IATA, A4A, FAA, NTSB, RAA, NBAA, EASA, and TSA.

***Distinguish between various types of air carriers, operating strategies, and aircraft categories involved in modern passenger airline operations.***

- Compare relative strengths and disadvantages of various types of airlines, including mainline carriers, low-cost carriers (LCC), ultra-low-cost carriers (ULCC), hybrid LCCs, regional carriers, commuters, air taxi, and charter/fractional ownership.
- Compare relative operational and economic advantages and disadvantages of “hub-and-spoke” vs. “point-to-point” network configurations.
- Compare relative operational and economic characteristics and limitations between mainline (single-aisle/ “narrow-body” and twin-aisle/ “wide-body”) aircraft, regional jets (RJs) turboprops, and small commuter aircraft.

***Understand common methods of optimizing passenger airline operations, including route network, pricing, capacity, fleet diversity, flight routing, air crew/ground staff assignments, and airport facilities.***

- Understand decision making approaches and tools airlines use to balance between efficiently maximizing the use of capital-intensive assets. Also, understand dynamic constraints in air space capacity, pricing, market demand, competition, facilities, and staffing.
- Understand technological and philosophical approaches airline management uses to mitigate and recover from disruptions due to irregular operations due to weather, air traffic control, etc.
- Understand airline pricing strategies and tactics, including market demand projections, competition, pricing, yield management, revenue management, frequent flyer program awards, and technology use to optimize mix of fare types by flight and market.

***Understand the complex relationships an airline has with its many stakeholders.***

- Identify the many internal and external audiences impacted by an airline including shareholders/owners, employees, management team, customers, communities served, airport managers, vendors, regulators, media, labor unions, environmental advocates, airport neighborhood groups, and social cause activists.
- Understand the historically challenging labor relations and human resource management unique to the heavily unionized airline industry, including contentious issues like outsourcing, “scope clauses,” labor contract negotiations, and compensation and work rules.

***Increase student self-awareness to develop personal leadership capacity and effectiveness.***

- Discover their own Top 5 Strengths through online *CliftonStrengths* self-assessment and learn ways to leverage each. Recognize the differences and similarities in personal strengths of others can be both a challenge and an important strategic asset for collaboration.
- Explore a variety of career paths and opportunities within the airline and related industries, through coursework, readings, industry guest speaker presentations, and professional development opportunities. Learn the requirements for various industry positions and roles, and how to prepare for and pursue them.
- Through multiple-week airline simulation team project, develop and apply skills for establishing rapport and sustaining an effective and high-functioning team. This is done by creating and adhering to consensual team norms to ensure equitable workload distribution. This maximizes learning for all by application of course theory to actual practice in an online business simulation. Two peer evaluations will occur during the simulation, providing confidential insight to the instructor on individual student contributions to team and workload distribution.

## Assessment & Grading

Your performance in this course will be based on the following graded elements:

GRADED ELEMENTS	POINTS
Quizzes: Weekly (11 @ 20 pts each)	220
Exams: Mid-term & Final (2 @ 100 pts each)	200
Simulation: Homework 1-Name Your Airline/Set Airline Strategy	50
Simulation: Homework 2-Annual Report	150
Simulation: Homework 3-Management Presentation to Stakeholders	150
Simulation: Peer Evaluations (2 @ 25 pts each)	50
Professional Development (PD): Primary/Required (2 @ 10 pts each)	20
<i>CliftonStrengths</i> (StrengthsFinder) Personal Assessment	50
Guest Speaker presentation <b>questions</b> (10 @ 10 pts each)	100
Guest Speaker presentation <b>reflections</b> (10 @ 10 pts each)	100
<b>Total Possible Points</b>	<b>1,090</b>
PD Supplemental Extra Credit (up to 2 @ at up to 10 pts each; added to total points)	

To calculate your final grade: Take the total number of points you have earned for all assignments (this information is available in your grade book in Canvas in the Total Points column) and divide it by 1090. For example, if your total points earned are 976, the calculation is  $976/1090 = 0.895$ , rounded up to .90 (or 90%) which is equal to a letter grade of A. Compare the resulting percentage with this matrix:

Grade	% Range
A	90-100
B	80-89
C	70-79
D	60-69
F	0-59

## Airline Simulation

Students will be randomly assigned to small teams (up to four students) for an online Airline Simulation team project that will run throughout the semester. This simulation gives students the experience of creating, operating, and expanding an airline. More details will be provided at our first class meeting, and via announcements on Canvas and email. When you purchase the simulation registration from the UNT Bookstore, you will get a unique one-time access code. You will receive an email from Interpretive.com (makers of simulation) with a link to register and enter the access code. (You can also purchase directly from Interpretive Simulations). **Until every member of each team registers/purchases simulation, that team cannot begin.** Every week, each team will collectively make decisions and move their airline ahead in the simulation.

There are six graded assignments associated with the Airline Simulation (For details and due dates, check the Canvas *Simulation* module, and course calendar in the *Syllabus & Calendar* module):

1. Homework #1 - Team short paper outlining their airline's branding, strategy, and name choice
2. Team simulation Case quiz
3. Homework #2 - Team airline simulation Annual Report
4. Peer Evaluation #1
5. Homework #3 - Team PowerPoint presentation to Stakeholders during final class meeting
6. Peer Evaluation #2

Each team member will submit two peer evaluations via simulation website during the semester, to help me understand team dynamics and distribution of workload. Overall simulation grade for each student will be influenced by peer evaluations; it is important for each to participate fully (i.e., no "freeloading") to receive full credit for simulation.

### Bring and Share Current Airline Events Each Class

As extension of class participation, class each week will begin with a quick review of recent events from media concerning the airlines and related topics. So, watch news media of all types for airline news and be prepared to discuss in class. Media sources can include print, online, TV, and radio. (UNT Willis Library <https://library.unt.edu/willis/> is a great resource.) Current events should be from a reputable news source, and students must provide a coherent and accurate brief description of the event, including why it is interesting or relevant to the course.

#### Recommended sources for free online airline news updates/blogs:

- Airlines for America (A4A) daily "smart brief" email, <https://airlines.org>
- Air Transport World online, <https://atwonline.com>
- Aviation International News alerts, <https://www.ainonline.com/>
- Airlines Confidential podcast, <https://airlinesconfidential.com/>
- The Cranky Flier blog, <http://crankyflier.com/>
- Flight24 Blog and Podcast, <https://www.flightradar24.com/blog/>
- FlightAware daily news brief email, <https://flightaware.com/>
- AvWeb daily news brief email, <https://www.avweb.com/>
- The Points Guy, <https://thepointsguy.com/news/airlines/>
- View From the Wing, <https://viewfromthewing.com/>
- American Airlines news feed, <http://news.aa.com/home/default.aspx>
- Southwest Airlines news feed, <https://www.swamedia.com/>

## Weekly Quizzes, a Mid-Term Exam, and a Final Exam

This course includes numerous weekly quizzes, worth 20 points each. I will let you know at the end of each class meeting if there is a quiz, and also on Canvas in the wrap-up for each week.

LGAV 3140 meets on Tuesday nights. The weekly quiz will be available on Canvas by Thursday (sometimes sooner). Quizzes must be completed before 23:30 (11:30 p.m.) on the following Monday. Quizzes cover all assigned material (textbook, lecture slides, study notes, outside reading, guest speaker presentations) and classroom discussions. This makes preparation, attendance, and class participation even more critical! Exceptions to the weekly quiz will be noted in the syllabus or announced in class and/or on Canvas.

Quizzes are open-book/open-note, and require individual effort (i.e., no collaboration). Once you begin taking the quiz on Canvas you will have a limited time with which to complete. Therefore, you should be familiar with the material prior to attempting the quiz. You will have a second opportunity to take each quiz and keep the highest score. The quizzes are designed to prepare you for the two course exams – a mid-term and a final. There also may be an in-class “pop” quiz, providing those who are present with the opportunity to earn bonus points. (*You must be present to win!*)

This course will include two (2) exams, taken via Canvas. The exams are worth 100 points and will consist of questions drawn from the text, outside readings, lectures, discussions, presentations, and out-of-class assignments. The final exam will be comprehensive in nature. Exams may include a combination of multiple-choice, true/false, and short answer. There will be no makeup exams except in extraordinary situations. If you must miss a quiz or exam, inform me as soon as you know you will miss.

Students perform better on the exams who keep up with the reading, attend and participate in class, and study for/take the quizzes, so that you do not have to refer to your book/notes. I will post PowerPoint lecture notes on Canvas to coincide with the lecture and readings. Some guest speaker presentations may be shared on Canvas.

## Professional Development (PD)

A great form of learning enrichment for a practical discipline is to participate in activities categorized as Professional Development (PD). There are two categories of Professional Development to be considered: Primary PD (two required @ 10 points each) and Supplemental Extra Credit PD (up to two @ 10 bonus points each).

You have several **PD options**. PD can consist of attendance at a scheduled College of Business Distinguished Speaker, Center for Logistics Education and Research Speaker Series, Onboarding events, Career Fairs, or attendance at one of the DFW-area professional association meetings. **A list of PD Options for both primary and supplemental is in the PD module on Canvas.** (Guest speakers visiting LGAV 3140 are *NOT* eligible for PD credit in any course.)

The Center for Logistics & Supply Chain Management <https://cob.unt.edu/logistics-center> provides multiple opportunities for students to connect with business experts and acquire useful insights



beyond the classroom. The Logistics Executive Lecture Series speaker events will be held on some Fridays from 1:00 p.m. to 2:00 p.m. and will be presented in both in-person and virtual formats. The Student Onboarding Program speaker events will be held on other Fridays from 12:00 noon to 1:00 p.m. and will also be presented in both in-person and virtual formats. There are only four of these speaker events each semester. After completing all four of these speaker events students will receive a Logistics Soft Skills Certificate which is a great addition to their resume! Hosted by IANA The Business of Intermodal Continues Program speaker events will be offered virtually only and at various days/times. Group Tours are offered at local logistics companies. Dates, times, and locations will vary, and attendees will be responsible for securing their own ride to and from the tour locations. Transportation will not be provided.

Registration closes at 12:00 noon on the day before the event. Virtual meetings will be recorded, and post-event attendance reports will be sent to the professors. Reports include a list of registered participants, and what times each participant arrived and left the event.

Students must register online to attend all events. Registration closes at 12:00 noon on the day before the event. Students will immediately receive an email confirmation to the email address provided on the registration form. The in-person classroom location and the link to the virtual event will be sent to the same email address one day before the event. The class number entered on the registration form will be the class for which the student receives the attendance credit. Students can change the class number for a registered event by logging in and clicking “edit” in the event they have registered for. Students also can cancel registration for a registered event by logging in and clicking “cancel” in the event they have registered for. If a student has registered for an event and is not be able to attend, they should cancel their registration no later than 24 hours before the start time of the event. The registration system will allow students to register for an event until capacity restrictions have been met (In-person = 100, Virtual = 300). Students should register early in the semester as events fill up quickly!

Please abide by all the following policies to receive professional development credit: Participation in an event will count towards only one course, stated by the student during registration. Students receive PD credit for registering, arriving on time, and staying for the duration of the event. Failure to register, validated from the attendance report generated after the event, will prevent students from receiving credit for professional development. Failure to participate at least 66% of the scheduled time of the event, will prevent students from receiving credit for professional development. Failure to attend an event, after prior confirmed registration, will lead to loss of points from the student’s final grade, unless the student cancels the registration at least 24 hours before the start time of the event. Such loss of points may not be recovered by participating in other professional development events.

Here are the links to the event pages:

- Executive Lecture Series: <https://cob.unt.edu/logistics-center/executive-lecture/speakers>
- Onboarding Program: <https://cob.unt.edu/logistics-center/onboarding-program/speakers>
- The Business of Intermodal Continues Program: <https://cob.unt.edu/logistics-center/business-of-intermodal-continues/speakers>
- Group Tours Series: <https://cob.unt.edu/logistics-center/group-tours>

After each event, a report is sent to participating faculty indicating which students attended as well as



those who remained through the entire session (i.e., did not leave early). A PD can only apply to one class (i.e., no double-dipping). **Even though a report is sent to the instructor, for LGAV 3140 you still must make a submission on Canvas for each PD.** Follow directions.

**Note:** Every professor handles PD differently. To receive PD credit in LGAV 3140, submit each Primary PD and Supplemental PD in the appropriate file folders on Canvas. Follow directions on Canvas. Incomplete submission means lost points.

If you have other activities that you believe qualify for consideration for supplemental professional development credit (e.g., interviewing an industry professional) please seek approval from the instructor ahead of time or your event might not qualify for credit.

### LGAV 3140 In-Class Guest Speakers (not PD)

LGAV 3140 will have several outstanding guest speakers from various disciplines and different airlines (e.g., Southwest Airlines, American Airlines, etc.) and airline-related companies. Some are UNT alums! The information our guests bring is interesting, relevant and will appear on the quizzes. So, it is important that you are present, pay attention, take notes, and be nice. The goal is for you to engage with the guests; be curious, ask good questions. They are here to help, so engage.

There are two graded components related to Guest Speakers:

**1. Research and prepare two questions to ask guest speakers.** During the week before each guest visit, students are to take a little time to research the guest speaker(s) background (e.g., LinkedIn, company websites, etc.) and their role/job (for example: aircraft dispatcher or network planning analyst). Create at least two (2) good questions that you could ask during class. Enter the two questions into Canvas by midnight Monday before class and have questions available to ask in class. (You will not be graded on actually asking them the question; but you should be prepared.) This is worth up to 10 points per guest presentation.

A good question is one that is specific to the presenter, shows curiosity and demonstrates the student did some research. No credit is given for overly broad or general questions that could be asked of anyone (e.g., “What do you like best about your job?”). The reason for this assignment is to help form the habit of preparing for interviews and other business meetings. (*You are not limited to only asking the two questions you prepared!*)

**2. Guest Speaker Reflection.** After the presentation, students will respond on Canvas to three questions about your biggest “take-aways” from the guest speaker(s), what you learned, and possible actions you could take as a result (but not required to take). Responses on Canvas should be specific and concise. These are worth 10 points per presentation. The reason for this assignment is to help form the habit of active listening to experts, and discerning actionable steps based on what you learn.

## Assignments Policy

A separate course calendar/schedule with due dates will be provided early in course. Assignments are due on the date identified in the course schedule to be submitted to Canvas by 23:30 (11:30 p.m.) of due date, unless otherwise indicated. Any assignment may be turned in early. Late assignments will be penalized one letter grade per day past due date. There will be no make-ups for missed quizzes or exams without a valid reason and prior approval from the professor. Correct spelling, grammar, and punctuation are expected on all graded material (including Canvas postings). Assignments must be typed.

## Writing

I grade on content *and* form. The written requirements in this course consist of team reports, and any short answer/essay questions on the exams. Your written assignments and exam responses should be neat, clear, and concise. Proper college level English grammar, spelling, and punctuation are expected (including all Canvas postings). Electronic files of your assignments are preferred in Microsoft Word or PDF format. All assignments must be typed unless otherwise expressly noted. Students are expected to provide well-reasoned and concise discussions or arguments.

## Exam and Assignment Grade Appeals

If you disagree with how any assignment or examination was graded, you must submit a written appeal to me by email or letter within one (1) week after the grade was awarded or the graded work was returned. The written appeal should include your concern or question about your grade, an explanation about why you believe your answer is correct, AND documentation or evidence supporting your belief. Appropriate documentation includes references from the text, course lecture slides, or outside reading from the course syllabus. Grades will not be lowered due to an appeal.

## LGAV 3140 Course and Syllabus Disclaimer

The schedule, policies, and assignments contained in the course syllabus are subject to change in the event of extenuating circumstances, or to accommodate class progress. Also, changes may occur to provide more in-depth focus or discussion where warranted, to take advantage of a guest speaker opportunity, or by mutual agreement between the instructor and students. Changes will be announced in class and posted on Canvas. This syllabus may be updated from time to time as necessary, and revisions will be posted on Canvas.

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## Course Technology & Skills

### Minimum Technology Requirements

- Computer
- Reliable internet access
- Speakers
- Microphone
- Plug-ins
- Microsoft Office Suite
- Canvas Technical Requirements (<https://clear.unt.edu/supported-technologies/canvas/requirements>)

### Computer Skills & Digital Literacy

- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs
- Using presentation and graphics programs

### Technical Assistance

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

**UIT Help Desk:** (<http://www.unt.edu/helpdesk/index.htm>)

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

**Phone:** 940-565-2324

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

**Walk-In Availability:** 8 a.m.-9 p.m.

**Telephone Availability:**

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

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

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

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any

problems to the instructor and contact the UNT Student Help Desk: [helpdesk@unt.edu](mailto:helpdesk@unt.edu) or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

### Class Rules of Engagement

Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

- 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, instead of attacking individuals.
- 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.

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

### 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 counseling services to the UNT community, as well as testing services, such as admissions testing, computer-based testing, career testing, and others
- [UNT Libraries](#)
- [UNT Learning Center](#): provides a variety of services, including tutoring, to enhance the student academic experience
- [UNT Writing Center](#): offers free writing tutoring to all UNT students, undergraduate and graduate, including online tutoring
- [Succeed at UNT](#): information regarding how to be a successful student at UNT

## Use of Personal Technology in Classroom

**Multi-tasking is a myth!** Research shows that you cannot be fully present if you are using smart phones, tablets, or laptops for activities unrelated to class. We assume you are preparing yourself for a career industry and thus will create class norms for behavior that align with what one can expect in the workplace. Get into the habit of acting like/being a professional now; your transition into that first (or next) job will be smoother. Therefore, please adhere to the following class norms: Put away or mute electronic communications devices. Use laptops and other devices in the classroom only if directly related to the course. There will be a break half-way through each class meeting that will enable you to check email and voicemail.

## Attendance Policy

LGAV 3140 is an in-person class. Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. **Attending class virtually via Zoom is not an option unless there is a certified medical reason the student cannot be present in the classroom.** This requires advance arrangements since Zoom is not regularly used in class. We care about you and worry when you are out. I take roll each class meeting. You will be assigned a seat and you must sit in that seat for the entire semester. If a class is missed it is up to the student to catch up and there will be make up assignment to be sure material missed is understood. Class materials are posted in Canvas.

Occasionally work commitments, a family emergency, or illness means a student cannot attend a class in person or must miss a class entirely. ***If you must be absent***, please let me know by Canvas message or email before class that you will miss and the reason. You will be responsible for keeping up. Also, inform your simulation team so that you can catch up on the week's simulation decision-making.

## COVID-19 impact on attendance

It is important that you communicate with the professor prior to being absent, so we can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the professor if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community. If you are experiencing any [symptoms of COVID-19](#) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or [askSHWC@unt.edu](mailto:askSHWC@unt.edu)) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Team at [COVID@unt.edu](mailto:COVID@unt.edu) for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

## Classroom Seating Assignments & Social Distancing

Students are assigned a seat at the start of the semester. It is a requirement that you always sit in your assigned seat each time we meet. Attendance will be taken. While we are not practicing social distancing, please be mindful and respectful of others, wash your hands often, and use hand sanitizer frequently. You are encouraged to use the cleaning supplies in the room to wipe down your desktop.

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**Statement on Face Coverings**

Face coverings are not required but may be worn. Face covering guidelines could change based on community health conditions.

**UNT Policies****Academic Integrity Policy**

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.

### ADA Policy

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website <https://disability.unt.edu/>.

### Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)

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.

### Emergency Notification & Procedures

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

### 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. See UNT Policy 10.10, Records Management and Retention for additional information.

### Acceptable Student Behavior

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the



instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT's [Code of Student Conduct](https://deanofstudents.unt.edu/conduct) (<https://deanofstudents.unt.edu/conduct>) to learn more.

### Access to Information - Eagle Connect

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

### Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 [insert administration dates] of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" ([no-reply@iasystem.org](mailto:no-reply@iasystem.org)) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey, they will receive a confirmation email that the survey has been submitted. For additional information, please visit the [SPOT website](http://spot.unt.edu/) (<http://spot.unt.edu/>) or email [spot@unt.edu](mailto:spot@unt.edu).

### Survivor Advocacy

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct. Federal laws and UNT policies prohibit discrimination on the basis of sex as well as 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. The Survivor Advocates can be reached at [SurvivorAdvocate@unt.edu](mailto:SurvivorAdvocate@unt.edu) or by calling the Dean of Students Office at 940-5652648.

### Land Acknowledgement

A Land Acknowledgement is a formal statement that recognizes and respects Indigenous Peoples as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories. To recognize the land is an expression of gratitude and appreciation to those whose territory we reside on, and a way of honoring the Indigenous people who have been living and working on the land from time immemorial. It is important to understand the long existing history that has brought us to reside on the land, and to seek to understand our place within that history. Land acknowledgements do not exist in a past tense, or historical context: colonialism is a current ongoing process, and we need to build our mindfulness of our present participation. It is also worth noting that acknowledging the land is Indigenous protocol. We would like to open our event today by acknowledging that the land on which we gather is the occupied/unceded/seized territory of the

Wichita and Caddo Affiliated Tribes. These tribes have stewarded this land throughout the generations, and we would like to pay our respects to elders, both past and present.

We also acknowledge that this country would not exist if it wasn't for the free, enslaved labor of Black people. We honor the legacy of the African diaspora and Black life, knowledge and skills stolen due to violence and white supremacy. While the movement for justice and liberation is building and we are witnessing the power of the people, many are still being met with violence and even being killed.

### 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 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 the above criteria, then the University office or department using the work must obtain the student's written permission. Download the UNT System Permission, Waiver and Release Form.

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

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

Example: 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 course offerings.

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

### Class Recordings & Student Likenesses

Synchronous (live) sessions in this course may be recorded for students enrolled in this class section to refer to throughout the semester or to make up for an absence. If you will not be present, inform the instructor before class so that it may be recorded. Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

### Academic Support & Student Services

#### Student Support Services

##### 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>)

##### Chosen Names

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

*\*UNT eulDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

### Pronouns

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you, much like your name, and can be shared with a name when making an introduction, both virtually and in-person. Just as we ask and do not assume someone's name, we should also ask and not assume someone's pronouns.

You can [add your pronouns to your Canvas account](#) so that they follow your name when posting to discussion boards, submitting assignments, etc.

Below is a list of additional resources regarding pronouns and their usage:

- [What are pronouns and why are they important?](#)
- [How do I use pronouns?](#)
- [How do I share my pronouns?](#)
- [How do I ask for another person's pronouns?](#)
- [How do I correct myself or others when the wrong pronoun is used?](#)

### 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/willis/) (<https://library.unt.edu/willis/>)
- [Writing Lab](http://writingcenter.unt.edu/) (<http://writingcenter.unt.edu/>)

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