



MGMT 4325-120

LEADERSHIP THEORY AND PRACTICE

Spring 2022

COURSE DATES, MODALITY, AND LOCATION

January 18, 2022-May 13, 2022

This is a 100% online course that uses the TAMUCT Canvas Learning Management System, which can be accessed at <https://tamuct.instructure.com>. For information on how to access Canvas, please refer to section “Technology Requirements and Support” in this syllabus.

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Sonia B. Aguilar, PhD.

Cell Phone: 254-278-9285

Office: Virtual

E-mail: sonia.aguilar@tamuct.edu

Office Hours: Virtual- as scheduled

Student-instructor interaction:

I am accessible through Canvas Inbox and through my TAMUCT email address, which I check several times a day during the week and usually once a day on weekends. I will try to get back to you within 24 hours during the week and within 36 hours during the weekend. If your concern needs my immediate attention, please send me a text at (254) 278-9285 and I will reply as soon as possible. Please provide in the subject line of each Canvas Inbox message the course information and section “MGMT 4325-120” so that I can identify your class. If you text me on my cell phone, please mention the same information in your text.

Emergency Warning System for Texas A&M University-Central Texas

SAFEZONE. SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you would like more information, you can visit the [SafeZone](http://www.safezoneapp.com) website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps:

1. Download the SafeZone App from your phone store using the link below:

- [iPhone/iPad](https://apps.apple.com/app/safezone/id533054756): [https://apps.apple.com/app/safezone/id533054756]
 - [Android Phone / Tablet](https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp)
[https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)
 3. Complete your profile and accept the terms of service

COURSE INFORMATION

Course Overview and description

This course covers an advanced survey of leadership theories and issues, with the emphasis on practical application of newer leadership models in contemporary organizations. Students will explore facets of both leadership and followership, along with the impact of the particular organizational setting and situation. Students will be challenged to explore their own leader, follower, situation analysis skills, exercises and role-playing through active discussions, analysis, and popular business treatment of leadership situations.

Course Objective or Goal

The overarching objective of this course is for each student to apply leadership skills through empirical studies, case studies, and leadership skills in order to help students apply these skills in their real-life experiences. There will be a number of student interaction and student presentations. The students will be given stretch goals to further enhance their understanding of leadership skills. Strategies for working with others around interpersonal behavioral issues are also developed. Throughout the course experiential exercises and activities are used to show students how to work with others to achieve goals, objectives and learn. Leadership development involves reflecting on one's own experiences and applying the skills throughout the course.

Student Learning Outcomes

Upon completion of this course the student will have an understanding of leadership theory and competencies that contribute to results in productive organizations and social / community environment organizations. Core competencies achieved at the conclusion of this semester include:

- LO 1: Ability to explain and apply the "Interactional Framework" of leadership.
- LO 2: Clear understanding of the roles the leader, follower, and situation play in the leadership process.
- LO 3: Ability to use the action-observation-reflection model to analyze personal skills for leadership and followership.
- LO 4: Ability to engage in double-loop learning to analyze leadership situations and frame situations from multiple perspectives.
- LO 5: Ability to analyze practical organizational circumstances and the appropriate role and actions of leaders in "real-world" situations.
- LO 6: Ability to discuss, with an knowledgeable lens, the circumstances and factors influencing current business leaders' actions as reported in current business press.
- LO 7: Competency in analyzing the skills and effectiveness of a current business leader in the

news.

Required Reading and Textbook(s)

R. Hughes, R. Ginnett & G. Curphy. (2015) *Leadership: Enhancing the Lessons of Experience*, 10th Edition. McGraw-Hill. ISBN#978-1-259-96326-1 (Bound Edition)
ISBN978-1-260-16765-8 (Loose-leaf edition)

Students are required to purchase a 15- week subscription to the *Wall Street Journal*. The subscription must be purchased by the 2nd week of class.

COURSE REQUIREMENTS

Introduction (LO's 1, 2, 5) (10 points): Introduction will require you to introduce yourself the first week of class and will count towards formal attendance. You are to answer the questions provided

Journal Entries (LO: 3 & 4), 3 @ 40 points each (total 120 points): Students will be assigned to write journal entries (3) focused on using journals to “think on paper” about leadership concepts from a text and / or describing your own experiences relating how a particular concept from the readings applies. Each journal entry for this class will be structured so that the student can demonstrate application of the “Action/Observation/Reflection” learning techniques introduced can be applied.

Case Study Assignments (LO's 2 & 5), 2 @ 60 points each (total 120 points): Each chapter in the assigned text ends with a short case describing a leadership or followership situation. Three of these case studies are assigned throughout the semester as an individual written exercise. Students will be required to expand on the leadership concepts through additional ideation techniques and theories using business cases. Additional information will be provided on Canvas along with assignment requirements and details.

Wall Street Journal Assignments/Discussions (WSJ) (LO's 6 & 7), 3 @ 40 points each (120 points): Students should be knowledgeable “consumers” of business press articles. Students in this class will be required to purchase a semester long subscription to the Wall Street Journal and must find and read articles relevant to the topics being studied in the course
<https://education.wsj.com/students/>

Current Business Leader in the Newspaper (LO's 6 & 7), choice memo – 70 points, final paper – 100 points (total 170 points): As you read the Wall Street Journal this semester take note of a business leader that you find particularly interesting. Midway through the semester you must identify a first and second choice leader to analyze in more depth for your final paper and presentation in this class. For this individual leader, you will be doing in-depth research from other credible business press sources beyond the WSJ, and applying the frameworks learned in

this class on their handling of organizational situations and analyzing their effectiveness. Detailed instructions for the paper will be posted on Canvas. Your “choice memo” is worth 70 grading point

Exams (LO's 1 & 2), 3 @ 100 points each (total 300 points): There will be three (3) required exams. Exams will cover all chapters and test student’s knowledge of the key frameworks and concepts. **There will be no make-ups for missed exams unless there is a documented medical emergency.**

Chapter Quizzes, 16 @ 10 points (160 points)

Grading Criteria Rubric and Conversion

Course Element	Grading Points		Total Points
Introduction	10 points		10 points
Journal Entries	3 @ 40 points		120 points
Case Study Assignments	2 @ 80 points		160 points
WSJ Current Events Discussions	3 @ 40 points		120 points
Leader in the News Project Choice Memo	1 @ 70 points		70 points
Leader in the News Project Final Paper	1 @ 100 points		100 points
Exams	3 @ 100 points		300 points
Quizzes	16@10 points		160 points
TOTAL			1000 points

Grade Equivalents:		
If Grade is Computed Numerically	If Grade is Computed by Letter	Grade is computed by Points
90.0 - 100 %	= A	900-1000
80.0 - 89.9%	= B	800– 899
70.0 – 79.9%	= C	698 – 799
60.0 – 69.9%	= D	600 - 697
0 – 59.9%	= F	0 – 599

Posting of Grades

Upon receipt of the class assignments, turn-around time for grades will be one-two weeks. Grades will be posted on the Canvas Grade book where students can monitor their status.

Grading Policies

Late Submissions: Late submissions and exam extensions **will not be allowed in this course** unless you or a family member in your immediate care experiences a medical emergency. You must communicate this information to me at the soonest available time **PRIOR to or on the day of the deadline**; the request for deadline extension must be accompanied with a doctor or hospital note as back-up.

COURSE OUTLINE AND CALENDAR

Week	Dates	Reading Assign	Topic	Assignments
1	Jan. 18-23	Part One: Chapter 1	Unit 1: Leadership is a Process, Not a Position Chapter 1: What Do We Mean by Leadership?	<input type="checkbox"/> Introduction <input type="checkbox"/> Read Chapter 1 <input type="checkbox"/> Purchase Wall Street Journal subscription <i>Due Jan. 23 by 11:59 pm</i>
2	Jan. 24-30	Part One: Chapter 2	Unit 1: Leadership Is a Process, Not a Position Chapter 2: Leader Development	<input type="checkbox"/> SmartBook Quiz 1 & 2 <input type="checkbox"/> Read Chapter 2 <input type="checkbox"/> Case Study #1 -- Chapter 2 Case: Developing Leaders at UPS <i>Due: Feb. 6 by 11:59 pm</i>
3	Jan. 31-Feb.6	Part One: Chapter 3	Part 1: Leadership Is a Process, Not a Position Chapter 3: Skills for Developing Yourself as a Leader	<input type="checkbox"/> Smartbook Quiz 3 <input type="checkbox"/> Read Chapter: 3 <input type="checkbox"/> WSJ #1 Discussion -First post is due Thursday Feb.10 and second post is due Feb. 13, by 11:59 p.m. <i>Due: Feb. 13, by 11:59 pm</i>
4	Feb. 7-13	Part Two Chapter 4 Chapter 5	Part 2: Focus on the Leader Chapter 4: Power and Influence	<input type="checkbox"/> Smartbook Quiz 3 <input type="checkbox"/> Read Chapters 4 & 5 <input type="checkbox"/> Journal Entry #1: (Read Chapter 3 in order to

			Chapter 5: Values, Ethics, & Character	understand 1 st Journal entry assignment) Due: Feb.20, by 11:59 p.m.
5	Feb. 21-27	Part Two: Chapter 6	Part 2: Focus on the Leader Chapter 6: Leadership Attributes	<input type="checkbox"/> Read Chapter 6 <input type="checkbox"/> SmartBook Quiz 4 <input type="checkbox"/> WSJ #2 Discussion First post is due Thursday, Feb 24 and 2nd post is due Feb. 26th by 11:59 p.m. Due: Feb 27, by 11:59
6	Feb. 28-March 6	Chapter 7	Part 2: Focus on the Leader Chapter 7: Leadership Behavior	<input type="checkbox"/> Read Chapter 7 <input type="checkbox"/> SmartBook Quiz 5 <input type="checkbox"/> Exam #1 (Ch.1, 2, 3,4) Due March 6, by 11:59 pm
7	March 7-March 13	Part Two: Chapter 8	Part 2: Focus on the Leader Chapter 8: Skills for Building Personal Credibility and Influencing Others	<input type="checkbox"/> SmartBook Quiz 6 <input type="checkbox"/> Read Chapter 8 <input type="checkbox"/> WSJ #3 Discussion is due Thursday, March 10, and second post is due March 13, by 11:59 Due March 13, by 11:59 pm
8	March 14-20	Part Three Chapter 9	Part 3: Focus on the Followers Chapter 9: Motivation, Performance, and Effectiveness	<input type="checkbox"/> SmartBook Quiz 7 <input type="checkbox"/> Read Chapter 9 <input type="checkbox"/> Journal Entry #2: (Read Ch. 8 to understand) Due: March 20, by 11:59 pm
9	March 21-27	Part Three Chapter 10	Part 3: Focus on the Followers Chapter 10: Satisfaction, Engagement, and Potential	<input type="checkbox"/> Read Chapter 10 <input type="checkbox"/> SmartBook Quiz 8 <input type="checkbox"/> Exam #2 (Ch. 5-9) Due March 27, by 11:59 pm
10	March 28-April 3	Part Three Chapter 11	Part 3: Focus on the Followers Chapter 11: Groups, Teams, and Their Leadership	<input type="checkbox"/> Read Chapter 11 <input type="checkbox"/> SmartBook Quiz 9 <input type="checkbox"/> Case Study #2-Chapter 11 Case, Integrating Teams at Hernandez & Associates Due: April 3 , by 11:59 p.m.

11	April 4- April 10	Part Three Chapter 12	Part 3: Focus on the Followers Chapter 12: Skills for Developing Others	<input type="checkbox"/> Read Chapter 12 <input type="checkbox"/> SmartBook Quiz 12 <input type="checkbox"/> Journal Entry #3: (Read Ch. 11 to understand) Due: April 10, by 11:59 p.m.
12	April 11- April 17	Part Four Chapter 13	Part 4: Focus on the Situation Chapter 13: The Situation	<input type="checkbox"/> Read Chapter 13 <input type="checkbox"/> SmartBook Quiz 13 Due: April 17, by 11:59 p.m.
13	April 18- April 24	Part Four Chapter 14	Part 4: Focus on the Situation Chapter 14: Contingency Theories	<input type="checkbox"/> Read Chapter 14 <input type="checkbox"/> SmartBook Quiz 14 <input type="checkbox"/> 1 st and 2 nd Choice Leader Memo Due: April 24, by 11:59 p.m.
14	April 25- May 1	Part Four Chapter 15	Part 4: Focus on the Situation Chapter 15: Leadership and Change	<input type="checkbox"/> Read Chapter 15 <input type="checkbox"/> SmartBook Quiz 15 <input type="checkbox"/> Prepare & Study for Exam #3 due next week Due: May 1st, by 11:59 p.m.
15	May 2- May 8	Part Four Chapter 16	Part 4: Focus on the Situation Chapter 16: The Dark Side of Leadership	<input type="checkbox"/> Read Chapter 16 <input type="checkbox"/> SmartBook Quiz 16 <input type="checkbox"/> Exam #3 (Ch. 10-16) Due: May 8, by 11:59 p.m.
16	May 9- May 13		Leaders Project Course Wrap Up	<input type="checkbox"/> Leader Project Due: May 12, by 11:59 p.m.

Important University Dates:

University Calendar:

[\[https://www.tamuct.edu/registrar/academic-calendar.html\]](https://www.tamuct.edu/registrar/academic-calendar.html)

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system.

We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Online Proctored Testing

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

Other Technology Support

For log-in problems, students should contact Help Desk Central

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [<http://hdc.tamu.edu>]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[<https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2FForm%2FStart%2F53b8369e-0502-4f36-be43-f02a4202f612>].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, working with others in an unauthorized manner, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be referred to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html),

[<https://www.tamuct.edu/student-affairs/student-conduct.html>].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0),

[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://tamuct.instructure.com/courses/717) Canvas page (log-in required)

[<https://tamuct.instructure.com/courses/717>]

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) [<https://www.tamuct.edu/student-affairs/index.html>]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](#) online, please visit the website

[<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, both virtually and in-person. Student success coaching is available online upon request.

If you have a question, are interested in becoming a tutor, or in need of success coaching contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, visit the Warrior Center at 212 Warrior Hall, or by emailing WarriorCenter@tamuct.edu.

To schedule tutoring sessions and view tutor availability, please visit [Tutor Matching Services](https://tutormatchingservice.com/TAMUCT) [https://tutormatchingservice.com/TAMUCT] or visit the Tutoring Center in 111 Warrior Hall.

Chat live with a remote tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Writing Center

The University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free service open to all TAMUCT students. For the Fall 2020 semester, all services will be online as a result of the COVID-19 pandemic. The hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours online Monday thru Thursday from 6:00-9:00 p.m. The UWC is also offering hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via [WCOOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can

email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

University Library

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

For Fall 2020, all reference service will be conducted virtually. Please go to our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index] to access our virtual reference help and our current hours.

OPTIONAL POLICY STATEMENTS

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For

additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/student-affairs/bat.html) website for more information [https://www.tamuct.edu/student-affairs/bat.html]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

OTHER POLICIES

Instructor Policy

What You Can Expect of Me: I will be available to answer your questions and help you be successful in this course. You can expect that I will be an active participant in the online course room prepared and ready to engage in active learning. I will work to create a respectful learning environment where all of us can express our thoughts and ask questions. I am looking forward to learning from you as we spend the next 16 weeks together!

I reserve the right to make reasonable alterations to the course calendar and syllabus. It is a tentative schedule and guide. Changes will only be made that benefit the class as a whole. Online attendance is essential in a class of this nature. Make sure to check Canvas daily. In order to successfully pass this course a student must engage in the online course room and complete all assignments.

Students are expected to utilize university resources solely for academic purposes. Personal use can be a violation of University, System, and State policies, rules, standards and/or laws and can result in expulsion from the institution, termination of employment, and legal recourse. If a student is accessing Eduroam or a university-owned asset, then they must comply with the institution's acceptable use guidelines. Watching inappropriate material during class is a disruption and university violation that will result in a student being referred to Student Conduct (<https://cm.maxient.com/reportingform.php?TAMUCentralTexas>).

Note: When a student accesses any of the institution's IT resources (computers, network, etc.), they are agreeing to act in accordance with Texas Government Code § 2203.004 (Requirement to use State Property for State Purposes). Specifically, the agreement states, "*In accordance*

with Texas Government Code § 2203.004 (Requirement to use State Property for State Purposes), this computer system and all data herein are official State of Texas resources and as such are to only be used for authorized purposes by authorized users. Use for any other purpose may result in administrative/disciplinary actions or criminal prosecution against the user. Usage is subject to monitoring and security testing. The user should have no expectation of privacy except as otherwise provided by applicable privacy laws.”

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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