Student Handbook for Online Education

University of Management and Technology

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INTRODUCTION

Welcome to UMT’s Online Education Program! We are pleased you have joined our community of learners! This Student Handbook for Online Education will help you begin and continue your online studies with UMT. The first section of the handbook covers general information and policies related to UMT online courses. The second section contains general instructions on how to use the learning platform. The last section is a study guide devoted to some basic learning skills that are helpful for online study.

Getting Started and Accessing the Student Portal

The UMT Student Portal integrates online learning and student information into one system. Students can access the portal 24/7 to get needed information and to:

- Edit profile, including changing and updating address and contact information
- Register for courses
- Go to courses (i.e., attend courses)
- Participate in academic forums
- Access the online library
- Visit the online bookstore
- View an unofficial transcript
- Order an official transcript
- View the account ledger
- Request graduation
- Access UMT Department Contact Info
- Ask questions of the faculty and staff
- Once graduated, join and participate in the Alumni Association

Attending a Course

UMT online courses are self-accessible 24/7 through the online UMT Student Portal. Access your courses by logging on to your Student Portal and clicking the “Goto Courses” icon. The icon is only available if you have current, active enrollments. Course access is granted on the enrollment start date of the course.

Please use the Ask Student Services icon in the home page of the student portal if you are experiencing technical problems or if you have questions about course access. If you cannot log onto the student portal, write to studentservices@umtweb.edu or call and ask for student services during normal working hours, Eastern Time.

The First Thing to Study in Any Course: The Syllabus

Read the official Course Syllabus carefully. The syllabus provides a guide to the course, and its objectives, requirements, assessments, and procedures. It is important that you have a thorough understanding of the course layout, as well as the assignments and exams you will complete. Please note that the required readings are essential for the course!

Once you have familiarized yourself with the syllabus and readings, click the Course Modules button for courses with presentation slides. In Course Modules, read the slide
presentations and follow any links to pop-up boxes. It is useful to have your readings on hand as you review each module. You are expected to pace yourself according to the course outline listed in the syllabus.

Questions concerning course content should be asked from the opening page of the course using the link: *Ask the Faculty a Question.* For any administrative questions, use the *Ask Student Services* icon in the home page of the student portal. Most instructors cannot help with administrative issues (assignment upload, incomplete courses, course withdrawal, etc.).

**Course and Program Evaluation**

UMT continuously works to improve the quality of our programs and courses, learning materials, instruction, assessments, and student services. We need student feedback to help make improvements.

Please remember to complete a UMT Course Evaluation in your Student Portal after you have received your grade for each course. You will also have an opportunity to evaluate your degree program upon completion.

**Technical Support**

If you have questions, or experience technical issues with a course, please notify UMT by using the *Ask Student Services* icon in the home page of the student portal. If you cannot log onto the student portal, write to studentservices@umtweb.edu or call and ask for student services during normal working hours, Eastern Time.

UMT will make every effort to respond to requests the same day. If you submit a request over the weekend, we will try to respond on the first business day of the following week. The members of the Student Services team are available Monday through Friday during normal business hours (9 a.m. to 5 p.m. EST). The student portal is the best way to reach us, but we are also available by phone. If you get voicemail, please leave a message describing your issue and be sure to include your name, student ID, and the best contact number for Student Services to reach you.
SECTION I. GENERAL INFORMATION AND POLICIES

Program Catalog and Website

The UMT program catalog and website provide comprehensive statements of policies and administrative procedures. You should familiarize yourself with these policies, especially those with respect to continuous enrollment status, leave of absence, grading, attendance, and time limits for completing your degree program. It is recommended that you download the updated catalog from the UMT website each semester and review it for changes, as well as new courses, majors, degree programs, and revised policies. Catalogs undergo major updates at the beginning of every school year. Downloadable versions of the undergraduate and graduate catalogs are available at http://www.umtweb.edu/AcademicPrograms.aspx.

Choosing an Elective

An elective can be an important component of a student’s education. Most Individual Learning Plans (ILP) contain a list of acceptable electives for the program. If your ILP simply requires an elective but does not include a list of electives to choose from, then you can take any UMT course that you have not previously taken nor received transfer credit for. This must be an undergraduate course for undergraduate students or a graduate course for graduate students.

Grades, Quality Points and GPA

In order to graduate, undergraduate students must have a GPA of 2.0 or higher and graduate students must have a GPA of 3.0 or higher. A notice is present in your UMT Student Portal that tracks your current cumulative grade point average. If your GPA falls below the threshold, consider actions to take to improve it. For example, some exams allow one retake. If you review the material and try again, you may be able to raise your score. If an exam retake is available, you must request and complete it within 7 days of your first attempt.
### Undergraduate Grade Table

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
<th>Quality Points</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>96-100%</td>
<td>A</td>
<td>4.00</td>
<td>Excellent</td>
</tr>
<tr>
<td>90-95</td>
<td>A-</td>
<td>3.67</td>
<td></td>
</tr>
<tr>
<td>87-89</td>
<td>B+</td>
<td>3.33</td>
<td></td>
</tr>
<tr>
<td>83-86</td>
<td>B</td>
<td>3.00</td>
<td>Above Average</td>
</tr>
<tr>
<td>80-82</td>
<td>B-</td>
<td>2.67</td>
<td></td>
</tr>
<tr>
<td>77-79</td>
<td>C+</td>
<td>2.33</td>
<td></td>
</tr>
<tr>
<td>73-76</td>
<td>C</td>
<td>2.00</td>
<td>Average</td>
</tr>
<tr>
<td>70-72</td>
<td>C-</td>
<td>1.67</td>
<td></td>
</tr>
<tr>
<td>67-69</td>
<td>D+</td>
<td>1.33</td>
<td></td>
</tr>
<tr>
<td>63-66</td>
<td>D</td>
<td>1.00</td>
<td>Below Average</td>
</tr>
<tr>
<td>60-62</td>
<td>D-</td>
<td>0.67</td>
<td>Minimum Pass</td>
</tr>
<tr>
<td>&lt;60%</td>
<td>F</td>
<td>0.00</td>
<td>Fail</td>
</tr>
<tr>
<td></td>
<td>I</td>
<td>0.00</td>
<td>Incomplete</td>
</tr>
<tr>
<td></td>
<td>P</td>
<td>0.00</td>
<td>Pass</td>
</tr>
<tr>
<td></td>
<td>AU</td>
<td>0.00</td>
<td>Audit</td>
</tr>
<tr>
<td></td>
<td>W</td>
<td>0.00</td>
<td>Withdrawal</td>
</tr>
<tr>
<td></td>
<td>WU</td>
<td>0.00</td>
<td>Unofficial Withdrawal</td>
</tr>
</tbody>
</table>

### Graduate Grade Table

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
<th>Quality Points</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>96-100%</td>
<td>A</td>
<td>4.00</td>
<td>Excellent</td>
</tr>
<tr>
<td>90-95</td>
<td>A-</td>
<td>3.67</td>
<td></td>
</tr>
<tr>
<td>87-89</td>
<td>B+</td>
<td>3.33</td>
<td></td>
</tr>
<tr>
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<td>B</td>
<td>3.00</td>
<td>Good</td>
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<tr>
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<td>C</td>
<td>2.00</td>
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</tr>
<tr>
<td>70-72</td>
<td>C-</td>
<td>1.67</td>
<td>Minimum Pass</td>
</tr>
<tr>
<td>&lt;70%</td>
<td>F</td>
<td>0.00</td>
<td>Fail</td>
</tr>
<tr>
<td></td>
<td>I</td>
<td>0.00</td>
<td>Incomplete</td>
</tr>
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<td></td>
<td>P</td>
<td>0.00</td>
<td>Pass</td>
</tr>
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<td></td>
<td>AU</td>
<td>0.00</td>
<td>Audit</td>
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<td>W</td>
<td>0.00</td>
<td>Withdrawal</td>
</tr>
<tr>
<td></td>
<td>WU</td>
<td>0.00</td>
<td>Unofficial Withdrawal</td>
</tr>
</tbody>
</table>

### Submitting Assignments

Upload completed assignments to instructors via the UMT Student Portal for grading. The link for uploading an assignment is listed next to the corresponding link to download the assignment instructions. It is very important for students to use the correct upload link for each assignment submission. There is only one file upload per assignment – so if an assignment you need to submit is comprised of more than one file, you must compress these into a .zip file prior to upload. For written assignments, save your completed work in...
an editable file format such as Microsoft Word (.doc or .docx) or Rich Text Format (.rtf), so your professor can provide written feedback as they review your work.

Please be aware that your course completion target is not a deadline for submitting assignments, but is the date by which all submissions need to receive a posted grade. Thus, for courses with written assignments, please be sure to budget a week to ten days to allow your professors a reasonable timeframe to evaluate your work.

Checking on the Status of an Assignment Submission

The status of uploaded assignments is updated in real-time in your UMT Student Portal. Professors handle submissions on a FIFO (first in, first out) basis. The average grading period may fluctuate and varies from course to course depending on certain factors, such as how lengthy and complex the assignments are, how popular the course is, and the instructor’s current workload. Instructors work to return assignments as quickly as possible, but you should allow up to 7 days after submission for the instructor to grade your assignment, as they can run into delays with internet outage, illness, travel, etc. If you need immediate assistance or an instructor has taken longer than 7 days, you can email studentservices@umtweb.edu.

Time Limits and Incomplete Coursework

UMT does not give course extensions. Students are expected to complete their courses within 11 weeks (77 days) from their date of enrollment. If a student is unable to complete a given course within 11 weeks, the course will remain open for an additional 2 weeks to allow instructors adequate time to evaluate late submissions. Students can continue to submit work after the 2 week period, but an unofficial grade of “I” for ‘Incomplete’ will be assigned. If the coursework remains incomplete for a prolonged period, the Incomplete status will expire and the course will roll over to an official grade of ‘WU’ (unofficial withdrawal), which – in terms of a student’s cumulative grade point average – is the equivalent of having failed the course.

Access to courses is not open indefinitely. If a student is unable to complete a course despite all the safety nets described above, they will need to re-enroll and repeat the course. This includes paying tuition for the retake. If you receive an "I" for an incomplete course, you should take immediate action to complete all overdue coursework as soon as possible in order to earn credit and successfully put the course behind you.

IMPORTANT CAVEAT: Please note that third-party funding sources may have specific deadline requirements for resolving Incompletes that differ from UMT’s. Therefore, it is always a good idea to talk to your funding source (e.g., your Education Office, your employer, or your Financial Aid representative) regarding the extra time needed to finish the incomplete work. Third-party funding source policies do not override UMT’s policies. UMT issues an official grade report for each completed course, but does not issue partial progress reports or projections on when a student might complete a course in the future.

Academic Forums

The UMT Academic Forums exist to enhance students’ learning experiences by enabling interactions between faculty, students, and their peers. Access the forums by clicking on the “Academic Forum” icon in your UMT Student Portal. The forums contain discussion
topics pertaining to the concepts taught in the Degrees/Courses. Students in the term-based programs are required to participate in the discussions weekly. Students in the self-paced programs are encouraged to participate in the forum discussions. Each course belongs to a forum and participation in the forum does not affect the student’s grade. Each forum covers topics applicable to more than one course. Students should relate their commentaries to the course they are currently enrolled in.

Pacing Your Work

Students are responsible for pacing their work to complete each course in the allotted time. Please adhere to the readings, assignments, and exams listed in the Course Outline section of the Syllabus and anticipate investing at least 135 hours of study time per course.

For students studying according to strict timelines (i.e., students receiving Federal Student Assistance or active-duty TA), it is important to receive grades on all components of a course prior to the designated course completion date. A course’s expected completion date is not a deadline for submitting assignments but the date by which the assignments should already be graded. Enrollment in subsequent courses may be restricted while courses are still incomplete.

Faculty Support

Faculty support is provided through the Ask the Faculty a Question link in the opening page of each course. It is important to select the type of question as that determines the routing to the various faculty members. If you get it wrong, you will still be answered, but it will take a little longer as the question will have to be moved to the correct faculty member.

Students should compose their question with the same professional care that one would apply to a memo to one’s supervisor. They should state the problem or question clearly and succinctly. Be sure to reference any relevant information, including page numbers in the textbook or course module numbers, to ensure that the instructor can respond efficiently and effectively.

UMT’s goal is for the faculty to answer all student questions within one business day.

Sometimes students feel they need to discuss a question with the instructor. In these cases, a faculty member may arrange a telephone call with the student, at the instructor’s discretion. However, it is UMT policy that the first communication be through the Ask the Faculty a Question link.

Academic Integrity

All students are expected to conduct themselves with the utmost integrity at all times. Students are required to:

- Complete their own work;
- Present work in their own words rather than copying words verbatim of an outside authority – short quotations are permissible, provided the student: 1) uses quotation marks, and 2) cites the source;
Properly cite all referenced works that are used to complete assignments;
Be truthful in all communications with fellow students and UMT faculty and staff;
Abide by UMT Policies, as presented in the catalog and website; and
Respect UMT’s ownership of all course materials.

Any breach of the above conditions may result in course failure or other disciplinary action as may be determined appropriate. Disciplinary decisions are made solely at the discretion of the Academic Dean and President and are final.

**Plagiarism and Cheating**

Students who submit written work are responsible for ensuring that the work is their own. If they receive help in any way, they must acknowledge the help by providing an accurate and complete citation. Failure to acknowledge a source used in written work or the copying of others’ work constitutes plagiarism. Plagiarism is a serious breach of academic ethics and conduct. It is at the discretion of the instructor to allow a student to submit a new assignment, rework the old assignment or be given a grade of F for a plagiarized assignment.

Cheating on exams in any manner is strictly prohibited. Disciplinary action against students found to be cheating can entail a warning for an inadvertent offense; academic probation or suspension for a defined period of time; nullification of the score of the exam or academic credit for affected courses; and/or expulsion from school.

**Proctored Exams**

Proctored exams are a requirement for completion of all degree and certificate programs. Proctored exams are graded pass/fail and do not affect grade point averages, though students must pass their proctored exams in order to graduate. If a student fails a proctored exam, he/she may retake it once. Detailed instructions regarding the exam will appear in your UMT Student Portal when you are close to completing the final courses in your degree or certificate program.

**Requesting a Diploma**

When you are nearing the successful completion of all academic and financial requirements associated with your program of studies, you must request that your degree completion be processed through your UMT Student Portal.

To get started, simply log in to your account and click on the diploma icon labeled “Request Graduation”.

Use this link to:

- verify how your name will appear on your diploma;
- confirm the address it will be shipped to;
- check your credits earned to date;
- see whether your Cumulative Grade Point Average meets the minimum requirement for degree conferment (2.0 for undergraduate degrees and certificates, 3.0 for graduate degrees and certificates);
• view your current ledger and pay off any remaining balance (keep in mind that fees and tuition must be paid in full before your graduation request can be fully processed and when a third party such as corporate, military, etc. is paying your tuition, they do not always pay quickly);
• pay your graduation fee; and
• verify whether you have passed the required proctored exam.

Do not request graduation until you are close to finishing your final course(s).

Please first self-access your eligibility for graduation using the Request Graduation tool in your UMT Student Portal and ensure that all criteria are met – especially that you have completed the correct courses as listed on your Individual Learning Plan. If you have any questions regarding the status of your eligibility to graduate, contact the UMT Student Services Team at studentservices@umtweb.edu.

**NOTE:** If you are completing a bachelor’s degree, be aware that you may already be eligible for up to 50% transfer credit toward a graduate degree. If you are considering doing a master’s degree, please visit the graduate program descriptions at [http://www.umtweb.edu/AcademicPrograms.aspx](http://www.umtweb.edu/AcademicPrograms.aspx), and use the “New Program” icon in your UMT Student Portal to get started once you’ve graduated from you bachelor’s. Follow up with admissions@umtweb.edu if you have any questions.

**When Final Course Grades Post**

If you are in a self-paced program, you do not have to wait until the end of the semester to receive your grade report or register for your next courses. Final course grades are posted in your UMT Student Portal while official grade reports are produced and sent at 7:00 a.m. Eastern time, the morning after the last assignment or exam receives a grade. The earliest your final course grade posts in the system is on the morning of the 30th day of enrollment, after which time you may also view the update on your unofficial transcript or order an official transcript via your UMT Student Portal. Term-based students (Title IV and others) will receive their grade reports at the end of the semester if all work is complete.

Please note that while the portal may indicate that all assignments/exams are completed, outstanding tuition payments will prevent your official grade from posting. If a student does not pay by a course’s target completion date, the course will receive an *unofficial* grade of Incomplete. Left unresolved, Incompletes will become an *official* grade of WU, indicating an unofficial withdrawal from the course. A WU is calculated with the same weight as an F in a student’s GPA.

If you have questions regarding your balance, or if you need help making a payment, please email studentaccounts@umtweb.edu or call 1-703-516-0035, ext. 1500.

**How to Order an Official Transcript**

You may view your free unofficial transcript at any time through your UMT Student Portal, or you may order an official transcript using the online release form. This form is also found in your portal and the order will include a shipping and handling fee.
UMT’s policy on the release of student education records complies with the Family Education Rights and Privacy Act (FERPA), also known as the Buckley Amendment. This law preserves students’ right to privacy.

**Official Acceptance**

"Official Acceptance” is the designation granted once all required documents for admission are on file. This includes official transcripts received directly from the issuing institution. If, at the time you applied and/or your Individual Learning Plan (ILP) was written, you provided scanned, photocopied, or emailed copies of documents, these are regarded as *unofficial*. Those unofficial documents are sufficient for granting admission and/or credit transfer but also result in “Conditional Acceptance” until the official documents are received.

Consult the “Required Official Documents” information in your UMT Student Portal to determine what official documentation is still needed before you can be officially accepted. Official transcripts need to be sent directly from the institution issuing the transcript to:

Office of Admissions  
University of Management and Technology  
1901 Fort Myer Drive, Suite 700  
Arlington, VA, 22209, USA

We are required to have your official documents within 77 days (one semester) of your first course enrollment. If you have questions about UMT’s receipt of Official Transcripts from other schools, please write to admissions@umtweb.edu.

Official transcripts and official acceptance are processed on a daily basis, but it can take some time before yours are completed. If you are in a hurry to graduate then please have your official documents sent to UMT as soon as you enroll.
SECTION II. YOUR STUDENT PORTAL

UMT’s online learning platform is built into the UMT Student Portal.

Accessing Courses

If all necessary documentation has been received by the Office of the UMT Registrar, course access is granted on the course start date you selected when registering (or, if different, the start date specified on your tuition assistance document approved by your funding source). Kindly note that access may be delayed if the Office of the UMT Registrar has not received all necessary documentation. While same-day registration and enrollment is possible, it is usually a good idea to select a start date a week or two in the future. This allows time for you to get your funding squared away and to obtain textbooks.

Course Information

As noted above, each course has its own separate section within the course site. When you click on a course, you are taken to the appropriate Course Information page. The Course Information page provides basic background information about the course.

Note the navigation buttons at the top of the page, which enable you to access different components of the course (e.g., course modules and exams). The exact combination of features used may vary from course to course. The most common are:

- Course Information (which includes the course syllabus and this handbook)
- Course Modules (which covers course content, module by module)
- Assignments & Exams (which provides links to exams and/or links to homework assignments)

Of crucial importance is the SYLLABUS link, found in “Course Information,” which enables students to access the course syllabus. Once students have the syllabus, they possess important information on course objectives, structure, assessments, and an outline of the sequence of readings, exams, and assignments.

Course Modules

Online lectures take the form of course modules, typically delivered using Microsoft® PowerPoint, Adobe® Flash, or HTML5 technology.

- For a Flash movie, students merely need to click the forward button to move from one lecture page to the next. In addition, many pages contain “More Info” buttons, which, when pressed, offer pop-ups that explain course content in more detail. Some of the pop-ups contain audio files. These files will play automatically through the pop-up windows.
- For a PowerPoint file, you will need to click Page Up and Page Down or the scroll bars to move from slide to slide.

Display Modes

The modules section of a course has five possible display modes. Three of those modes work on any computer and are not affected by the Display Mode setting. Many courses
use Microsoft’s PowerPoint presentations, standard HTML, or PDF files, which should work on all computers. For the other two Display Modes, Flash and HTML5, please see the following:

- **Windows- and Linux-based computers:**
  
  A Flash add-in is required for Flash to work.

  HTML5 is the newest standard for HTML and works with newer browsers but may not work well on older browsers.

- **Apple-based computers:**

  Flash does not work.

  HTML5 is the newest standard for HTML and works with newer browsers but may not work well on older browsers.

Therefore, if using an Apple-based computer, you must select HTML5. If using a Windows- or Linux-based computer Flash is preferred, but HTML5 is an option.

You may select which display mode you need within the *Edit Profile* section of your UMT Student Portal.

**Additional Readings**

In some UMT courses, the primary source of student readings is a course textbook. This is particularly true at the undergraduate level. However, many courses – particularly graduate level courses – contain a wealth of outside readings that students need to access. These additional readings can be downloaded from the Course Syllabus or Course Modules.

**Think & Review**

Some courses contain Think & Review (T&R) questions to challenge students to see how well they have mastered the content of the online lectures. These T&R questions are not graded, but are designed to be a tool for self-study purposes.

**Assessments**

There are three possible buttons to get to the Course Assessments page:

- **Exams** – The course has one or more exams and no assignments.
- **Assignments** – the course has one or more assignments and no exams.
- **Assignments and Exams** – the course has one or more assignments and one or more exams.

Many graduate and undergraduate courses feature an evaluation of student performance that includes online exams. Unless otherwise indicated by the syllabus, exams are open book and open notes, and there are no time limits for taking them.

With the exception of proctored exams, online tests do not need to be completed in a single sitting. Be sure to save your answers frequently, however. The [SAVE] button is at
the top of the page at the beginning of the test. When you return, you will be able to resume the exam where you left off. If you do not save, your progress will be lost and you will have to start the test anew when you return.

Again, it is strongly recommended to save your exam regularly. Beware that if you are in the middle of a test and take a prolonged break (e.g., for a phone call or a meal) without saving your answers, your login will time out and you will lose any unsaved work. Likewise, if you lose your internet connection in the middle of an exam, you will lose any answers entered unless you saved your test prior to losing connection.

**Important Exam Taking Notes:**

- Do not use the arrow keys to move from question to question! Most browsers will change your selected answer when using the arrow keys!
- Before submitting an exam for grading, recheck all your answers and be very sure that what's on your screen is what you want. When you submit for grading, your answers are finalized and your score is calculated.

For written assignments, students should download the required materials from the assessment page. The nature of assignments varies from course to course. Some courses require students to carry out a number of exercises that demonstrate their skills. Others focus heavily on student responses to “think pieces.” Still others may outline a term paper assignment. Students should upload completed written assignments through the corresponding course site and assignment upload link.

**Important Assignment Submission Notes:**

- Assignment must be uploaded via your Student Portal.
- Instructors have no way to give you a grade if you submit an assignment in any other way.
- Please read the assignment upload page notes – not all file types are allowed!
- If you receive a 404 error when you try to submit, it means that your file is larger than 8mb. There are no assignments at UMT that require more than 2-3mb. No need to call for help – reread the instructions and redo the assignment!

Unless specifically requested to do otherwise, all specific course-related communications with UMT Faculty such as help requests, status requests on previous submissions, exam challenges, etc., must be done through the *Ask the Faculty a Question* link in the opening page of each course. All other questions must be asked using the Ask Student Services icon in the home page of the student portal. This allows us to track and archive student submissions and monitor the speed and quality of responses.

**Assessment Pacing**

The ability to take exams and upload assignments varies based on the type of program a student is enrolled in. For term-based students, assessments are accessible at specific times throughout the 11-week (77 days) period. For self-paced students, assessments must be submitted in order and cannot be submitted until the previous assessment is graded. The first assessment will become available 15 days after the course start date.
A note to the right of the exam explains when the exam will be available. Once the exam is completed, there will be a review link if you scored less than 100% and that link will disappear after 7 days. If you click the retake link, the review option disappears immediately.

Assignments can be downloaded as soon as you have access to the course, but the link to upload a completed assignment will not be available until the appropriate time. When the link becomes available, it will be listed to the right of the assignment download link.

**Retaking Exams**

When a course is set up to allow you to take an exam a second time, a link will appear next to the review link which is next to the score to request the retake. If you click that link, please be aware that you will be given a fresh exam with new questions. In other words, you will not be re-entering your previous exam to fix the questions you missed on your first attempt. Furthermore, the result of the second exam will not replace the original score but will be averaged with the score from the first attempt. The retake option is for students who have failed or received a borderline score.

The period allowed to request or complete a retake exam is limited to 7 days. No matter when you request a retake, you must be done within seven days of completing the first test or you will not be allowed to complete it!

**Course Availability**

Students are able to review their courses for 90 days from the start date of the course, or for 7 days after their course completion date if they are beyond the 90-day mark. Please note that this does not pertain to exams. Exams are only available for review for 7 days after the exam is completed.
SECTION III. STUDY SKILLS

There are myriad books and approaches to developing and maintaining effective study habits. While UMT cannot offer a single solution that would fit every situation, we do recommend the following useful methods.

Developing Effective Study Habits

- **Be Proactive.** Ultimately, you are responsible for your learning. Define your goals and values, and then operate within this framework. Establish priorities to guide your decisions. Effective study requires you to allocate time and effort to the task of studying.
- **Begin with the End in Mind.** Take your syllabus and plan your approach to the course. Keep in mind that the most valuable resource you have is your time. Allocate your time effectively so that you keep up-to-date with your work. Most importantly, keep assignments within scope.
- **Put First Things First.** Define your activities in terms of their urgency and importance. Avoid becoming engaged in activities that are not important. The more you focus on the important-but-not-urgent activities, the fewer problems you should encounter.
- **Think Win-Win or No Deal.** Know your objectives. Understand your strengths and weaknesses. Everyone wins when each student does his/her best to complete assignments and to participate in class. If you are confident you have done your best, and you are content with your level of effort, then a grade is simply an external indicator, not a measure of your benefits.
- **First, Seek to Understand, Then to be Understood.** Seek to develop a clear understanding of the goals of your instructor and classmates. If you disagree with an instructor or classmate, always be polite and professional. Present your point of view in a way that is persuasive and invites discussion.
- **Synergize.** Work to achieve new, creative solutions cooperatively. Be open to new ideas and different approaches. Understand there is a key distinction between “compromise” and “create solution.”
- **Sharpen the Saw.** Maintain your physical health. Read widely and ask questions. Participate in your community. Focus on spiritual growth to complement your intellectual growth. Practice these habits to ensure success.

Adapted from:


Writing an Essay or Report

Written assignments provide an excellent means for students to demonstrate their understanding of the material and their ability to write effectively. However, writing assignments often become a burden for students – and instructors. A few simple rules for writing an essay or report can lessen the burden for everyone.

- **Select a Topic.** Pick a narrow topic to ensure the essay can be completed within the time constraints of your schedule and the due date. If the topic seems too broad, it very probably is. On the other hand, if you cannot locate enough material to complete the assignment, then your topic is probably too narrow.
- **Write a Thesis Sentence.** This sentence will establish the over-arching point that you wish to make. It helps establish control limits for the topic.
- **Decide How Best to Complete Development.** Usually, the essay or report will serve one main purpose: definition, example, compare and contrast, cause and effect, classification, or process analysis.
- **Organize the Essay.** List the main headings that your essay or report will need. Refine your headings to subheadings, creating a hierarchical outline.
- **Write Topic Sentences.** At the lowest level of the hierarchy, write a topic sentence that can be expanded into one or more paragraphs.
- **Write the Body.** Elaborate each topic sentence to create a succinct paragraph that supports the topic sentence.
- **Write Your Conclusion.** Prepare a concluding paragraph that restates the thesis, summarizes the presentation, and brings the essay or report to a close. Do not introduce new ideas or new facts in the conclusion! If you feel compelled to add information, revise your outline and work your way through the essay to establish the foundation.

Adapted from:


by A.F. Parks, J.A. Levernier & I.M. Hollowell © 1995, St. Martin’s.

**Research Papers**

Research papers are used to document independent research on a specific topic. The general pattern for research papers is to introduce the topic, provide a review of the literature, explain the methods of research, present the findings, and discuss the findings with an eye to conclusions and recommendations. Some term papers may be research papers, but most term papers are not.

- **Introduction.** The first section of any research paper sets the stage for all that follows. It describes how the research fits in the broader context of current research in the field of study. It describes the general state of affairs and then describes a specific problem to be researched. The statement of the problem must be clear and succinct. It must persuade the reader that the problem is significant, and therefore worth researching, as well as being feasible. Based on your understanding of the
problem, state your hypothesis. Conclude with an overview of what the remaining sections of the paper will cover.

- **Review the Literature.** First, the student must determine what research is relevant and worth citing. Then, working from most recent sources, develop a strong foundation based on prior research and publications. Be objective but critical of prior methods, analyses, findings, reports, and so forth. If sampling is used, pay special attention to whether the sample was random or not and whether the population sampled is appropriate or not.

- **Methods.** Explain how you will conduct the research and what analyses will be performed on the data collected. Describe your procedures in such sufficient detail that someone could duplicate your work, if so desired. Explain your sampling strategy(ies). List the main variables you will track. Explain your manipulation or intervention clearly. Discuss reliability and validity of measures. Provide examples of any data collection instruments in an appendix.

- **Findings.** This section presents quantitative and qualitative findings. The various descriptive and inferential statistics should be presented in standard summary tables, with more extensive displays in an appendix. Qualitative data should be organized using word tables, logic diagrams, or other data displays that enhance the reader’s understanding.

- **Discussion.** Detail your fundamental lines of reasoning based on the findings presented. These arguments must provide interpretation of the findings individually as well as interpretation of the interactions or relationships between findings. Extreme values and unexpected results must be explained. If further research is warranted, this fact should be stated.

- **Conclusion.** Restate and summarize the findings and discussion. This section may be used to reduce the complexity of the overall report or to provide a convenient summary for readers who skip to it.

- **Recommendations.** If recommendations are warranted, these may be placed in a separate section. All assertions of facts must be documented. All generalizations must be reasonable based on the samples and methods employed. Remain objective and value-free in stating any recommendations. Admit limitations and any invalidating circumstances.

- **References.** Provide a comprehensive list of references. Be extremely careful to ensure that all citations are accurate in all respects. Failure to cite included material is plagiarism and can result in failure or dismissal.

**UMT Policy on Research on Human Subjects**

Students at all levels of study at UMT may find themselves carrying out research as part of an assignment (or on their own in an independent research undertaking). At the undergraduate level, students may need to do background research on topics covered by their assignments. They certainly will conduct research when they take their capstone courses. In the case of the BBA, these are MGT190 Entrepreneurship and MGT195 Business Policy and Strategy. At the graduate level, where the principal mode of assignments entails writing essay responses to questions, delivering oral presentations, and writing term papers, students often engage in substantial research. Of course, at the doctoral level, the pinnacle of studies entails writing a doctoral dissertation, which is based on conducting substantial original research that generates new ideas or analytical formulations.
Responsible researchers have long recognized that research on human subjects offers the potential for abuse. When a research project entails intimidating subjects, or causing them to take actions that may lead to physical harm, or psychologically abusing them, or causing them to harm others, it is clear that the research effort is at a minimum unethical, and may even be illegal.

This UMT statement of policy on research on human subjects provides UMT students, faculty, administrators and contractors guidance on conducting research that is ethical and legal.

**Surveys and Interviews**

Because UMT’s focus is on effective management of individuals, groups, organizations and communities, its principal vehicles for conducting research on human subjects are surveys, interviews, and collection of publicly available data. Following are guides for handling each of these approaches to avoid harming human research subjects in any way.

**Surveys.** Surveys typically entail distributing questionnaires to subjects. Traditionally, the questionnaires have been paper-based. Increasingly, they are carried out over the Internet using a variety of survey tools, such as Survey Monkey. Surveys can also be conducted orally, as when a researcher contacts people over the telephone and asks them questions.

Following is an important requirement for conducting most surveys (there may be exceptions) to avoid discomforting or harming human subjects:

> Keep the survey anonymous. This is smart practice if you want to increase response rates and if you want to encourage honest answers. Who will make critical comments about their management if they believe that the people they criticize will be able to identify them? But it is also ethical practice and required when conducting surveys in response to meeting UMT research needs. UMT wants to make sure that no one who participates as subjects in studies carried out by its students, faculty, administrators and contractors suffers retribution or other discomfort or harm for participating in surveys.

Sometimes occasions arise where the researcher needs to note the identity of respondents in order to validate data or to help in the data classification process. In these cases, why not use a temporary ID instead of a name? At any rate, once the validation or classification has occurred, reference to the individual that can reveal his/her identity should be eliminated to assure full anonymity.

**Interviews.** Interviews can be conducted in different ways. Two basic categories are one-on-one interviews and group interviews.

When conducting interviews, researchers must determine whether anonymity should prevail. The extent of anonymity of an interview depends on its objective. Consider the following scenarios:

- If the researcher is using interviews to obtain detailed information on the effectiveness of different types of managers in an organization, the interview should usually be conducted under conditions of anonymity, so that the interviewee does not face retribution for sharing his/her views.
• If the interview is purely a fact-finding effort, it can be conducted anonymously (if that is the interviewee’s preference) or with full attribution of the interviewee (he/she may be delighted to receive public exposure).

• If the interview is being carried out with leading experts or well-known personalities, it may be important to identify the interviewees (with their agreement) in order to provide credibility in the arguments that are being made. If a named foreign policy authority offers his/her view on current events, that carries much more weight than opinions coming from “an anonymous source.”

Important note: Whenever researchers have agreement to use the name of the interviewee and to articulate his/her views, they must be sure to obtain a signed “release,” where the interviewee authorizes them to use his/her name. The release can be simple, e.g., “I authorize XYZ to identify me as the subject of an interview on ABC topic.” It should be dated and include the subject’s signature.

Experiments

Owing to the nature of the subject matter of UMT programs (geared to managing individuals, institutions, communities, technology, projects), we seldom encounter research efforts built on experimentation. However, it is an option that students can choose if they elect to.

Social and psychological experiments are often employed in the social sciences. The great majority entail having subjects carry out innocuous chores and have no potential for harming the research subjects. For example, psychologists who study human memory often use undergraduates as subjects, putting them through a series of memory-testing chores. In such experiments, anonymity is invariably maintained. No one is harmed – in fact, many of the subjects enjoy the experience.

But other experiments can be more sinister, such as those that publicly humiliate subjects or play “mind games” with them. The most famous example is the experiments carried out by Stanley Milgram in 1961, where unwitting subjects were asked to take actions that they thought imposed great pain on other subjects (who were actually actors working for Milgram). Such experiments lead to discomfort at a minimum, and may yield stress and trauma.

Institutional Review Board (IRB)

At UMT, any student, faculty, administrator or contractor who is planning to carry out surveys, interviews or experiments that have even the slightest possibility of harming subjects or others affected by the research (either physically or psychologically) must present their research plan to UMT’s IRB, comprised of the Academic Dean, the Undergraduate Dean, and the Director of Academic Programs. The IRB will review the proposed experiment (or survey or interview) to determine its potential impact on subjects and others. If it is determined that the experiment could yield detrimental effects, the researcher will be asked to adjust his/her approach in order to remove possible harmful consequences.
Referencing Sources

When writing a paper, you may have occasion to reference outside sources (e.g., newspaper articles, scholarly articles, books, magazines). At UMT, we ask students to reference sources by use of endnotes rather than footnotes. With footnotes, a footnote number appears in the main text, and the reference associated with this footnote number is provided at the bottom of the page. Use of footnotes can create problems with formatting word processor-generated papers, so we ask students to employ a simpler approach – provide endnotes.

Here is how endnotes work. Consider the following sample paragraph that contains six endnote references. At appropriate points in the text, the item being referenced is briefly described within parentheses (see examples below). This description corresponds to a detailed description of the referenced item, found in the endnotes section of the paper (see example below).

During an interview conducted with Mary Jones, Ms. Jones highlighted the importance of work breakdown structures in project management (Jones, 2013). The WBS concept is a product of the US Department of Defense. DoD’s official guidance on WBS development provides the official DoD perspective on WBS use and structuring (US Department of Defense, 2005). Information on different approaches to creating a work breakdown structure is provided by the Project Management Institute in its Practice Standards for Work Breakdown Structures (PMI, 2006). Chapter 11 of Harold Kerzner’s Project Management: A Systems Approach offers a practical tutorial on creating WBSS (Kerzner, 2009). An interesting article describing the evolution of thinking on WBSS was written by John Smith (Smith, 2013). A brief online overview of WBSS is offered by Wikipedia (Wikipedia, 2012).

Endnotes

Jones, Mary. Interview conducted by author with Ms. Jones on 4 February 2013.

The examples above provide the most typical types of references you will be making, i.e., to interviews (Ms. Jones example), books (Kerzner example), standards (PMI example), articles (John Smith fictitious example), government documents (DoD example) and internet sources (Wikipedia example). In referencing sources, follow the formats used in the examples provided here. If you are referencing some other type of source (e.g., voice recordings, movies), follow the same basic formats offered here, providing enough information so that individuals can track down the reference if they desire.

Avoiding Plagiarism

Students who submit written work to the University are responsible for ensuring that the work is their own. If they receive help in any way, they must acknowledge the help by
providing an accurate and complete citation. Failure to provide a citation is plagiarism. Plagiarism is a serious academic breach of conduct, whether it is accidental or deliberate.

Plagiarism is extremely easy today because of availability of the Web, both as a source of material to copy and as a source of complete term papers for sale. However, copying from a Web site or purchasing a term paper from a Web-based business are not the only forms of plagiarism. Examples of a few other types of plagiarism include:

- **The Word-for-Word Quotation without Quotes.** Even a phrase or a single sentence copied from another author’s work is plagiarism if there is no proper attribution. Use quotes and provide a citation.
- **The Dangling Footnote.** Giving a footnote or endnote that has the required reference information is not enough to avoid plagiarism. You must provide a proper quotation, using quotes or indented paragraphs as appropriate.
- **The Paraphrase.** A paraphrase with attribution (i.e., citation) is not plagiarism. However, a paraphrase should be based on using your own words to illustrate the meaning (semantic intentions) of the original author. Your paraphrase should not be syntactically similar and should not be created by substituting words into a word-for-word quotation.
- **The Verbal Mosaic.** A verbal mosaic is created by weaving together phrases or sentences from an author or several authors, sometimes with one’s own phrases or sentences intertwined, to create a paragraph or section of an essay. The most common form of mosaic is including a single, especially well written phrase in an otherwise original sentence. Regardless of how short the quotation may be, you must cite it.

The University authorizes instructors to assign a grade of F for work that has evidence of plagiarism. The decision to allow a student to submit a new assignment or to rework the old assignment is the instructor’s.

To avoid plagiarism, apply the following basic rules:

- **Err on the Side of Safety.** Giving too many citations is never plagiarism.
- **Give Citations for any Words, Ideas, or Phrases That Are the Work of Others.** When you are taking notes or writing your assignment, mark all quotations with quotes or indentation, as appropriate. Before submitting your paper, recheck your quotations against your notes.
- **Give Citations for Figures, Drawings, Charts, or Tables That Are the Work of Others.** If you find a figure, drawing, chart, or table that will add value to your written assignment, you may use it – provided you give the source. Similarly, if you retype or recreate any part of an exhibit, you must give a citation.
- **Give Citations for Interviews and Personal Communications.** If you ask anyone for information or for help, you must provide a citation. It is best to use direct quotes clearly indicating the person’s name and date of the interview.
- **Provide a Preface to Document Contributions of Others That Are General in Nature.** If you have a general discussion of your topic with friends or family, and they offer ideas or guidance that changes the direction or contributes to your final work, then give them the credit they are rightly due. Likewise, if someone helps you edit your paper, then you should include a prefatory note that explains their contribution to the work.
Being a scholar does not require your work to be entirely original. A hallmark of good scholarship is that you build on the work of others. Nevertheless, when building on the work of others, you must make proper attribution to their contribution.

**Taking Multiple-Choice Tests**

Multiple-choice tests are commonplace in education and training. The typical multiple choice item is a phrase or statement (the stem) which is followed by three to five options for answers (also known as distractors). Knowing a few simple test-taking strategies may improve your scores and reduce your anxiety when facing high-stakes multiple-choice examinations.

- **Survey.** Take time to read the entire test, looking for directions, headings, figures, tables, computations, and items you are confident you know. Pay attention to questions that are stated in the negative, as these are easy to misread (i.e. Which of the following is NOT...).
- **Question.** Ask yourself what topics the test covers where your knowledge is weak. Assemble your materials to support your testing session. Unless otherwise indicated, tests at UMT are open-book and open notes.
- **Read.** Take time to read the directions completely and carefully before starting to answer questions. Not reading the directions is a common, potentially costly mistake. Determine if each question has only one correct answer or if multiple correct answers are presented. Determine if there is a penalty for guessing. Determine how much time you have. At UMT, multiple-choice questions typically have only one correct answer; there is no penalty for guessing. In addition, there are no time limits, so you may SAVE your test if you become tired or distracted and need to finish it later.
- **Answer.** Answer every question. You can improve your odds by thinking critically, but do not try to "read too much" into the questions. Re-reading the stem helps focus your attention on what the question is asking. Decide what you think the answer is and then search for it among the options given.

Some questions are difficult. Several useful strategies for difficult questions are:

- Eliminate clearly wrong options. This step simplifies your decision.
- Treat each option as if it were a true-false question. Then pick the best of the true answers.
- Critically inspect options that are grammatically incorrect in hopes of eliminating them.
- Cautiously eliminate options that present ideas that are completely unfamiliar to you or clearly outside the context of the exam.
- Cautiously eliminate options that contain absolute or negative words. Words like "always" and "never" suggest the option is wrong, since common sense teaches us that few things are always or never.
- If you are certain that two options are correct, then the option "All of the above" is likely correct, even if you are not sure about it.
- With number answers, test the middle values first, as the highest and lowest values are seldom the correct answer.
- If two or more options are similar, read them especially carefully because they likely are different in a subtle but important way.
• If the stem has a negative and an option has a negative, use the rule that a double negative is a positive to rephrase the question and answer to see if it is correct.
• If two options are polar opposites of one another, one of these is likely the correct answer.
• Give additional credibility to options that are qualified. Longer and more inclusive options are likely to be correct.
• If two alternatives seem correct, use the stem to decide the best fit.

Remember that you are looking for the **single best answer**. Choose the answer that is most likely correct. Do not overload the question with irrelevant considerations. The single best answer does not have to always be correct. It does not have to be correct in all cases and without exception. It only needs to be the single best answer to the given stem within the context of the given exam.
SECTION IV. STUDENT SERVICES

At UMT, the student services function is an integral part of UMT’s operations. Students and alumni are key members of the UMT community. During the time students study at UMT – from their first experiences as an applicant, to the hours they dedicate to their studies, to concluding their work with a diploma, to serving as an alumnus – they receive student services from UMT Admission Counselors, Student Advisors, Academic Advisors, Faculty and Instructors, as well as from staff at the Registrar and Student Accounts offices. For example:

- A UMT Admission Counselor will orient you on how to study at UMT online, walk you through your Individual Learning Plan (ILP), and assist you with registering for your first set of courses. Although your Admission Counselor is happy to speak with you once fully enrolled, their actual function is complete and your Student Advisor is better equipped to help with any situation.
- A UMT Student Advisor will monitor your progress as you work your way through your program, remind you to keep up with your studies, and advise you on how to improve your academic performance.
- The UMT Registrar’s Office will assist you with your registration and enrollment issues.
- UMT Faculty and Instructors will strengthen the learning experience by addressing course-related issues.
- UMT Connect, an online network of UMT students and alumni, provides you access to the UMT online community and UMT connections after you graduate.

For student service assistance, use the Ask Student Services icon in the home page of your student portal or call 703-516-0035 and ask for Student Services. Phone assistance is available during UMT office hours: 9:00 a.m. to 5:00 p.m. Eastern, Monday through Friday, excluding holidays (please refer to the UMT Academic Calendar in the UMT Catalogs for details on holidays).
SECTION V. HONOR SOCIETY

The Distance Education Accrediting Commission (DEAC) has designated the University of Management and Technology as the "Kappa of Virginia" Chapter of the prestigious Delta Epsilon Tau International Honor Society, a vehicle for recognizing superior student achievement. “UMT is proud to accept this mark of distinction as representing a tremendous tribute to the high caliber of both UMT’s faculty and programs,” said Academic Dean, J. Davidson Frame, PhD. “But above all, it is a well-deserved honor we owe our students, who work so diligently to acquire new knowledge and skills.”

Each inductee receives a Membership Certificate featuring the Delta Epsilon Tau Honor Society Crest and Gold Seal of Distinction, as well as an Honor Society Gold Key. Only students who have met all requirements for degree completion will be considered. All undergraduate, graduate, and doctoral alumni will be screened for eligibility; those in the top 15% of each graduating class will receive an invitation to join the Delta Epsilon Tau International Honor Society.

SECTION VI. ALUMNI ASSOCIATION

The UMT Alumni Association is open to all UMT degree graduates (Associates, Bachelors, Masters, Doctorate). Use the Alumni Registration icon to join (free) and to let the association know your desired involvement. (Coming soon) Once registered, the Alumni Registration icon will switch to simply Alumni and it will take you to the alumni association specific information.