

**THE UNIVERSITY OF TEXAS AT TYLER**  
**SOULES COLLEGE OF BUSINESS**  
**Spring 2019**



<b>COURSE NUMBER:</b>	<b>MANA 3311.003, .004, &amp; .005</b>
<b>COURSE TITLE:</b>	<b>Fundamentals of Management</b>
<b>INSTRUCTOR:</b>	<b>Dr. Marilyn Young</b>

**COURSE DESCRIPTION:** An understanding of management history and functions of planning, organizing, leading, and controlling. The role of a manager is examined in promoting change, providing effective leadership, motivation, team building, communication, and decision making.

**PREREQUISITE:** None

**REQUIRED TEXT:** Organizational Behavior 17<sup>th</sup>, **or** 18<sup>th</sup> edition.  
 Stephen P. Robbins and Timothy P. Judge,  
 Prentice Hall. (No Access/or MyLab)



**CLASS MEETING:** Tuesday/Thursday  
 (MANA 3311.003 at 11:00-12:20)  
 (MANA 3311.004 at 2:00 - 3:20)  
 (MANA 3311.005 at 3:30 - 4:50)

**CORE VALUES:**

PROFESSIONAL PROFICIENCY  
 TECHNOLOGICAL COMPETENCE  
 CRITICAL THINKING

GLOBAL AWARENESS  
 SOCIAL RESPONSIBILITY  
 LEADERSHIP

**COURSE OBJECTIVES:**

1. Understand management history, concepts, and the functions of planning, organizing, leading, and controlling.
2. Explain organizational culture and its impact on managing people.
3. Compare and contrast different organizational designs and structures.
4. Recognize the role of management in communication and motivation in organizations.
5. Interpret and analyze leadership theory as related to individual, group, and team behavior.
6. Explain the role of management in promoting change, diversity, globalization, and ethics in decision making.

**TEACHING METHOD:**

- Class lecture/discussion
- Quizzes/Bonus Points
- Case studies
- Team activities
- PowerPoint slides
- Videos/Youtube.com
- Assignments
- Multiple choice exams (3)

**OFFICE HOURS AND CONTACT INFORMATION:**

<b>WEB SITE:</b>	<a href="https://www.uttyler.edu/myoung/">https://www.uttyler.edu/myoung/</a>
<b>OFFICE:</b>	Soules College of Business (COB) 350.27
<b>FAX:</b>	(903) 566-7372
<b>PHONE:</b>	(903) 566-7437
<b>EMAIL:</b>	<a href="mailto:myoung@uttyler.edu">myoung@uttyler.edu</a>
<b>OFFICE HOURS:</b>	Tues. & Thurs.: 12:15-2:00--Feel free to come by.

**Census Date:** Sept. 3, 2019 Deadline for all registrations and schedule changes.  
**Last day to withdraw:** Nov. 4, 2019 <http://www.uttyler.edu/schedule/files/academic-calendar-19-20.pdf>  
**Midterm grades due:** Oct. 14, 2019  
**Final grades due:** Dec. 17, 2019

**ASSIGNMENTS:** Go to side bar, **Assignment** to submit in Canvas



**FORMAT on all assignments:** (2 points deducted for incorrect format)

1. Microsoft Word.
2. Title and your name at top.
3. Single-spaced, double space between paragraphs—one blank line
4. 1" margins--full justification, right margin aligned/even.
5. 12 pt. Times Roman font.
6. Approximately one page.

**See Example  
on Canvas**

	Pts.	Due Date
<b>EXAMS</b> Three exams and one final exam (multiple choice--100 pts. each). Exams will be open for 3 days online within a 2-hour time frame. The test will be opened on due date from 8 a.m. until 11:59 p.m. and will be graded and posted immediately. The answers will be available after all students have finished the exam—just go to Grades and click on your score. Go into Lockdown Browser first. <b>Respondus Lockdown Browser</b> will be used. Please install. <a href="http://www.respondus.com/lockdown/download.php?id=593832943">http://www.respondus.com/lockdown/download.php?id=593832943</a>	300	
<b>Hybrid Quizzes (Quiz 1, Quiz 2, Quiz 3, and Quiz 4)—Each quiz 5 multiple choice--5 points.</b>	20	
<b>1. Myers Briggs Test:</b> a. Take the Myers Briggs Temperament test online. <a href="http://www.humanmetrics.com/cgi-win/JTypes2.asp">http://www.humanmetrics.com/cgi-win/JTypes2.asp</a> b. Once you have your four letters; i.e. ENTJ (16 possibilities), you may do an Internet search and just key in the 4 letters, search, and read about your personality. Much of the information comes from the book, <i>Please Understand Me</i> , which is at the circulation desk at UT Tyler Library. Here is another site: <a href="http://keirsev.com/">http://keirsev.com/</a> once you know your two letters. <b>Artisan (SP)</b> <b>Rational (NT)</b> <b>Idealist (NF)</b> <b>Guardian (SJ)</b> <b>Submit:</b> A one-page summary of your personality/temperament with either agreement/or disagreement. See example under Assignments.		Sept. 12
<b>2. Surveys (2) Give to employees and return hard copy to me. See Assignment under Canvas</b>	10	Sept. 17
<b>3. Book Summary:</b> <b>Submit:</b> After reading a popular and interesting, management book, submit to me a short summary of the important ideas you have read. It is not a book review--which sounds like the book cover. See approved books in Canvas/Assignments/Book Summary. <b>You must reference/cite your book.</b> If your desired book is not on the list, email me for approval. See example under Assignments.	10	Oct. 8
<b>4. Organization Analysis:</b> Choose an organization you admire or would like to do an internship or work for. Use any organization--profit or not-for-profit. Then submit to me a one-page summary/analysis or video about the company (not an ad). You could mention the history, organizational culture, human resource policies, or anything you feel is important. Be creative. Use the company's site with its mission, history, and organizational culture. Possible site are: <a href="http://fortune.com/best-companies/">http://fortune.com/best-companies/</a> <a href="http://fortune.com/worlds-most-admired-companies/">http://fortune.com/worlds-most-admired-companies/</a> <b>You must reference/cite your sources.</b> <b>Submit:</b> One-page typed summary. Put your organization and your name at the top. Place sources and/or websites at the bottom. See example under Assignments: <i>Organization for Internship.docx</i>	10	Oct. 22
<b>5. Movie and Concepts:</b> Analyze any movie of your choice containing management concepts, principles, theories, etc. Examples are: Remember the Titans, Apollo 13, or even a Disney movie. <b>Submit:</b> A typed summary with 3 (three) concepts ( <b>in bold</b> )—then define and discuss the management concepts, theory, hypothesis, etc. Examples are under Assignments/Movie with Concepts	10	Dec. 3
<b>Total</b>	<b>370</b>	

Tues./Thur.	Topics and Assignments ( <i>Dates may be adjusted</i> )
	<b>Phase 1</b>
Aug. 27	Organization of Class and History of Management
Aug. 29	Chapter 1: What Is Organizational Behavior—History of Management Functions of Management (Planning, Organizing, Leading, and Controlling) <b>Student Information Form Due.</b>
Sept. 3	Chapter 2: Diversity in Organizations <b>Due: Survey emails keyed in class.</b>
Sept. 5	Career Success Conference— <b>No Class</b>
Sept 10	Chapter 3: Attitudes and Job Satisfaction <b>Quiz 1: Closes at Sept. 5 at 11:59 p.m. multiple attempts. LockDown Browser not needed.</b>
Sept. 12	Chapter 5: Personality and Values <b>Due: Myers Briggs summary: Sept. 12 by 11:59 p.m.</b> Watch Myers Briggs Presentation on Canvas
Sept. 17	Chapter 6: Perception and Individual Decision Making <b>Quiz 2 Closes: Sept. 17 at 11:59 p.m. (multiple attempts) LockDown Browser not needed.</b>
Sept.19	Chapter 7; Motivation Concepts <b>Bonus Test—Closes: Sept. 17 at 11:59 p.m. (7 points multiple choice)</b>
Sept. 24	Study Period/Catch Up— <b>No Class—Work Outside of Class</b>
Sept. 26	<b>1<sup>st</sup> Exam (Chapters 1, 2, 3, 5, 6, 7)—Online exam, No Class.</b> <b>Opens at Sept. 26 at 8 a.m. Closes on Sept. 28 at 11:59 p.m.</b>
	<b>Phase 2</b>
Oct. 1	Chapter 8: Motivation: From Concept to Applications
Oct. 3	Chapter 9: Foundations of Group Behavior
Oct. 8	Chapter 9: Foundations of Group Behavior <b>Due: Book Summary: Due Oct. 8 by 11:59 p.m.</b>
Oct. 10	Chapter 10: Understanding Work Teams
Oct. 15	Chapter 11: Communication
3	

Oct. 17	Chapter 11: Open—Work outside of class Work on Organizational Analysis and Quiz 3 <b>Quiz 3: Closes: Oct. 17 at 11:59 p.m. (multiple attempts) LockDown Browser not needed</b>
Oct. 22	Chapter 12: Leadership <b>Due: Organization Analysis: Oct. 22 by 11:59 p.m.</b>
Oct. 24	Chapter 12: Leadership
Oct. 29	Chapter 13: Power and Politics <b>Bonus Test: (Multiple choice/fill-in-the-blank) Closes: Oct. 29 at 11:59 p.m.</b>
Oct. 31	<b>2<sup>nd</sup> Exam (Chapters 8, 9, 10, 11, 12, &amp; 13)</b> <b>Open: Oct. 31 at 8 a.m.--Closes Nov. 2 at 11:59 p.m.</b>
<b>Phase 3</b>	
Nov. 5	Chapter 4: Emotions and Moods
Nov. 7	Chapter 14: Conflict & Negotiation
Nov. 12	Chapter 15: Foundations of Organizational Structure—Work outside of class <b>Quiz 4: Closes: Nov. 12 at 11:59 p.m. multiple attempts</b>
Nov. 14	Outside Class Assignment: Movie Concepts Assignment—Work outside of class
Nov. 19	Chapter 15: Foundations of Organizational Structure
Nov. 21	Chapter 16: Organizational Culture <b>Due: Movie Summary Preview (2 bonus points) Due: Nov. 28 by 11:59 p.m.</b>
Nov. 24-26	<b>Happy Thanksgiving</b>  
Dec. 3	Chapter 16: Organizational Culture <b>Due: Movie Analysis by Dec. 3 by 11:59 p.m.</b>
Dec. 5	Chapter 18: Organizational Change and Stress Management
<b>Tues. Dec. 10 (8:00 a.m.) – Thus. Dec. 12 (11:59 p.m.)</b>	<b>Final Exam (Chapters 4, 14, 15, 16 &amp; 18 plus selected tapes) Skip Ch. 17.</b> <b>Online exam--No Class. The final will be opened 3 days.</b>

#### EVALUATION AND GRADE POLICY\*\*See Assignments & Absenteeism--Exceptions

Percent of Total (370)	Grade
333-370	A (90%)
296-332	B (80%)
259-295	C (70%)
222-258	D (60%)
< 222	F (<60%)

**We will see clips of some of these plus others:**

<u>Videos</u>	
<ul style="list-style-type: none"><li>• Abilene Paradox (Group Effectiveness)</li><li>• Dealing with Conflict</li><li>• Encouraging the Heart (Leadership)</li><li>• Dealing with Conflict</li><li>• Emotional Intelligence</li><li>• Ethics for Everyone</li><li>• Fairer Sex--Gender Discrimination</li><li>• Five Questions a Leader Must Ask</li><li>• FISH/Fish Sticks</li><li>• Fun is Good</li><li>• Generations: MEET for Respect</li><li>• Groupthink</li><li>• He Says/ She Says--Communication</li><li>• History of Management</li><li>• In Search of Excellence</li><li>• It's So Simple—Southwest Airlines</li></ul>	<ul style="list-style-type: none"><li>• Max and Max</li><li>• One Minute Manager</li><li>• Power of Listening</li><li>• Positive Disciplining</li><li>• Productivity and Self-Fulfilling Prophecy</li><li>• Resolving Conflicts</li><li>• Self-Managing Teams</li><li>• Starbucks Coffee—Harold Schultz</li><li>• Take Charge of Change</li><li>• Talking 9 to 5 (Men/Women communication differences)</li><li>• Whale Done</li><li>• Who Moved My Cheese (YouTube)</li><li>• Working with you is Killing Me</li><li>• Would I Inspire Me</li><li>• West Point: Leaders of Character</li><li>• Organizations from YouTube (Walt Disney World, Zappos, Coca-Cola, Lego, Anheuser-Bush, Google, SAS, &amp; Apple)</li></ul>

## **Classroom Policies and Responsibilities**

**Canvas:** All assignments and quizzes/exams are on Canvas. It is your responsibility to submit and check **Grades** regularly and use Grade Calculator. All assignments should be submitted in **WORD** with **proper format**. See Example: **Modules/Getting Started/Format Example**. Communication will be (1) in class, (2) Announcements, (3) Discussions, or (4) email.

### **Assignments: Read Carefully—Very Important**

All should be submitted online according to guidelines. Go to Assignments, then choose file, then Submit Assignment. You have until 11:59 p.m. on the night due. Points will be deducted for **incorrect format**. Your points will be on the Grades side bar. You should check grades often and record in the Grade Calculator (excel spreadsheet) **Modules/Getting Started/Grade calculator**.

### **Absenteeism Policy:**

Students are expected to attend class each time of our 21 in-class sessions. If you are not engaged (using cell phone, computer, tapes, talking, doing work for other classes, etc.), you will be counted absent. A sign-up sheet will be passed around each class meeting.

**Very Important:** If your final grade is on the borderline, your attendance must be 80% and only miss 4 or more out of **21 in-classes**) to be rounded up to the higher grade. (Borderline is considered to be 89.5%, 79.5%, 60.5%, and 59.5%). If on the borderline, all assignments must be done to round to the higher grade.

No student will make an A or B if he/she has missed more than 60% (**12 or more**) of classes.

**Participation:** You are expected to come to class and give meaningful comments. You should read the chapters and look at slides ahead of time in order to give meaningful participation in class discussions.

### **Classroom Civility and Professionalism:**

1. No laptops. Notebooks only to take notes.
2. Take notes or print slides and take notes on slides.
3. Keep up with grades and assignments. Use grade calculator.
4. Be prepared and alert.
5. Understand syllabus.
6. Be on time and in attendance.
7. Do not use cell phones.
8. Do not use computer except for taking notes.
9. Do not listen to music with speakers or do homework for other classes.
10. No eating in class.

### **Make-up Policies:**

**Exams** should be taken when assigned. If you have an illness or emergency, a makeup exam may be given. If you forget an exam or quiz, there are no makeups. Being unprepared, having to work, or being out of town is not an excuse, as you can take a computer with you. If you miss seeing a DVD or tape, please go to the Library at the Circulation Desk at UT Library with the title of tape. Most tapes are on **Canvas/Modules** or YouTube.

### **Grade Forgiveness:**

Submit to me that you are retaking and the semester and year taken before. The assignments in previous class may be used. Tests, quizzes, and bonus points must be taken. You must complete the form: <https://www.uttler.edu/registrar/files/course-repeat-grade-replacement-enrollment-form.pdf>

### **Bonus Points/Extra Credit**

Student Information Sheet	2
1 <sup>st</sup> Bonus Test	7
2 <sup>nd</sup> Bonus Test	8
Movie Preview	<u>2</u>

**Total Bonus points** (extra credit) -- **19** and added to your total points. You have unlimited multiple attempts on bonus tests and 5-Point quizzes but must be completed by due date.

### **Ethics on Exams:**

You may use books, notes, and slides. Although these resources are available, my advice is to already know the material as you are timed for 2 hours. You must take the exam **alone**. It would be highly unethical for others to help. Do not copy/print the exam.

## Support Services

### Computer Support

- **Canvas Support**, go to Canvas, choose Help for a live chat or call Canvas Support Hotline (844) 214-6949.
- For Respondus Lockdown Browser, log in, or other problems, go to The University of Texas at Tyler **Campus Computing Services**. Email [itsupport@uttyler.edu](mailto:itsupport@uttyler.edu), or have a live chat online. Support web page: Phone: 903.565.5555 or RBN 3011.
- **Computer with Respondus**: (Library and Computer Center RBN 3022), Soules College 2<sup>nd</sup> Floor, and Palestine/Longview Campuses. Check hours.
- **Writing Center Support**

[www.uttyler.edu/writingcenter/](http://www.uttyler.edu/writingcenter/) <https://owl.english.purdue.edu/owl>



# University Policies

## Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

## Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

**Grade Forgiveness:** (Submit to me that you are retaking the course and the semester and year taken before. The assignments in previous class may be used. Tests, quizzes, and bonus points must be taken).

## State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date). Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

## Disability Services

Disability/Accessibility Services: In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Tyler at Texas offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including non-visible a diagnosis such as a



learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with an Accessibility Case Manager. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.

### **Student Absence due to Religious Observance**

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

### **Student Absence for University-Sponsored Events and Activities**

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

### **Social Security and FERPA Statement**

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

### **UT Tyler a Tobacco-Free University**

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. More information is available at:

<http://catalogs.uttyler.edu/en/UTTyler/HOP/Series-400-Business-Affairs/4-4-2-Tobacco-Free-Campus>

### **Concealed Handguns on Campus**

We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available: <http://www.uttyler.edu/about/campus-carry/index.php>.