

**THE UNIVERSITY OF TEXAS AT TYLER  
COLLEGE OF BUSINESS ADMINISTRATION  
FUNDAMENTALS OF MANAGEMENT**

**Fall 2025**

**August 25 – December 12, 2025**

**COURSE NAME & NUMBER:** Fundamentals of Management – MANA 3311

**INSTRUCTOR:** Phil Behnke, PhD (ABD)



**REQUIRED TEXT:** Management. 14<sup>th</sup> edition. Griffin, Ricky W., Copyright 2025, Cengage Publishing.

**COURSE DESCRIPTION:** This course focuses on giving students an understanding of the history of management and the functions of planning, organizing, leading, and controlling. The role of a manager is examined in promoting change and providing effective leadership, motivation, team building, communication and decision making

**COURSE OBJECTIVES:**

Student learning 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.
7. Cite all sources used in your class work. Meeting this objective will ensure that a) it is clear what thoughts and ideas in your work are the results of your own thinking and b) readers can use your citations to find/review the original sources of ideas and there will be no plagiarism in your class submissions.

**CLASS MEETING METHOD:** Online

**DEFINITION OF AN ONLINE WEEK:** The online week begins on Monday at 12:01AM CST and ends the Saturday of the same week at 11:55PM CST. Note that all times are Central Standard Time.

**OFFICE LOCATION AND CONTACT INFO:** Since I reside outside of Texas, I do not have a UT-T campus office nor a campus office phone no.

### Telephone

I strongly prefer that you **text me** and indicate you'd like to talk. In your text, it is important that you do two things: **1) identify yourself and 2) identify your course**. I will get back to you as soon as possible the same day so we can possibly speak. Thanks so much. Text 972-693-0031

### Email

In your email, it is important that you **1) identify yourself and 2) identify your course**.

Rules for reaching me:

- a. Please do **not** use the Canvas message system
- b. Please do **not** use my UTTyler email address
- c. Use only this email when contacting me: ***philbehnke-uttyler@proton.me***
- d. Or **text me** at 972-693-0031

### Office Hours

Wednesdays 11am to 1pm CST. Please **text me** before we set up the call. In your text it is important that you **identify yourself and your course**.

### EVALUATION AND GRADING:

#### Grade Percentage Cutoffs

A: 90–100%; B: 80–89%; C: 70–79%; D: 60–69%; F: 59% & below

#### Grade Rounding Policy

I do not round up.

#### Points per Deliverable

Deliverable	Points	Total points
<b><i>Discussion Forums</i></b>		
-Module 1 (Self Introductions)	1 point	
-Modules 2-13 (Concepts/Applications)	23 points per week times 13 weeks	300
<b><i>Case Analyses</i></b>		

-I	25	
-II	25	
-III	75	125
<b><i>Exams</i></b>		
-I (Covers Text Chps 1-5)	50	
-II (Covers Text Chps 6-10)	50	
-III (Covers Text Chps 11-15)	75	175
<b>Total Possible for Course</b>		<b>600</b>

## **COURSE SCHEDULE**

Refer to the modules in Canvas for the schedule.

Note that this schedule may be subject to modification. If modified, students will be notified via an announcement in Canvas.

## **RULES, POLICIES, EXPECTATIONS:**

### **Attendance**

Attendance in each module is required. Your substantive posts in the Discussion Forum will show your attendance.

### **Content Requirements and Late Policies**

These are the forms of course activities: Exams, Discussion Forums and Case Analyses

### **Exams**

There will be three exams. They will have a multiple-choice format. Exam III is non-cumulative. Please refer to the Canvas classroom for the text chapters covered in each exam.

#### **--Opening of Exams:**

Each will be available online starting on Monday for the online week for which it is assigned.

#### **--Closing of Exams:**

All exams will close Sundays @ 11:55PM CST of the online week for which they are assigned.

#### **--Late Policy for Exams:**

No late exams are allowed. They earn zero points.

### **Discussion Forums**

Regarding the discussion forums, I strive to develop your critical thinking and in addition, my effort is to post topics relevant to the course that encourage threaded conversation. In other words, I avoid questions that will elicit close-ended responses from you such as "I agree" or

“Right”. Instead, open-ended topics that use phrases such as “Share your thoughts...” or “Based on our study of xyz, how ...?” will be used.

**--Participation Frequency Expectations:**

Within the modules are detailed explanations regarding frequency expectations.

**--Late Policy for Discussion Forums:**

No late discussion posts are allowed. They earn zero points.

**Case Analyses**

Regarding the case analyses, I strive to assign ones that are relevant to the text material and to develop your critical thinking skills.

**--Required Format for Case Analysis:** A cover sheet is not required. The heading of the case should be *Your Name, Course Name, Case Analysis I (or Case Analyses II and III)*. I will grade your referencing/citing, grammar, and spelling.

**--How to Submit**

Email your case analyses to me at [philbehnke-uttyler@proton.me](mailto:philbehnke-uttyler@proton.me). The email subject line must read as follows, and not doing so means loss of points: *Your Name, Course Name, Case Analysis I (or Case Analysis III)*. There will not be a drop box. Required length: 2-4 pages with size 12 font.

**--Required Content**

Each case analysis is comprised of mini cases. The required content will be explained in the Canvas modules.

**--Deadlines for Submission:**

The deadlines are printed in the Canvas modules.

**--Late Policy for Case Analyses:**

If you submit your analysis after the deadline, you will earn a 0. No make-ups are allowed.

**UNIVERSITY RULES AND POLICIES:**

*Writing Assistance Tools:* Please use these links as tools for writing assignments in this course. As well as the written communication rubric.

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

*Student 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/rightsresponsiblites.php>

*Academic Integrity:* Academic integrity is the utmost importance. Academic dishonesty will result in the receipt of an F for a final grade in this course. The assessments included in this course are designed to measure your grasp of the information which is examined throughout the course. Please refer to <http://www.uttyler.edu/catalog/10-12/149.htm> to review the Academic Standards of Conduct.

*College of Business Statement of Ethics:* The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the College of Business and Technology help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the College of Business and Technology at The University of Texas at Tyler will:

- o Ensure honesty in all behavior, never cheating or knowingly giving false information.
- o Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- o Develop an environment conducive to learning.
- o Encourage and support student organizations and activities.
- o Protect property and personal information from theft, damage and misuse.
- o Conduct yourself in a professional manner both on and off campus.

*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 about which students need to be aware.

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

*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 6drop 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 Accommodation:* Any student who feels their performance in this class may be impacted by a disability, in accordance with federal law, must provide documentation of his/her disability. It is university policy to evaluate the need for an accommodation on a case-by-case basis. In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria apply to you but have questions or concerns, please contact the SAR office. For more information or to set up an appointment please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to [cstaples@uttyler.edu](mailto:cstaples@uttyler.edu)

*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 issues a unique identifying ID number to all students. The electronic transmission of grades (e.g., email) risks violation of the Family Educational Rights and Privacy Act (FERPA) and therefore will not be transmitted electronically. Further, in accordance with FERPA, any information regarding assignments and grading will be discussed between the instructor and the student only. All requests made to the instructor, which are initiated by someone other than the student, regarding information about a student's activity, will be advised by the instructor to seek that information from the student.

*Emergency Exits and Evacuation:* Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

*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 at <http://www.uttyler.edu/about/campus-carry/index.php>.”

*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.

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*Student Standards of Academic Conduct:* Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts. “Cheating” includes, but is not limited to:

- copying from another student’s test paper
- using, during a test, materials not authorized by the person giving the test
- failure to comply with instructions given by the person administering the test
- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed “crib notes”. The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test
- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program
- collaborating with or seeking aid from another student during a test or other assignment without authority
- discussing the contents of an examination with another student who will take the examination - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student
- substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment

- paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program
  - falsifying research data, laboratory reports, and/or other academic work offered for credit - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct and
  - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially
- ii. "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit. iii. "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty. iv. All written work that is submitted will be subject to review by plagiarism software.

#### *UT Tyler Resources for Students*

- UT Tyler Writing Center (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- UT Tyler Tutoring Center (903.565.5964), [tutoring@uttyler.edu](mailto:tutoring@uttyler.edu)
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254)

*Technical Information:* Plug-ins and Helper Applications. UT Tyler online courses use Java, JavaScript, browser plug-ins, helper application and cookies. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course.

-Adobe Reader allows you to view, save, and print Portable Document Format (PDF) files.

<http://get.adobe.com/reader/>

-Java Runtime Environment (JRE) allows you to use interactive tools on the web.

<http://www.java.com/en/download/>

-Adobe Flash Player allows you to view content created with Flash such as interactive web applications and animations. <http://get.adobe.com/flashplayer/>

-QuickTime allows users to play back audio and video files.

<http://www.apple.com/quicktime/download/>

-Windows Media Player allows you to view, listen and download streaming video and audio.

<http://windows.microsoft.com/en-US/windows/products/windows-media-player>

*Netiquette Guide:* "Netiquette" is network etiquette, the do's and don'ts of online communication. Netiquette covers both common courtesy online and informal "rules of the road" of cyberspace. Review and familiarize yourself with the guidelines provided.

<http://www.learnthenet.com/learn-about/netiquette/index.php>



- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse. •Conduct yourself in a professional manner both on and off campus.

## TECHNICAL INFORMATION

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- Adobe Reader allows you to view, save, and print Portable Document Format (PDF) files.  
<http://get.adobe.com/reader/>
- Java Runtime Environment (JRE) allows you to use interactive tools on the web.  
<http://www.java.com/en/download/>
- Adobe Flash Player allows you to view content created with Flash such as interactive web applications and animations. <http://get.adobe.com/flashplayer/>

- QuickTime allows users to play back audio and video files.  
<http://www.apple.com/quicktime/download/>
- Windows Media Player allows you to view, listen and download streaming video and audio.  
<http://windows.microsoft.com/en-US/windows/products/windows-media-player>

### Netiquette Guide

"Netiquette" is network etiquette, the do's and don'ts of online communication. Netiquette covers both common courtesy online and informal "rules of the road" of cyberspace. Review and familiarize yourself with the guidelines provided. <http://www.learnthenet.com/learn-about/netiquette/index.php>