



MAN 320F Foundations of Management – Web Based (71660)

Summer 2020 (June 4 – July 26)

Instructor	Kristie J. Loescher, MPH, DBA, SHRM-SCP
Email	Kristie.loescher@mcombs.utexas.edu
Phone	(512) 471-9318
Office Hours	Wednesdays 3:00-4:00pm (see Canvas for Zoom link) or by appointment Use the Question & Answer Forum link on Canvas homepage for questions

Course Description

This is a survey course in organizational behavior designed to give you exposure to essential theories and concepts for analyzing, understanding, and managing human behavior in organizations. In this course we will tie concrete organizational situations (as reflected in cases) to essential theories and effective management practices. In this course, we will investigate:

- Individual behavior in organizations, including personality, decision-making, personal networks, and ethics
- Interpersonal behavior, including teamwork, conflict, leadership, and power and influence
- Organizational factors affecting behavior, including reward systems, culture, and organizational design

This course is fully asynchronous (no synchronous/zoom class meetings) and you may work it at your own pace as long as you complete each quiz and exam on or before the due date/time. While you can work the course faster, no late work is accepted.

Course Outcomes

Upon successful completion of this course, students will understand and be able to apply:

1. High-performance and evidence-based management practices.
2. Essential team processes that directly impact team effectiveness.
3. Concepts of power, influence, and conflict to accomplish organizational objectives.
4. Theoretical concepts of leadership.
5. Change models to successfully initiate and accomplish organizational change objectives.
6. Concepts of motivation to build and maintain employee engagement in organizations.
7. Strategies for creating, changing and strengthening organizational culture.
8. Organizational structure and design concepts to create alignment in organizations.

Required Materials

All materials are provided electronically on Canvas. The link for you to pay for your materials is provided on Canvas (see Getting Started Module). You must pay for your materials before you can enter the course.

- **Textbook**

Osborn, Richard, N & Schermerhorn Jr, John, R, & Uhl-Bien, Mary. (2014). *Organizational Behavior*. Hoboken, N.J. John Wiley & Sons, Inc.

- **Computer set-up for remote proctoring of exams (Proctorio)**

- Chrome web browser
- Proctorio Chrome extension
(<https://utexas.instructure.com/courses/633028/pages/student-tutorials#fragment-3>)
- High speed Internet (.7 mb download and .3 mb upload)
- Web camera (built in or external) with microphone
- Laptop or desktop (smartphone/tablet insufficient)
- Government issued photo ID
(UT student ID, driver's license, passport, military ID)

- **Online Articles/Resources/Materials**

- See calendar for assigned readings in addition to the textbook. These readings are covered in your course materials fee and are provided through Canvas

Grading Criteria and Due Dates

Although this is a flexibly-paced course, there are due dates for key assignments. **If you miss the due date, you will not be able to submit the assignment and will receive no credit.**

Please note that the activities in this course build in complexity as the course progresses; the activities in the first half of the course are considerably less time-intensive than the activities in the latter half of the course, and the assignments listed below may have pre-requisites to complete before you can access them, so please plan accordingly. Activities that require you to enter your analysis or thoughts on a topic will be spot-checked for completeness.

All times are Central Standard Time (CST).

Assignment	Due Date	Percent
Quiz 1 (Units 1-3)	Sunday, June 14, 8:59 p.m.	7.5%
Quiz 2 (Units 4-5)	Sunday, June 21, 8:59 p.m.	7.5%
Midterm Exam (Units 1-5)	Sunday, June 28, 8:59 p.m.	35.0%
Quiz 3 (Units 6-7)	Sunday, July 12, 8:59 p.m.	7.5%
Quiz 4 (Units 8-10)	Sunday, July 19, 8:59 p.m.	7.5%
Final Exam (Units 6-11)	Sunday, July 26, 8:59 p.m.	35.0%
Total		100%

Course Grading Scale

From	To	Grade	GPA
94.00%	100%	A	4.00
90.00	<94.00	A-	3.67
87.00	<90.00	B+	3.33
84.00	<87.00	B	3.00
80.00	<84.00	B-	2.67
77.00	<80.00	C+	2.33
74.00	<77.00	C	2.00
70.00	<74.00	C-	1.67
67.00	<70.00	D+	1.33
64.00	<67.00	D	1.00
60.00	<64.00	D-	0.67
0	<60.00	F	0.00

Assignment Descriptions

Quizzes

There are graded quizzes at the end of units 3, 5, 7, and 10. Each quiz comprises 20 questions.

- **Time limitation** 45 minutes.
Time begins from the moment you start a quiz and runs continuously: once time begins there is no way to pause it, including loss of connectivity or logging out, so please plan accordingly and make sure you have a strong internet connection.
- **Number of attempts allowed before submission**. One. Once you submit your answers, you will not be able to edit them.
- **Resources you may use**: Written and digital materials and a self-created note sheet. Direct or indirect assistance from any individual(s) is(are) **STRICTLY PROHIBITED** and is an unequivocal violation of the McCombs School of Business Code of Ethics and the University's policy on Academic Dishonesty and Cheating.

Your ability to use the allowed resources will be constrained by the time limit and you are only allowed one attempt at each quiz.

RECOMMENDATION. In addition to diligent review and practice before taking each quiz, it is highly recommended that you craft a self-created note sheet for use during the quiz—it is an excellent aid for reviewing the material and taking the quizzes.

Your performance on graded quizzes is worth 30% of your final grade.

Exams

Each exam is closed-book, closed-note, closed-material; you are not to access any materials during the exam. Each exam has 50 questions and you are allowed 90 minutes. Exams will be taken online through Canvas and monitored via a proctoring service. It is **required** that you complete a test of the proctoring software before beginning the class, so you can contact technical support if needed (see the Getting Started module on Canvas). Note that the midterm exam includes units 1-5 and the final exam includes units 6-11 (the final is NOT cumulative)

Please make sure you follow these exam proctor policies:

- Make sure your phone or other digital device (including smart watch) is not on your person or out in the room where you are taking the exam (a desk drawer or backpack is a good storage place)
- Keep your eyes on the monitor/screen, don't stare to your right/left since that can generate an exam proctor violation
- No headphones, earphones, radio, or TV
- Do not leave the room or stand up from your chair during the exam
- Take the exam where you will not be disturbed - no other people can be in the room with you during the exam
- Work at a desk where the webcam can see your head and torso and the room behind you (avoid using a laptop while sitting on a bed or on the floor since the webcam can't see enough to verify the environment)
- You will be limited to the use of one screen and will not be able to leave the quiz page. Any action outside of the quiz page will **end your exam attempt**

Proctorio is the remote proctoring service used to monitor exams. Proctorio is a secure monitoring platform that integrates with Canvas and **ONLY** works within the Chrome web browser. In order to use Proctorio you will need to download the Proctorio Chrome extension, have a high-speed internet connection, along with a webcam (internal or external) with a microphone, a windows or apple Operating System, and a government issued photo id. You will set your system up for Proctorio-proctored exams and test your equipment before starting the course (see the Getting Started module on Canvas).

Technical Difficulties During Exams. If you experience technical difficulties during one of the proctored exam, don't panic! The exams are set up to only take the average student an hour to complete, so losing up to 30 minutes should not severely impact your ability to complete the exam. However, if you experience a technical difficulty that takes more than 15 minutes away from your exam time, you may contact me (512-471-9318) to discuss extending your exam time. If you complete the exam without attempting to contact me, your exam grade will stand except in situations of severe communication and technical malfunctions. If you feel you have experienced a catastrophic technical failure but were unable to contact me during the exam, send me information/documentation of the technical difficulty. I will decide on a case-by-case basis whether the technical failure should result in a midterm retake. If you are granted a midterm retake, note that you will have to accept the retake midterm grade – **even if it is lower than your original score.**

Students have **three days** after they take an exam to contact me about a potential exam retake. After that time, the exam grade you earned on your first attempt will stand. If you are unable to complete the exam due to technical difficulties, contact me as soon as possible to schedule a retake.

Online Activities

In addition to the assessments, you are expected to participate in all of the online activities in this course, including discussion forums, video-based peer exchanges, ungraded knowledge checks, and case analyses. These activities are designed to supplement the readings and support your learning, and are required to unlock the assessments. Failure to complete an activity will result in up to **5 points off the Unit Quiz** for each activity. While you do not need to write the maximum allowed number of words, you do need to make an honest effort at completion.

Support

For any questions regarding the course itself, please use the **Question & Answer Forum** on the course homepage.

For any technical issues with the proctoring software, consult <https://utexas.instructure.com/courses/633028/pages/student-tutorials#fragment-3>

Course Policies

You are encouraged to access this course daily including weekends. By doing so you will be able to actively participate, complete your assignments, and access announcements in a timely manner.

Any issues with an exam or quiz grade must be raised with the professor by email within 72 hours of grade posting. After that time, no allowances for technical issues or other concerns will be addressed. Note that an email from ProctorU is not sufficient notification; the student must contact the professor, describe the issue, and outline any request.

Code of Ethics – McCombs School of Business

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://www.mcombs.utexas.edu/BBA/Code-of-Ethics>.

Harassment Reporting Requirements

Senate Bill 212 (SB 212), which went into effect on January 1, 2020, is a Texas State Law that requires all employees (both faculty and staff) at a public or private post-secondary institution to promptly report any knowledge of any incidents of sexual assault, sexual harassment, dating violence, or stalking "committed by or against a person who was a student enrolled at or an employee of the institution at the time of the incident". Please note that both the instructor and the TA for this class are mandatory reporters and **MUST** share with the Title

IX office any information about sexual harassment/assault shared with us by a student whether in-person or as part of a journal or other class assignment. Note that a report to the Title IX office does not obligate a victim to take any action, but this type of information CANNOT be kept strictly confidential except when shared with designated confidential employees. A confidential employee is someone a student can go to and talk about a Title IX matter without triggering that employee to have to report the situation to have it automatically investigated. A list of confidential employees is available on the [Title IX website](#).

Diversity and inclusion. It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed and that the diversity that students bring to this class can be comfortably expressed and be viewed as a resource, strength and benefit to all students. Please let me know if you experience any barriers to learning so I can work with you to ensure you have equal opportunity to participate fully in this course.

Academic Integrity – University of Texas at Austin

The McCombs School of Business strives to uphold high standards of scholastic integrity and has no tolerance for acts of scholastic dishonesty. The University defines scholastic dishonesty as cheating, plagiarism, unauthorized collaboration, falsifying academic records, and any act designed to avoid participating honestly in the learning process. Scholastic dishonesty also includes, but is not limited to, providing false or misleading information to receive a postponement or an extension on an exam or other assignment, and submission of essentially the same written assignment for two different courses without the permission of faculty members. **Access, use, or sharing of course materials from hard copy or online sources (e.g. course hero, etc) not expressly allowed in class syllabi is forbidden.**

The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the [Policy Statement on Scholastic Dishonesty](#) for the McCombs School of Business.

By teaching this course, each instructor agrees to observe all faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all student responsibilities described in that document. If the application of this Policy Statement to any class assignments is unclear in any way, it is your responsibility to ask the instructor for clarification.

Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

Please note that it is in violation of University policy to download material from a course and upload it to course hero or any other exam/course material sharing website.

You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on

what constitutes scholastic dishonesty. For more on the University of Texas policy of Academic Dishonesty and Cheating, follow the link at <http://catalog.utexas.edu/general-information/appendices/appendix-c/student-discipline-and-conduct/>

Students with Disabilities

Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, <http://www.utexas.edu/diversity/ddce/ssd/>

Religious Holy Days

By UT Austin policy, you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work before or, within a reasonable time, after the absence. Note the course end date since no work will be scheduled after that date.

Campus Safety and Security


Please note the following recommendations regarding emergency evacuation from the Office of Campus Safety and Security, 512-471-5767, <http://www.utexas.edu/safety/>

- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
- Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
- Students requiring assistance in evacuation should inform their instructor in writing during the first week of class.
- In the event of an evacuation, follow the instruction of faculty or class instructors.
- Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
- Behavior Concerns Advice Line (BCAL): 512-232-5050
- Further information regarding emergency evacuation routes and emergency procedures can be found at: www.utexas.edu/emergency.

Course Outline

Unit	Course Activities	Suggested Completion
Unit 1: Introduction to Management	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 1 – Introducing Organizational Behavior <input type="checkbox"/> Key Concepts <input type="checkbox"/> Home Towne Hardware case study Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> Home Towne Hardware Case Analysis <input type="checkbox"/> Remote Proctor Systems Test Assessment <ul style="list-style-type: none"> <input type="checkbox"/> None 	6/7
Unit 2: Personality & Emotional Intelligence	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 2 (pp. 29---35, 40---45) – Diversity, Personality, and Values <input type="checkbox"/> Textbook, Chapter 4 (pp. 76---82) – Emotions, Attitudes, and Job Satisfaction <input type="checkbox"/> Key Concepts <input type="checkbox"/> Emotional Intelligence and Emotional Leadership <input type="checkbox"/> SWA Video Series Activities <ul style="list-style-type: none"> <input type="checkbox"/> Big 5 Personality Test <input type="checkbox"/> Discussion Forum: Emotional Intelligence in Hiring <input type="checkbox"/> Practice Quiz: Big 5 Personality Traits 	6/10

Unit	Course Activities	Suggested Completion
Unit 3: Perception, Social Identity, & Biases	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 3 – Perception, Attribution, and Learning <input type="checkbox"/> Key Concepts Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> What is Happening Here? <input type="checkbox"/> Social Learning Theory <input type="checkbox"/> Employer/Employee Expectations 	6/13
<p style="text-align: center;">Assessment: Quiz 1 Sunday, June 14, before 8:59pm</p>		
Unit 4: Motivation	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 5 – Motivation <input type="checkbox"/> Textbook, Chapter 6 – Motivation and Performance <input type="checkbox"/> Key Concepts Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> Case Analysis Discussion Forum: National Burgers (Case is presented within discussion forum activity) <input type="checkbox"/> SWA Video Series 	6/17

Unit	Course Activities	Suggested Completion
Unit 5: Individual Decision---Making	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 9 – Decision Making and Creativity <input type="checkbox"/> <i>Carter Racing</i> case study <input type="checkbox"/> Key Concepts Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> Decision Biases and Heuristics <input type="checkbox"/> Movie Mogul <input type="checkbox"/> Runaway Trolley 	6/20
Assessment: Quiz 2 Sunday, June 21, before 8:59pm		
Assessment: Mid-Term Examination (Units 1-5) Sunday, June 28, before 8:59pm <ul style="list-style-type: none"> • Note: remember to set-up your Proctor U appointment at least 72 hours before the exam • The last available appointments will be at 7:30pm on the due date 		
Holiday: July 4 Take a break! 		

Unit 6: Teams	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 7 – The Nature of Teams <input type="checkbox"/> Textbook, Chapter 8 – Teamwork and Team Performance <input type="checkbox"/> Key Concepts <input type="checkbox"/> SWA Video Series <input type="checkbox"/> <i>The Team That Wasn't</i> case study Activities <ul style="list-style-type: none"> <input type="checkbox"/> Discussion Forum: Team Experiences <input type="checkbox"/> Making Teams Work Better <input type="checkbox"/> Case Analysis Discussion Forum: The Team That Wasn't <input type="checkbox"/> The Team That Wasn't, Part 1 <input type="checkbox"/> The Team That Wasn't, Part 2 <input type="checkbox"/> Murder Mystery 	7/9
Unit	Course Activities	Suggested Completion
Unit 7: Power, Influence & Conflict	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 10 – Conflict and Negotiation <input type="checkbox"/> Textbook, Chapter 12 – Power and Politics <input type="checkbox"/> Key Concepts <input type="checkbox"/> <i>Power and Influence: Achieving Your Objectives in Organizations</i> <input type="checkbox"/> Thomas Green: Power, Office Politics and a Career in Crisis case study Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> Case Analysis Discussion Forum: Thomas Green <input type="checkbox"/> Environmental Program Participation <input type="checkbox"/> Using Power to Manage Conflict in the Thomas Green Case 	7/11
Assessment: Quiz 3 Sunday, July 12, before 8:59pm		

Unit	Course Activities	Suggested Completion
Unit 8: Leadership	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 13 – The Leadership Process <input type="checkbox"/> Textbook, Chapter 14 – Leader Traits and Behavior Styles <input type="checkbox"/> Key Concepts <input type="checkbox"/> SWA Video Series <input type="checkbox"/> <i>Leadership That Gets Result</i> <input type="checkbox"/> Merck Sharp & Dohme Argentina, Inc (A) case <input type="checkbox"/> Merck Sharp & Dohme Argentina, Inc (B) case Activities <ul style="list-style-type: none"> <input type="checkbox"/> Tower---Building <input type="checkbox"/> Mosquera’s Value System <input type="checkbox"/> How Mosquera Has Fundamentally Changed the Organization <input type="checkbox"/> Case Analysis Discussion Forum: Mosquera’s Options <input type="checkbox"/> What Should Mosquera Do? 	7/14
Unit 9: Organization Structure and Design	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 16 – Organizational Structure and Design <input type="checkbox"/> Key Concepts (Videos) <input type="checkbox"/> Remaking Microsoft: Why America’s Most Successful Company Needed an Overhaul Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> The Jupiter Corporation (discussion forum) <input type="checkbox"/> Six Dimensions of Structure <input type="checkbox"/> Microsoft’s Dynamic Structure practice quiz 	7/16

Unit	Course Activities	Suggested Completion
Unit 10: Organization Culture	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Textbook, Chapter 15 – Organizational Culture and Innovation <input type="checkbox"/> Key Concepts <input type="checkbox"/> SWA Video Series <input type="checkbox"/> <i>Leading by Leveraging Culture</i> <input type="checkbox"/> <i>How to Change a Culture: Lessons From NUMMI</i> Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> A Conversation with Professor Dierking about Leveraging Culture <input type="checkbox"/> SnapApps, Part 1 <input type="checkbox"/> SnapApps, Part 2 <input type="checkbox"/> A Conversation with Professor Dierking About Culture’s Effects on Organizations 	7/18
<p style="text-align: center;">Assessment: Quiz 4 Sunday, July 19, before 8:59pm</p>		

Unit	Course Activities	Suggested Completion
Unit 11: Organizational Change	Reading and Online Content <ul style="list-style-type: none"> <input type="checkbox"/> Key Concepts <input type="checkbox"/> Pierre Frankel in Moscow (A): Unfreezing Change case study <input type="checkbox"/> Pierre Frankel in Moscow (B): Unfreezing Change case study <input type="checkbox"/> Pierre Frankel in Moscow (C): Unfreezing Change case study <input type="checkbox"/> Leading Change: Why Transformation Efforts Fail case study Activities <ul style="list-style-type: none"> <input type="checkbox"/> Poll(s) <input type="checkbox"/> Case Analysis Activity: Leading Change, Part A <input type="checkbox"/> Practice Quiz: Why Transformation Efforts Fail <input type="checkbox"/> Kotter's 8 Steps <input type="checkbox"/> Change Plan Comparison <input type="checkbox"/> Assessment of Frankel's Change Leadership 	7/22
<p style="text-align: center;">Assessment: Final Examination (Units 6-11) Sunday, July 26, before 8:59pm</p> <ul style="list-style-type: none"> • This exam only includes the units covered since the midterm, it is NOT cumulative • Note: remember to set-up your Proctor U appointment at least 72 hours before the exam • The last available appointments will be at 7:30pm on the due date 		