THE UNIVERSITY OF TEXAS AT ARLINGTON
College of Business

MANA 3319: MANAGEMENT PROCESS THEORY
Fall 2018
August 22 – December 4
Online Course

Instructor Information
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Phone: 817-272-3085
Office Hours: By Appointment

E-mail: davemack@uta.edu. I will reply to general course emails within 24 hours.
Web Site: http://management.uta.edu/Mack

Description of course
The purpose of this course is to examine key topics of interest in the general area of management. Although there are many challenges that any manager faces, often the most critical and demanding ones are those that involve people. Topics will include, but not be limited to: motivation, decision making, organization structure, diversity, leadership, quality, group dynamics, and communication. The intent of the course is that the participant will come away with a deeper understanding of the impact that management has on the individual and on the organization. Readings, discussions, and case studies will be used to explore the subject matter and class preparation and participation are crucial elements to the participant's success.

Objectives of the Course
After completing this course, the student will progress toward attainment of the following objectives:

1. Employ the managerial process by utilizing and its key elements of planning, organizing, directing and controlling.
   a. Planning—through examination of goals, strategies, policies, and performance plans;
   b. Organizing—through examination of structure and design, authority, division of labor, departmentation, and issues of differentiation and integration;
   c. Directing—through examination of the influence process, motivation, communication, leadership, and work group behavior;
   d. Controlling—through examination of basic steps in the control process, the budget, and control systems;

2. Recognize and explain the effects of the total system (organization) on workplace behavior;

3. Identify the relationships between the organization and its environments (task, economic, technological, and social);

4. Show the applicability of management concepts to nearly all forms of organizations;

5. Demonstrate managerial decision-making through the study of typical situations in organizations;

6. Develop greater skill in decision making, particularly in human problem situations, through emphasis on:
   a. Observing and becoming sensitive to potential problem situations;
   b. Diagnosing problem situations;
   c. Identifying and stating a problem(s);
   d. Selecting a course of action from a set of alternative solutions;
   e. Implementing and monitoring a chosen course of action;

7. Develop a personal philosophy of management that will enable one to perform effectively as a manager.

Text

You must purchase the online version of the 13th Edition. No other version or Edition is acceptable.
You will be able to purchase the text the first time you log into the course on BlackBoard and select the first chapter.

Case Studies
Harvard Business School Cases:

- Clayton Industries, Inc.: Peter Arnell, Country Manager for Italy
- Westlake Lanes: How Can This Business Be Saved?
- Evergreen Natural Markets 2012
- Calveta Dining Services, Inc.: A Recipe for Growth?
- RL Wolfe: Implementing Self-Directed Teams
- Thomas Green: Power, Office Politics and a Career in Crisis
- Katherine Schuler at Boxes and Bins, Inc.

Each student must purchase their own copy of each case study. The case studies must be purchased at the educational rate from Harvard Business School Publishing. Please go to the following web site to purchase them:

https://hbsp.harvard.edu/import/558555

Attendance Policy
The course is divided into seven modules that are delivered via BlackBoard. Each module will consist of two or three chapters from the book, a video and a case that illustrates some of the concepts from the module. The case study will be completed in groups. You will work through the material at your own pace. All of the modules will be available at the start of the course. You can work as far ahead as you wish, but you must complete each module by its due date. Attendance is comprised of you logging into BlackBoard to complete assignments and exams.

As this is an On-line course, we will not be meeting in person. My expectation is that you will be spending about the same amount of time on this course as you would for a course that meets in person. Depending on how fast you read and your ability to absorb information, this means that you will be spending about six hours per module including the case, video and quizzes. Should you need anything from me, please do not hesitate to contact me via email or telephone. I will respond to all messages within 24 hours.

Course Grading
There will be a quiz for each chapter, a case essay exam, and a video with exam for each module. The final exam/paper will be comprehensive in that you will draw on all the material that has been covered in the course.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Per Module</th>
<th>Overall</th>
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<tbody>
<tr>
<td>Preliminary Assignment</td>
<td></td>
<td>25 Points</td>
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<tr>
<td>Module Chapter Quizzes</td>
<td>60 Points</td>
<td>420 Points</td>
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<tr>
<td>Module LearnSmart Completion</td>
<td>10 Points</td>
<td>70 Points</td>
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<tr>
<td>Module Video Case</td>
<td>15 Points</td>
<td>105 Points</td>
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<tr>
<td>Module Case Essay Test</td>
<td>30 Points</td>
<td>210 Points</td>
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<tr>
<td>Comprehensive Final Exam/Paper</td>
<td></td>
<td>170 Points</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>1000 Points</strong></td>
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900 to 1000 Points: A
800 to 899 Points: B
700 to 799 Points: C
600 to 699 Points: D
0 to 599 Points: F

Late Policy
Late work may be accepted with points deducted if a valid reason is given and you have received approval from the instructor.

Assignment Descriptions
Note: Unless otherwise noted, all assignments are due by 11:59 PM on the date indicated.

Preliminary Assignment
Please log into Blackboard and find the Preliminary Assignment link on the righthand column near the top.
Note: This assignment is due in the first few days of the class. Please do not wait to complete it.

LearnSmart
LearnSmart® is an online study tool through McGraw Hill Connect that maximizes time spent with your course textbook or eBook. It tests your knowledge of key concepts and pinpoints the topics on which you need to focus your study time. After reading each chapter, you will answer questions regarding the chapter topics. These questions will take you approximately 45 minutes to complete. You have unlimited attempts to score 100% on LearnSmart®.

Module Chapter Quizzes
Chapter quizzes will be completed through McGraw Hill Connect. After reading the assigned chapters and completing the LearnSmart for each chapter, you will be prepared to take the chapter quizzes. Your test will be timed based on the number of questions on the quiz, at 1 minute per question. For example, a 20 question quiz will have a time limit of 20 minutes.

Module Video Case
Video cases will be completed through McGraw Hill Connect. They give another opportunity to reinforce concepts learned and apply the concepts learned to real world situations involving actual companies. Each video case consists of watching a video and answering questions related to the video.

Module Case Essay Test
This part of the course will be completed by groups. The professor will assign the members of the group. Each group should submit only one set of answers to the questions. Case essay tests consist of four essay questions to be answered after reading each assigned Harvard case study. Your group will submit your answers through Blackboard.

Final Exam Project/Paper
The final exam project paper is comprehensive in that you will need an understanding of all of the topics covered in the course in order to complete the requirements. You will work with the same group that you have been part of during the course to complete this project. Details regarding the requirements of the final exam project/paper will be conveyed to you around the third module. You will submit one paper, through Blackboard for each group.

Feedback on Assignments
You will receive automatic feedback on LearnSmart as you work through them. You can access feedback on chapter quizzes and video cases one hour after the due date. You will receive feedback on written assignments within one week after the due date.
Course Overview

Preliminary Assignment
Complete by August 26

Module 1
Complete by September 2
• Introduction to the course
• Chapter 1, & 2
• Case: Clayton Industries, Inc.: Peter Arnell, Country Manager for Italy
• Video: Organization Culture at Zappos

Module 2
Complete by September 16
• Chapter 3, 4 & 5
• Case: Thomas Green: Power, Office Politics and a Career in Crisis
• Video: Brewing a Better Starbucks

Module 3
Complete by September 30
• Chapter 7, 8 & 9
• Case: Westlake Lanes: How Can This Business Be Saved?
• Video: Organizational Agility at DHL

Module 4
Complete by October 14
• Chapter 10, 11 & 6
• Case: Calveta Dining Services, Inc.: A Recipe for Growth?
• Video: Multigenerational Office

Module 5
Complete by October 28
• Chapter 12, 13 & 14
• Case: RL Wolfe: Implementing Self-Directed Teams
• Video: Leadership at Pike Place Fish Market

Module 6
Complete by November 11
• Chapter 15 & 16
• Case: Evergreen Natural Markets 2012
• Video: From Race Cars to Airplanes

Module 7
Complete by November 25
• Chapter 17 & 18
• Case: Katherine Schuler at Boxes and Bins, Inc.
• Video: Louisville Slugger-Hillerish and Bradsby

Final Exam/Paper
Complete by December 2
Drop Policy
Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance.** Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (http://wwweb.uta.edu/aao/fao/).

Disability Accommodations
UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA),* and *Section 504 of the Rehabilitation Act.* All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: **The Office for Students with Disabilities, (OSD)** [www.uta.edu/disability](http://www.uta.edu/disability) or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability).

Counseling and Psychological Services, (CAPS) [www.uta.edu/caps/](http://www.uta.edu/caps/) or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

Non-Discrimination Policy
*The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit [uta.edu/eos](http://uta.edu/eos).*

Title IX Policy
The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. For information regarding Title IX, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.

Academic Integrity
Students enrolled all UT Arlington courses are expected to adhere to the UT Arlington Honor Code:

> I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence. I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents’ Rule 50101, §2.2,* suspected violations of university’s standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be
disciplined in accordance with University policy, which may result in the student’s suspension or expulsion from the University. Additional information is available at https://www.uta.edu/conduct/.

Electronic Communication
UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at http://www.uta.edu/oit/cs/email/mavmail.php.

Campus Carry
Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit http://www.uta.edu/news/info/campus-carry/

Student Feedback Survey
At the end of each term, students enrolled in face-to-face and online classes categorized as “lecture,” “seminar,” or “laboratory” are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback via the SFS database is aggregated with that of other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit http://www.uta.edu/sfs.

Final Review Week
For semester-long courses, a period of five class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week unless specified in the class syllabus. During Final Review Week, an instructor shall not give any examinations constituting 10% or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered; they may introduce new concepts as appropriate.

Student Support Services
UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at http://www.uta.edu/universitycollege/resources/index.php.

The IDEAS Center (2nd Floor of Central Library) offers free tutoring to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. To schedule an appointment with a peer tutor or mentor email IDEAS@uta.edu or call (817) 272-6593.

The English Writing Center (411LIBR): The Writing Center Offers free tutoring in 20-, 40-, or 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Our hours are 9 am to 8 pm Mon.-Thurs., 9 am-3 pm Fri. and Noon-6 pm Sat. and Sun. Register and make appointments online at http://uta.mywconline.com. Classroom Visits, workshops, and specialized services for graduate students are
also available. Please see www.uta.edu/owl for detailed information on all our programs and services. The Library’s 2nd floor Academic Plaza offers students a central hub of support services, including IDEAS Center, University Advising Services, Transfer UTA and various college/school advising hours. Services are available during the library’s hours of operation. http://library.uta.edu/academic-plaza.