



MAN 320F: Foundations of Management and Organizational Behavior (22530)

Instructor: Mihran Aroian

Email: mihran.aroian@mcombs.utexas.edu

Course Assistance: Use the Inbox link on the Canvas homepage for questions

Course Format: Online, Self-Paced

Course Credits: 3

Prerequisites: Forty-five semester hours of college coursework.

COURSE DESCRIPTION

This survey course in organizational behavior is 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. 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

LEARNING OUTCOMES

By the end of the course, students will be able to:

- Identify unethical business practices in presented case studies and develop recommendations to prevent such practices
- Understand and differentiate the role of managers and leaders within an organization and how they work together to create a successful organization
- Evaluate how organizations develop long-term strategies for a sustainable competitive advantage
- Learn how to make an organization more effective with motivational tools and team-building tools
- Learn how to dissect a business case study and incorporate course concepts into a case study
- Analyze how leadership can impact the course of direction of a business
- Learn how to handle difficult topics in business such as sexism, racism, unethical co-workers, and crisis management
- Understand and analyze what it means to be a good corporate citizen in global business

REQUIRED MATERIALS

All materials are provided electronically. The link for you to pay for your materials is provided on Canvas (see Materials Fee Payment module). You must pay for your materials before you can enter the course.

- **Textbook:** Management: A Practical Introduction, 10th Edition, Kinicki and Williams, published by McGraw Hill. This is included in the course material fee.
- **Online Articles/Resources/Case Studies:** These textbook, case studies, readings and materials are covered in your course materials fee and are provided through Canvas.
- **Computer set-up for remote proctoring of exams** - High speed Internet (5 MB download and 1 MB upload); Web camera (built in or external) with microphone; Laptop, Chromebook or desktop (smartphone/tablet are insufficient); Government issued photo ID (UT student ID, driver's license, passport, military ID) and install the Honorlock Chrome extension.
- **Non-permissible materials**
Students are not allowed to use outside materials. All required materials are provided in Canvas and there is no need to use outside materials such as, but not limited to, Quizlet and CourseHero. Failure to abide by this may result in an academic integrity violation and may be reported to Student Conduct and Academic Integrity. Sanctions may include up to an F in the course and suspension. Discussing classroom assignments, exams and quizzes outside of Canvas is strictly prohibited. This includes sites, but not limited to, GroupMe, Facebook, and Google.

ASSIGNMENTS AND EXAMS

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.

Quizzes

There are 10 graded quizzes. Each quiz comprises 10-20 questions. The quizzes for each module must be completed before you can take the exam at the end of the module.

- **Time limitation:** none
- **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.

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 20% 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 approximately 50-60 questions and you will have 90 minutes to complete the exam. The exams are not cumulative however some of the key concepts from prior modules may be necessary. In general, 10-20% of the questions will come from the textbook readings and 80-90% will come from the various cases, exercises and article readings. For more information, see the exam overview pages.

You must pass the final exam to pass the course.

Testing Rules using Honorlock

Please make sure you follow these exam and quiz proctor policies:

- I expect that you will act with the utmost of integrity. It really is not worth the risk of getting caught cheating. When that little voice in your head says "don't do it" please do not hit the mute button - listen to that voice!
- Quit all programs except for Chrome. This includes text messaging applications, email, or any other application. Chrome is the only program that can be running on your computer.
- Your entire face must be visible during the exam and the room lighting must be such that your face can be seen clearly. Honorlock will show you a continuous image of your face so that you can verify that you are being properly monitored.
- 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.
- You may not have a second monitor or any other electronic device that can access the internet except for your desktop or laptop that will be used to access the assessment.
- Do not leave the room 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.
- PB4UGO - there are no bathroom breaks.
- An official school or government issued photo ID is required to take 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).
- If you would not do it in a live classroom exam, please do not do it in a Honorlock exam.

GRADES AND COURSE EXTENSIONS

Your final grade for the course will be calculated as follows:

10 Quizzes	20%
Midterm Exam	40%
Final Exam	40%

You must pass the Final Exam to pass the course. Please note, all numbers are absolute, and will not be rounded up. You must also earn an overall passing grade:

A 100-93%	B+ 89-86%	C+ 79-76%	D+ 69-66%	F 59-0%
A- 92-90%	B 85-83%	C 76-73%	D 66-63%	
	B- 82-80%	C- 72-70%	D- 62-60%	

COURSE POLICIES AND PROCEDURES

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.

Academic Integrity – University of Texas at Austin

Students of the University of Texas and this course may not share or distribute materials that could be an advantage to another current or future student. Violations are indefensible acts of 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/>

Scholastic Dishonesty

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.aspx>

By teaching this course, I have agreed 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 the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me 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, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> to access

the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

Students with Disabilities

Students who require accommodations for University Extension courses should coordinate with UT Austin's Disability and Access (D&A) office. For more information about the specific steps to take to request accommodations please visit, <https://community.utexas.edu/disability/online-learning/>.

Sharing of Course Materials is Prohibited

No materials used in this class, including, but not limited to, lecture hand-outs, videos, assessments (quizzes, exams, papers, projects, homework assignments), in-class materials, review sheets, and additional problem sets, may be shared online or with anyone outside of the class unless you have my explicit, written permission. Unauthorized sharing of materials promotes cheating. It is a violation of the University's Student Honor Code and an act of academic dishonesty. I am well aware of the sites used for sharing materials, and any materials found online that are associated with you, or any suspected unauthorized sharing of materials, will be reported to Student Conduct and Academic Integrity in the Office of the Dean of Students. These reports can result in sanctions, including failure in the course.

FERPA and Class Recordings

Class recordings are reserved only for students in this class for educational purposes and are protected under FERPA. The recordings should not be shared outside the class in any form. Violation of this restriction by a student could lead to Student Misconduct proceedings.

Title IX Reporting

Title IX is a federal law that protects against sex and gender-based discrimination, sexual harassment, sexual assault, sexual misconduct, dating/domestic violence and stalking at federally funded educational institutions. UT Austin is committed to fostering a learning and working environment free from discrimination in all its forms. When sexual misconduct occurs in our community, the university can:

1. Intervene to prevent harmful behavior from continuing or escalating.
2. Provide support and remedies to students and employees who have experienced harm or have become involved in a Title IX investigation.
3. Investigate and discipline violations of the university's [relevant policies](#).

Beginning January 1, 2020, Texas Senate Bill 212 requires all employees of Texas universities, including faculty, report any information to the Title IX Office regarding sexual harassment, sexual assault, dating violence and stalking that is disclosed to them. Texas law requires that all employees who witness or receive any information of this type (including, but not limited to, writing assignments, class discussions, or one-on-one conversations) must be reported. **I am a Responsible Employee and must report any Title IX related incidents** that are disclosed in writing, discussion, or one-on-one. Before talking with me, or with any faculty or staff member about a Title IX related incident, be sure to ask whether they are a responsible employee. If you would like to speak with someone who can provide support or remedies without making an official report to the university, please email advocate@austin.utexas.edu. For more information about reporting options and resources, visit <http://www.titleix.utexas.edu/>, contact the Title IX Office via email at titleix@austin.utexas.edu, or call 512-471-0419. Although graduate teaching and research assistants are not subject to Texas Senate Bill 212, they are still mandatory reporters under Federal Title IX laws and are required to report a wide range of behaviors we refer to as sexual misconduct, including the types of sexual misconduct covered under Texas Senate Bill 212. The Title IX office has developed supportive ways to respond to a survivor and compiled campus resources to support survivors.

Academic Integrity and MAN 320F

Students are not allowed to use outside materials. All required materials are provided in Canvas and there is no need to use outside materials such as, but not limited to, Quizlet and CourseHero. Failure to abide by this may result in an academic integrity violation and may be reported to Student Conduct and Academic Integrity. Sanctions may include up to an F in the course and suspension. Discussing classroom assignments, exams and quizzes outside of Canvas is strictly prohibited. This includes sites, but not limited to, GroupMe, Facebook, and Google.

Posting, copying or utilizing sites such as CourseHero, Quizlet, and other such services is strictly forbidden. You are expected to complete 100% of this course strictly based on the material provided in Canvas. The use of outside resources is a violation of the course rules and will be reported to the Dean of Students as academic dishonesty. A special note about GroupMe and other similar websites. If GroupMe (and other similar websites) are used to share information related to questions and answers on quizzes or exams, this will be considered a violation of the course rules and considered academic dishonesty.

University Extension: How This Course Works

This course is online and is self-paced. Students have five months from their date of enrollment to complete the course. All coursework and proctored exams are submitted or taken online.

While this course is self-paced in terms of when you complete the work and submit assignments, periodic assessments are critical to ensuring that students receive adequate support and are able to achieve the intended learning outcomes. Thus, this course is organized into modules that must be completed in order. Students will only be able to move forward once they have received a grade on all assessments within a given module.

Review the course outline and assignment descriptions carefully. Computer-graded assignments are scored immediately. You can expect to receive feedback on instructor-graded assignments or exams within three business days following submission. This does not include weekends or holidays. Requests for expedited grading are not accommodated, so please plan accordingly. During certain times (end of semester, spring break, etc.), instructors may experience higher-than-usual demands on their time and may need additional time for evaluation. Students should reach out to University Extension at uex@austin.utexas.edu with any concerns regarding grading turnaround.

University Extension strongly advises students to be aware of when they may need a course grade to be recorded on their transcript. It can take up to two weeks after the final exam is complete for a grade to be officially recorded with the Office of the Registrar.

Getting Help

- Technical Support: uextechsupport@austin.utexas.edu
- For content questions or questions about assignment and grades, use the Inbox tool within Canvas to contact the course instructor.
- For other questions (registration, transcripts, etc.), contact University Extension.

University Extension Policies

Full University Extension policies for self-paced courses may be found on the University Extension website.

Scholastic Dishonesty

Students in this course are expected to work independently, without direct supervision, and to conduct themselves responsibly in accordance with that freedom. To obtain the greatest benefit from their course work, and for the sake of everyone enrolled in our courses, students must demonstrate the willingness to exercise self-discipline, personal responsibility, and scholastic integrity.

We expect the course work and exams that you submit for course credit to be yours and yours alone. Plagiarism and other forms of scholastic dishonesty are serious academic violations that will not be tolerated. The penalties for scholastic dishonesty include the possibility of failure in the course. Scholastic dishonesty in examinations will automatically result in a grade of F on the exam and an F in the course.

University Extension Contact Information

uex@austin.utexas.edu

512-471-2900

Course Outline

	Topics	Assessments
Module 1 1	Organizational Behavior – who, what, why and when Challenges for Managers Textbook sections 1.1, 1.2, 1.5, 1.6, 2.7	01: Computer-Graded Quiz
2	Individual Processes and Behavior – why we care about understanding the individual Textbook sections 11.1, 11.2, 11.3, 11.4	02: Computer-Graded Quiz
3	Motivation at work – concept, theories and application Reading: Pygmalion in Management Textbook sections 12.1, 12.2, 12.3, 12.4, 12.6	03: Computer-Graded Quiz
4	Conflict on a Trading Floor (A) – Harvard case study Introduction to ethical decision-making	
5	Introduction to Teams The Army Crew Team – Harvard case study Designing High Performing Teams Textbook sections 13.1, 13.2, 13.3, 13.4	04: Computer-Graded Quiz
6	Lincoln Electric case study – Harvard case study Reading: Why People Really Quit Their Jobs	

	Topics	Assessments
	The application of teams and motivational theories Textbook section 16.1 & 16.4	
7	Introduction to Management and Organizational Strategy Blue Ocean Strategy – Read Chapter 1 only. Textbook sections 3.1, 3.2, 3.3, 5.1, 5.2	05: Computer-Graded Quiz
8	Cola Wars Continue: Coke and Pepsi – Harvard case study Implementing and controlling organizational strategy Textbook sections 6.2, 6.3, 6.4, 6.5, 6.6	06: Computer-Graded Quiz
9	Cynthia Carroll at Anglo American – Harvard case study Leading organizational change and developing organizational strategy Textbook sections 10.1, 10.2, 10.5	07: Computer-Graded Quiz
10	Prion Disease Contamination: Should We Disclose? – Darden case study Management Communications Textbook sections 15.1-15.4	08: Computer-Graded Quiz
11	Midterm Exam	Midterm Exam
Module 2 12	Reading - <i>The World is Flat</i> – available on Canvas Globalization and Organizational Structures Textbook sections 4.1, 4.3, 4.5	
13	AES Corporation – Case study Teams, influence, organizational structure, motivation beyond intrinsic rewards, and creative management Textbook sections 8.5	
14	Leadership theories and application Jean-Claude Biver (A): The Reemergence of the Swiss Watch Industry – Harvard Case study Reading: Complexity and the Ten-Thousand-Hour Rule Textbook sections 14.1 thru 14.6	09: Computer-Graded Quiz
15	Apple Inc. – Harvard Case study Leadership and transformational organizational change Textbook sections 10.4	
16	Value innovation versus Technology Innovation – Balancing organizational values	
17	Management Strategies Lecture – lessons from entrepreneurial start-ups and venture capital Textbook sections LM 2.1	

	Topics	Assessments
18	Effective negotiation Reading - <i>Six Habits of Merely Effective Negotiators</i> - – article on Canvas	
19	Managing Diversity at Cityside Financial Services Case Study– Harvard case study The benefits and challenges of diversity Textbook sections 11.5	
20	Organizational culture and control Uber: #WhatDoYouDo?– Darden case study Textbook sections 8.1, 8.2, 8.3	10: Computer-Graded Quiz
21	Organizational culture and design Zappos: Strategy Powered by Culture and People case study	
22	Mt Everest 1996 case study– Harvard case study High performing teams and managing in times of crisis Textbook sections 7.5 – 7.7	
23	Organizational ethics and ethical decision making MBA Hacker Case (on Canvas) Chapter 1 – Blind Spots (on Canvas) Textbook sections 3.4, 7.2	
24	Organization ethics In it to Win: The Jack Abramoff Story”	
25	Effective decision making by groups and individuals Dave Armstrong Case study (A) – Harvard case study Textbook sections 7.1 and 7.6	
26	Organizational citizenship and social responsibility Royal Dutch Shell – Harvard case study Reading: Values in Tension-Ethics Away from Home Textbook sections 3.5, 3.6, LM1.1	
27	Final Exam	Final Exam
Supplemental	Reading: Wealthy, Successful and Miserable Lecture – The Meaning of Life: A Twelve Step Program	