



**The University of Texas at El Paso
College of Business Administration
Syllabus**

**MGMT 3303-005 Introduction to Management / Organizational Behavior (CRN 20893)
Spring 2019**

Instructor: Dr. Santiago Ibarreche

Office: Room COBA 248

Ph. 747-7756

E-mail: sibarr@utep.edu

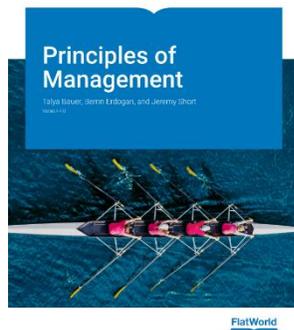
Office Hours: Monday and Wednesday from 10:30 a. m. to 12:00 p. m. or by Appointment.

Objective of this course:

An introduction to the management functions of planning, organizing, leading, and controlling. Emphasis will be given to organizational behavior concepts, international business, ethical issues, and quality management perspectives.

Books and Materials:

There will be one book for this class:



Principles of Management

By: Talya Bauer, Berrin Erdogan, and Jeremy Short

Published by FlatWorld

Version: 4.0

Published: November 2018

ISBN: 978-1-4533-9209-6

Link for acquiring this book: <https://students.flatworldknowledge.com/course/2588192>

Expectations:

This is a university class therefore, I expect students to be professionals and have the appropriate behavior during class. I also expect students to have done the assignments before coming to class. The basic purpose of these assignments is that you come to class prepared to discuss the topics on hand and contribute with your experiences.

This implies that the use of electronics in this class will be limited to note taking and/or those processes indicated by the instructor during the class. Personal calls and texting is strictly forbidden, if a student violates this rule the device used will be taken from the student and not returned until the end of the class; repetition of this behavior could be reason for disciplinary action.

Academic Dishonesty

The following are the standards for Academic Dishonesty at UTEP:

Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes, but is 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. Proven violations of the detailed regulations, as printed in the Handbook of Operating Procedures (HOP) and available in the Office of the Dean of Students and on the home page of The Dean of Students at [Student Affairs](#), may result in sanctions ranging from disciplinary probation, to failing grades on the work in question, to failing grades in the course, to suspension or dismissal among others.

Students with Disabilities

As per Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP need to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the Disabled Student Services. You may call 915-747-5148 for general information about the American with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability.

Campus Carry

Persons who hold a Concealed Handgun License can lawfully carry their gun into a UTEP classroom as long as it remains concealed. Open carry remains prohibited on campus. Should you feel someone is intentionally displaying a gun (or any other weapon for that matter), do not hesitate to call Campus Police (X 5611) or 9-1-1. For more information on campus carry, see <http://sa.utep.edu/campuscarry/>; for more information on overall campus safety, see <http://admin.utep.edu/emergency>.

Process:

There will be a total of thirty sessions which activities are detailed in the course content section of this syllabus. These meetings will take place twice a week on Mondays and Wednesdays from 9:00 to 10:20 a.m. in Room COBA 313. There will be a section in the class page in BlackBoard

to communicate announcements and changes, if any, to the schedule. **Read these announcements every class to follow the pace of the course.** Other materials will also be uploaded to the course's page in BlackBoard.

During exam periods, all electronic equipment should be turned off, and cannot be turned on until the end of the period.

During the class periods, assistance may be taken and rules for presence in the class according to the students' operations book will be enforced.

Evaluation:

This course will be evaluated on a 1000 point scale. The final letter grade for the course will be determined as follows: 900 points to 1000 points corresponds to an "A"; 800 points to 899.9 points corresponds to a "B"; 700 points to 799.9 points corresponds to a "C"; 600 points to 699.9 corresponds to a "D", and less than 600 points corresponds to a grade of "F."

Following is a table with points assigned to each activity:

Activity	Percentage
Cases submitted (Total of six)	300
Individual Participation	100
First Partial Exam (Includes Chapters 1 through 5)	150
Second Partial Exam (Includes Chapters 1 through 10)	200
Final Exam (Includes Chapters 1 through 15)	250
Total	1000

Guidelines and Recommendations:

1. Be prepared for class discussion. Participate actively in the class and bring your own experiences.
2. If for any reason you will not be able to attend class, inform the instructor via mail at sibarr@utep.edu.
3. All written assignments (cases) should be sent using the BlackBoard page of the course.

- a. Include assignments as attachments using the following nomenclature for the file name:
 - i. For sending cases answers to the questions asked, send them as attachments via BlackBoard and name the file S##.Last.First; where ## is the session number (always use two digits) then your Last Name, then a period, and then your First Name. For example if I was the one sending the attachment for summary of Session 4 the file name would be S04Ibarreche.Santiago.xxxx (formats allowed include Word and pdf). Cases are due the day before the next class of the case is assigned at midnight.
- b. If you want to send other communications or comments start the subject line with MGMT3310 and then put your subject. Send this correspondence to my personal e-mail address: sibarr@utep.edu.

4. Have fun and Learn!

Content and Activities:

Date and Session	Topic	Readings and Assignments
S01 - 01/23/2019	Introduction To The Class; Principles Of Management	Chapter 1
S02 - 01/28/2019		
S03 - 01/30/2019	History Trends Globalization, and Ethics	Chapter 2
S04 - 02/04/2019	Personality, Attitudes, and Work	Chapter 3; Case 3.6 Netflix
S05 - 02/06/2019	Behavior	Case discussion
S06 - 02/11/2019	Developing Mission, Vision, and Values	Chapter 4
S07 - 02/13/2019	Strategic Management	Chapter 5
S08 - 02/18/2019		
S09 - 02/20/2019	First Partial Exam	(Chapters 1 to 5)
S10 - 02/25/2019	Goals and Objectives	Chapter 6; Case 6.6 Nucor
S11 - 02/27/2019		Case discussion
S12 - 03/04/2019	Organization Structure and Change	Chapter 7
S13 - 03/06/2019		
S14 - 03/11/2019	Organizational Culture	Chapter 8; Case 8.6: General Motors
S15 - 03/13/2019		Case discussion

Date and Session	Topic	Readings and Assignments
03/18/2019 – 03/22/2019	SPRING BREAK NO CLASSES	
S16 - 03/25/2019	Leading People and Organizations	Chapter 9
S17 - 03/27/2019	Decision Making	Chapter 10; Case 10.6: Angry Birds
S18 - 04/01/2019		Case discussion
S19 - 04/03/2019	Second Partial Exam	(Chapter 1 to 10)
S20 - 04/08/2019	Communication in Organizations	Chapter 11
S21 - 04/10/2019		
S22 - 04/15/2019	Managing Groups and Teams	Chapter 12; Case 12.6 Pret A Manger
S23 - 04/17/2019		Case Discussion
S24 - 04/17/2019	Motivating Employees	Chapter 13; Case 13.6 Walt Disney
S25 - 04/22/2019		Case Discussion
S26 - 04/24/2019	Essentials of Control	Chapter 14
S27 - 04/29/2019		
S28 - 05/01/2019	Strategic Human Resources	Chapter 15
S29 - 05/06/2019		
S30 - 05/08/2019	Review and questions	
05/15/2019 10:00 – 12:45	Final Exam	(Chapters 1 to 15)

Learning Objectives:

Introduction to Principles of Management:

1. Learn about managers and the nature of managerial work.
2. Understand the importance of psychology, leadership, entrepreneurship, and strategy within organizations.
3. Know the dimensions of management articulated in the planning-organizing-leading-controlling (P-O-L-C) framework.

4. Understand the relationship between economic, social, and environmental performance.
5. Understand how the concept of performance is understood at the individual and group levels.
6. Create your personal survivor's guide to learning and developing principles of management.

History, Trends, Globalization, and Ethics

1. Learn key figures and concepts in management history.
2. Know the context for contemporary principles of management.
3. Understand key global trends.
4. See how globalization is affecting management principles and practices.
5. Appreciate the importance of value-based leadership (ethics) in management.

Personality, Attitudes, and Work Behaviors

1. Understand the roles of personality and values in determining work behaviors.
2. Explain the process of perception and how it affects work behaviors.
3. Identify the major work attitudes that affect work behaviors.
4. Define the concept of person–organization fit and how it affects work behaviors.
5. List the key set of behaviors that matter for organizational performance.
6. Be able to develop your positive attitude skills.

Developing Mission, Vision, and values

1. Understand the roles of mission, vision, and values, in the planning process.
2. Understand how mission and vision fit into the planning-organizing-leading-controlling (P-O-L-C) framework.
3. See how creativity and passion are related to vision.
4. Incorporate stakeholder interests into mission and vision.
5. Develop statements that articulate organizational mission and vision.
6. Apply mission, vision, and values to your personal goals and professional career.

Strategic Management

1. See how strategy fits in the planning-organizing-leading-controlling (P-O-L-C) framework.
2. Better understand how strategies emerge.
3. Understand strategy as trade-offs, discipline, and focus.
4. Conduct internal analysis to develop strategy.
5. Conduct external analysis to develop strategy.
6. Formulate organizational and personal strategy with the strategy diamond.

Goals and Objectives:

1. Demonstrate an understanding of the nature of goals and objectives and their importance to effective management.
2. Explain what characterizes effective goals and objectives.
3. Understand the roles of goals and objectives in employee performance reviews.
4. See relationships among economic, social, and environmental goals and objectives.
5. Learn how to set and manage your own goals and objectives.

Organizational Structure and Change

1. Define organizational structure and its basic elements.
2. Describe matrix, boundaryless, and learning organizations.
3. Describe why and how organizations change.
4. Understand reasons why people resist change, and strategies for planning and executing change effectively.
5. Build your own organizational design skills.

Organizational Culture

1. Describe what organizational culture is and why it is important for an organization.
2. Understand the dimensions that make up a company's culture.
3. Understand the creation and maintenance of organizational culture.
4. Understand the factors that create cultural change.
5. Develop personal culture management skills.

Leading People and Organizations

1. Define leadership and identify traits of effective leaders.
2. Describe behaviors that effective leaders demonstrate.
3. Specify the contexts in which various leadership styles are effective.
4. Explain the concepts of transformational, transactional, charismatic, servant, and authentic leadership.
5. Develop your own leadership skills.

Decision Making

1. Understand the meaning of decision making.
2. Know key causes of poor decision making.
3. Compare and contrast individual and group decision making.
4. Understand how to develop your own personal decision-making skills.

Communication in Organizations

1. Define communication and understand the communication process.

2. Understand and overcome barriers to effective communication.
3. Compare and contrast different types of communication.
4. Compare and contrast different communication channels.
5. Develop effective personal communication skills.

Managing Groups and Teams

1. Recognize and understand group dynamics and development.
2. Understand the difference between groups and teams.
3. Understand how to organize effective teams.
4. Recognize and address common barriers to team effectiveness.
5. Build and maintain cohesive teams.

Motivating Employees

1. Understand need-based theories of motivation.
2. Understand process-based theories of motivation.
3. Describe how fairness perceptions are determined and their consequences.
4. Learn to use performance appraisals in a motivational way.
5. Learn to apply organizational rewards in a motivational way.
6. Develop your personal motivation skills.

The Essentials of Control

1. Understand what is meant by organizational control.
2. Differentiate among different levels, types, and forms of control.
3. Know the essentials of financial controls.
4. Know the essentials of nonfinancial controls.
5. Know the basics of lean control systems.
6. Craft a Balanced Scorecard for an organization or yourself.

Strategic Human Resource Management

1. Understand the scope and changing role of strategic human resource management (SHRM) in principles of management.
2. Understand key elements in the war for talent.
3. Engage in effective selection and placement strategies.
4. Understand the roles of pay structure and pay for performance.
5. Understand the components of a high-performance work system.
6. Learn how to use the human resources Balanced Scorecard to gauge and proactively manage human capital.

This is a plan, as in any plan there may be changes. Please be sure to check for announcements in the Blackboard section of this course.