



Managerial and Behavioral Processes in Organizations

The University of Toledo

Department of Management, John E. and Lillian L. Neff College of Business and Innovation

BUAD 3030:001 CRN: 54851

Instructor:	Barbara Brotzki, M.B.A.	Offered:	Fall 2022
Email:	Barbara.Brotzki@utoledo.edu	Course Website:	Blackboard Learn
Office Hours:	TR 11 am-12 am & 2:30 pm-4:30 pm or by appointment	Class Location:	SB 3140
Office Location:	ST 2026	Class Day/Time:	Tuesdays and Thursdays 12:55 pm – 2:15 pm
Instructor Phone:	419.530.2282	Credit Hours:	3

CATALOG/COURSE DESCRIPTION

Introduction to managerial and organizational concepts designed to develop knowledge, aptitudes, techniques, and skills in creating and managing innovative, adaptive organizations. Interactive exercises, videos, cases, discussions, and lectures will be used.

COURSE OVERVIEW

This course is designed to provide a comprehensive, accurate and up-to-date picture of the field of management. The key functions of Management (planning, organizing, leading, and controlling) will be our focus in this course. As well as, focusing on organization behavior and theory.

“These days’ managers have to have exceptional talent as leaders, planners, communicators, problem solvers, and innovators... and these talents seem to be in short supply!” Warren Buffet

STUDENT LEARNING OUTCOMES

Upon completion of this course, the student will be able to:

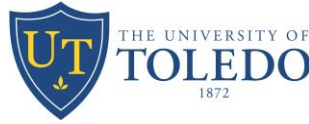
1. Understand concepts and principles pertaining to planning, organizing, leading, and controlling in organizations.
2. Understand how ethics and social responsibility affect the practice of management.
3. Understand how leadership styles and planning tools are used in strategic management.
4. Be aware of how organizational politics, culture, globalization, diversity, change, HR, teams, quality, and information technology influence management decision-making.
5. Be aware of current issues and events that impact business and management.

TEACHING METHODOLOGY

The material presented in this face-to-face course will be a combination of research, theory, and practical applications in management. The course will be presented through lectures, discussions, on-line videos, on-line cases, on-line personal assessments, Wall Street Journal articles and an application case. This course will provide the most up-to-date coverage of the topic, lectures may only supplement the material covered in the text and may only partially overlap with it.

PREREQUISITES AND COREQUISITES

None



TEXTS AND ANCILLARY MATERIALS

McGraw-Hill's Kinicki, A. & Williams, B. "Management: A Practical Introduction." (10th Ed.) A physical textbook is not required, as the Connect product has SmartBook and a navigable e-book. You are required to purchase the Connect product itself because many of the course materials and assignments will be housed within its framework. The bookstore may have several options. Online purchase is available, too. Ordering Connect is available through Blackboard. Click on BUAD 3030:002 in your course list, tab on left side "Connect Assignment", click on it, click on Student tutorial. You can use Connect for two weeks free then it will shut down. Most of your assignments will be in Connect. Connect eBook and access through Connect online services. You can also purchase the access code through UT Bookstore – Barnes and Noble in the Gateway Plaza.

Note: Buyer Beware regarding purchasing of codes anywhere other than the bookstore or the McGraw-Hill online portal (PDF instructions). Other vendors do not guarantee the viability of their Connect codes and they are not returnable.

TEACHING METHODOLOGY

This fully face-to-face course is designed to stimulate student learning through the in-class based delivery of videos and audio, as well as collaborative activities involving asynchronous discussion and group project. Two weekly on-campus meetings will be equip you for success along with online assignments.

TECHNOLOGY REQUIREMENTS

To succeed in this course, it will be important for learners to begin to possess the following technical skills:

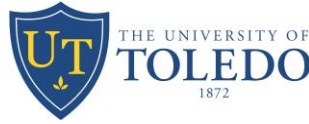
1. Rename, delete, organize, and save files.
2. Create, edit, and format word processing and presentation documents.
3. Download reading texts.
4. Upload assignments in a learning management system (Blackboard)
5. Send and receive email with attachments.
6. Use device video and sound on tablet or laptop.
7. Locate and access information using a web search engine.
8. Use chat or IM software for real-time communication.
9. Use a learning management system.
10. Collaborate Ultra
11. Echo 360
12. **Google Chrome – Highly recommended**
13. Connect/Smart Book

ACADEMIC POLICIES

This link includes information on Academic dishonesty, grievance and forgiveness. Also, you will find information on academic standing, enrollment status, class rank, repeating a course, calculating GPA, adding/dropping courses, dual degrees, residency requirement for a degree, priority registration, Dean's list, President's List, missed class policy, FERPA, administrative adjustment for extenuating circumstances, credit for prior learning, etc. Please be aware of your Student rights.

[Undergraduate Policies: http://www.utoledo.edu/policies/academic/undergraduate/](http://www.utoledo.edu/policies/academic/undergraduate/)

[Graduate Policies: http://www.utoledo.edu/policies/academic/graduate/](http://www.utoledo.edu/policies/academic/graduate/)



COURSE EXPECTATIONS

1. Participation in all aspects of the course is required. The most important aspect of this class are preparedness and participation. It will be required that you keep up with the reading and participate during class.
2. In this course, you will be required to always demonstrate academic integrity. High standards of ethical conduct to ensure fairness, honest, and integrity in the evaluation of student performance. Evaluation of student performance should not be invalidated by students intending to or attempting to misrepresent the skill, achievement, or ability of either themselves or others. To achieve this purpose, the College has enacted a *Code of Student Academic Conduct*. This Code sets forth specific types of academic misconduct which will not be tolerated. If there is any evidence of these types of academic misconduct in this course, charges will be filed against the student or students involved. Along with the Code, the College has also enacted a *Student Academic Grievance Procedure*. The purpose of this grievance procedure is to provide the exclusive method by which a student can file a grievance if he/she believes that the charge of academic misconduct is false or to grieve a final course grade which he/she believes has been unfairly or erroneously assigned. You should read these to familiarize yourself with their principles. Both the *Code of Student Academic Conduct* and *the Student Academic Grievance Procedure* can be reviewed on the College of Business and Innovation website. The form to be used when filing a grievance is also available on the website. Any form of academic dishonesty will result in an "F" for the course and any other academic sanctions allowed for by University policy.

Please read The University's Policy Statement on Academic Dishonesty available at <http://www.utoledo.edu/dl/students/dishonest.html>

Classroom Policy

During the class time, the use of electronic devices (laptop, tablets, etc.) and cellphone is prohibited. There will be time during the semester that the instructor will allow electronic devices to be used for in-class assignments and team project. If you have a cellphone, please turn the phone over so the back facing up. Turning over the phone will help you not be distracted by the incoming messages. Please do not answer any phone calls in the classroom during the class time. If you are waiting for an important phone call or text, you are definitely able to leave the class to make or answer a call. Please limit your leaving the classroom to no more than two times or your attendance grade will be reduce by 50%. Sometimes during class, I will offer technically breaks during class time.

It is important to start class on time, there is a lot of material to cover in class. Please be on time, ready to learn. Regular tardiness will result is 50% of points deducted and/or you will be asked to leave class.

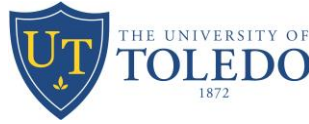
While the instructor is lecturing, the class will be asked to hold their conversation to before or after class. If you continue to talk during the lecturing will be ask to leave. If you refuse to leave you will be escorted out of the classroom by security.

During in-class presentations, please do not use answer or send texts. No laptops will be used during presentations.

If any of these policies are not followed, you will be asked to leave class. If you refuse to leave class, security will be called to escort you out of class.

Email:

Students who are working toward success in their academic and course career, can check their UT email account **daily** for important course information. If you are having trouble understanding any aspect of



the course or assignments, please let me know at Barbara.Brotzki@utoledo.edu. I am here to help, I would like to be a part of your success in class, business career and life. If you are having trouble with Blackboard, please contact Blackboard support. Blackboard support tab is located on the top right side of the Blackboard home screen.

I will do my best to respond to email within 24 to 48 hours. ***Only exception is Saturdays and Sunday daytime, I am unable to answer emails on Saturday or during the day on Sunday - this is my family time. I will be available to answer emails Monday through Friday from 9 am to 5 pm and Sunday evenings after 6 pm.***

Discussion:

In this fully face-to-face course, participation will be helpful in understand the topics, vital to your success, and crucial to learning.

Anytime, you would like to have a discussion with your instructor, listed at the top of your syllabus is your instructor’s office hours or make an appointment. If my office hours do not work in your schedule, please email me and I will make myself available for your schedule if possible. Office hours are listed on the top of the syllabus or email the instructor at Barbara.Brotzki@utoledo.edu or call 419.530.2282 to make an appointment.

Preferred Names

If your preferred name is not the same as the name that appears on the university provided roster for the course, please let me know so that I can use your preferred name.

OVERVIEW OF COURSE GRADE ASSIGNMENT*

Nondiscrimination on the Basis of Disability

The University is an equal opportunity educational institution. Please read [The University’s Policy Statement on Nondiscrimination on the Basis of Disability – Americans with Disabilities Act Compliance](#).

Policy Statement on Academic Dishonesty

Academic dishonesty will not be tolerated. Please read [The University’s Policy Statement on Academic Dishonesty](#).

Copyright Notice

The materials in the course website are only for the use of students enrolled in this course for purposes.

OVERVIEW OF COURSE GRADE ASSIGNMENT*

GRADED ITEMS	POINTS	PERCENTAGE OF GRADE
Connect Tutorial	10	1%
Smart Book (10 points per chapter)	140	14%
Attendance (26 classes – 10 points per day)	260	26%
Wall Street Journal	50	5%
Class Activities (14-chapter activities - Manager Hot Seat, Management in Action, Legal/Ethic Activity – 10 points each)	140	14%
Exam #1	100	10%
Exam #2	100	10%



Exam #3	100	10%
Exam #4	100	10%
TOTAL	1,000	100%

Midterm Grading*

Midterm grade will reflect the students' earned points from the available assignment points at the time of the grade posted.

Final Grading

A	94% - 100%	C+	77% - 79%
A-	90% - 93%	C	73% - 76%
B+	87% - 89%	C-	70% - 72%
B	83% - 86%	D+	67% - 69%
B-	80% - 82%	D	64% - 66%
		D-	60% - 63%
		F	0% - 59%

Specific guidelines and grading criteria will be provided with each assignment. Grades and instructor feedback for each assignment will be posted to the Grade Book within one week, after each assignment has been completed

Late assignments are not accepted. If you missed an assignment, meet with me to discuss if there are options. Emergencies happen, let the instructor know within a week of assignment due date to determine if the assignment will be accepted. Emergencies documentations will help me provide you with an opportunity to make up your assignments. **IF APPROVED** late assignment is accepted a **25% reduction** on assignment points will result. If you are unable to speak with the professor, an email should be send to Barbara.brotzki@utoledo.edu to make professor aware of the situation.

UNIVERSITY POLICIES*

(At minimum, include the following policy links and statements verbatim. Please refer to the online syllabus guidelines for more guidance/details.)

Institutional Classroom Attendance Policy

Please be aware that the university has implemented an attendance policy, which requires faculty to verify student participation in every class a student is registered at the start of each new semester/course. For this course, if you have not attended/participated in class (completed any course activities or assignments) within the first 14 days, I am required by federal law to report you as not attended. Unfortunately, not attending/participating in class impacts your eligibility to receive financial aid, so it is VERY important that you attend class and complete course work in these first two weeks. Please contact me as soon as possible to discuss options and/or possible accommodations if you have any difficulty completing assignments within the first two weeks.

Institutional Classroom Attendance Policy

Please be aware that the university has implemented an attendance policy, which **requires faculty to verify student participation in every class a student is registered at the start of each new semester/course**. If you have not attended/participated in class (completed any course activities or assignments) within this period, I am required by federal law to report you as having not attended class. This date varies by the part of term, in which your course started, these dates can be found here: [Student Participation Tracker \(Classroom Attendance Policy\) POT and Census Dates](#). Unfortunately, not attending/participating in class impacts your eligibility to receive financial aid, so it



is VERY important that you attend class and complete course work early. Please contact me as soon as possible to discuss options and/or possible accommodations if you have any difficulty completing assignments.

Policy Statement on Non-Discrimination on the Basis of Disability (ADA)*

The University is an equal opportunity educational institution. Please read [The University's Policy Statement on Nondiscrimination on the Basis of Disability – Americans with Disabilities Act Compliance](#).

Academic Accommodations*

The University of Toledo embraces the inclusion of students with disabilities. We are committed to ensuring equal opportunity and seamless access for full participation in all courses. For students who have an Accommodations Memo from the Office of Accessibility and Disability Resources, I invite you to correspond with me as soon as possible so that we can communicate confidentially about implementing accommodations in this course.

For students who have not established accommodations with the Office of Accessibility and Disability Resources and are experiencing disability access barriers or are interested in a referral to health care resources for a potential disability, please connect with the office by calling 419.530.4981 or sending an email to StudentDisability@utoledo.edu.

ACADEMIC AND SUPPORT SERVICES*

(Insert the following statement and link. Please refer to the online syllabus guidelines for more guidance/details.)

Please view the [Learner Support](#) page for links and descriptions of the technical, academic, and student support services available to UT students.

SAFETY AND HEALTH SERVICES FOR UT STUDENTS*

(Insert the following statement and link. Please refer to the online syllabus guidelines for more guidance/details.)

Please use the following link to view a comprehensive list of [Campus Health and Safety Services](#) available to you as a student and click here for information on the [Office of Public Safety](#).

INCLUSIVE CLASSROOM STATEMENT*

In this class, we will work together to develop a learning community that is inclusive and respectful. Our diversity may be reflected by differences in race, culture, age, religion, sexual orientation, gender identity/expression, socioeconomic background, and a myriad of other social identities and life experiences. We will encourage and appreciate expressions of different ideas, opinions, and beliefs so that conversations and interactions that could potentially be divisive turn, instead, into opportunities for intellectual and personal development.

ASSIGNMENTS

Wall Street Journal

Each student on their assigned a day to bring in a Wall Street Journal to class. In front of the class, the student will verbally summarize the article for the class and connect the textbook content to the article. Signing up for the WSJ Article review will be required the first week of class.

Manager's Hot Seat/Management in Action/Legal/Ethic Activities

These activities require you to watch a video, there will be class discussion on the video and how it relates to the textbook content. In-class activities points will be awarded for those in attendance during the activity, no make-up activities will be available.



Smart Book Tutorial

This McGraw Smart Book Tutorial will be completed before 6 am on Friday, September 2, 2022.

Smart Book

Activity through Connect that will be completed weekly before 6 am on Thursdays. Except on Tuesday, November 22 when Smart Book will be due by 6 am due to Thanksgiving Break.

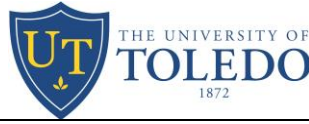
EXAMS I, II, III & IV will be completed on Sundays from 6 am to 11:59 pm, dates of the exam listed in the course schedule. NO Make-up exams will be offered.

BUAD 3030 - Managerial and Behavioral Processes In Organizations

WEEK 1 – CLASS 1	TUESDAY, August 30, 2022
TOPIC	Introduction/Syllabus/Course Schedule/WSJ Sign-up
READ	Chapter 1: The Exceptional Manager Legal/Ethical Challenge "To Delay or Not to Delay" on page 43
COMPLETE IMMEDIATELY	Please connect with McGraw Hill Connect at: https://www.mheducation.com/highered/support/connect/first-day-of-class/blackboard.html . Smart Book Tutorial due before 6 am on Friday, September 2, 2022
WEEK 1 – CLASS 2	THURSDAY, September 1, 2022
IN CLASS DISCUSSION	Legal/Ethical Challenge Manager's Hot Seat
DUE TODAY	Smart Book on Chapter 1 before 6:00 am on Thursday

WEEK 2 – CLASS 3	TUESDAY, September 6, 2022
READ	Chapter 2: Management Theory: Essential Background to the Successful Manager Management in Action - "Vegan Leather: Earth's Friend or Foe?" on page 69
ACTIVITY	Wall Street Journal Presentations-Nick Pincheck and Kenneth Cooper
VIDEO(s)	https://www.youtube.com/watch?v=BJWPuiqznhI Frank and Lillian Gilbreth https://www.youtube.com/watch?v=fS5iqEf1Azs Theory X and Theory Y https://www.youtube.com/watch?v=D1iO2QwJYAI Growing through change: A How-To for leaders of learning organisations Yves Givel TEDxSHMS
WEEK 2 – CLASS 4	THURSDAY, September 8, 2022
IN-CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Fumbling Management Theory"
ACTIVITY	Wall Street Journal Presentations – Corey LeRoux and Braden Risner
DUE TODAY	Smart Book Chapter 2 before 6:00 am on Thursday

WEEK 3 – CLASS 5	TUESDAY, September 13, 2022
READ	Chapter 3: The Manager's Changing Work Environment and Ethical Responsibilities Management in Action - "Who's to Blame for the College Admissions Scandal?" on page 111
ACTIVITY	Wall Street Journal Presentations – Lauren Henry and Joelle Auer
VIDEO(s)	https://www.youtube.com/watch?v=wzicXbnmlIc Creating ethical cultures in business: Brooke Deterline at TEDxPresidio
WEEK 3 – CLASS 6	THURSDAY, September 15, 2022

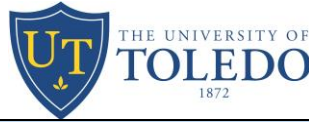


CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Is Sybil's Ethics Sheet in Balance?"
ACTIVITY	Wall Street Journal Presentations – Connor Wuske and Jonah Koester
DUE TODAY	Smart Book Chapter 3 before 6:00 am on Thursday
EXAM 1	Exam 1: Open from 6:00 am to 11:59 pm on Sunday, September 18, 2022

WEEK 4 – CLASS 7	TUESDAY, September 20, 2022
READ	Chapter 5: Planning: The Foundation of Successful Management Legal/Ethical Challenge - "Are Profits More Important than Alzheimer's Patients?" on page 69
Activities	Wall Street Journal Presentations -Eliana Charnock and Bradley Hodson
VIDEO(s)	https://www.youtube.com/watch?v=29qE4FSxc1w Planning and Goal Setting in Management https://www.youtube.com/watch?v=wGbmAH4mBPA How to Set SMART Goals
WEEK 4 – CLASS 8	THURSDAY, September 22, 2022
IN-CLASS DISCUSSION	Legal/Ethical Challenge Manager's Hot Seat - "Don't Rock the (Electric) Boat"
ACTIVITY	Wall Street Journal Presentations – Brandon Marsala and Nathaniel Sheeder
DUE TODAY	Smart Book on Chapter 5 before 6:00 am on Thursday

WEEK 5 – CLASS 9	TUESDAY, SEPTEMBER 27, 2022
READ	Chapter 6: Strategic Management: How Exceptional Managers Realize a Grand Design Management in Action - "La Coix Is Losing the Sparkling Water Wars" on page 240
ACTIVITY	Wall Street Journal Presentations – Andrew DelVerne and Sydni Thatcher Management in Action
VIDEO	https://www.youtube.com/watch?v=YE_ETgaFVo8 Martin Reeves: Your strategy needs a strategy
WEEK 5 – CLASS 10	THURSDAY, SEPTEMBER 29, 2022 NO CLASS – Must attend 1 hour at the Job Fair
	NEFF COBI JOB FAIR – September 29, 2021
TOPIC	In-Person at Savage Arena
BRING	Resumes in a portfolio
ATTIRE REQUIREMENT	Professional Business Attire – suit with matching pants or skirt and jacket, dress shirt, dress shoes, and Belt - (No leggings, yoga, causal pants, sweaters, sweater vest or athletic shoes)
EXTRA POINTS	10 extra points can be rewarded to any student who volunteer at the Neff COBI Job Fair
DUE TODAY	Smart Book on Chapter 6 before 6:00 am on Thursday

WEEK 6 - CLASS 11	TUESDAY, October 4, 2022 – No CLASS
READ	Chapter 7: Individual and Group Decision Making: How Managers Make Things Happen Management in Action - "Juul Is Going Up in Smoke" on page 309
VIDEO	https://www.youtube.com/watch?v=9Fp3DzpvLNE The Challenger Disaster: A Preventable Tragedy



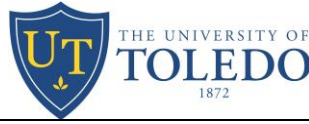
WEEK 6 - CLASS 12	THURSDAY, October 6, 2022
IN-CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Decision Making: A Hurricane of a Choice"
ACTIVITY	Wall Street Journal Presentations- Jacob Catrone, Thomas McGrath, Bryce McMahon
DUE TODAY	-Smart Book Chapter 7 before 6:00 am on Thursday
EXAM 2	Exam 2: Open from 6:00 am to 11:59 pm on Sunday October 9, 2022

WEEK 7 – CLASS 13	TUESDAY – October 11, 2022 – NO CLASS – FALL BREAK
WEEK 7 – CLASS 14	THURSDAY – October 13, 2022
IN-CLASS DISCUSSION	Current Topics
ACTIVITY	Wall Street Journal Presentations - Donny Hamblin, Ryan Burke, Brendyn Pyles
VIDEO(S)	https://youtu.be/Ze3VospNcsl Corporate Culture – Leader’s Secret Asset Harald Port TEDxLugano

WEEK 8 – CLASSES 15	TUESDAY - October 18, 2022
READ	Chapter 8: Organizational Culture and Structure: Drivers of Strategic Implementation Management in Action - "Wells Fargo's Sales Culture Falls the Company" on page 355
ACTIVITY	Wall Street Journal Presentations – Logan Strebler, Javier Slaughter
VIDEO(S)	Creating Sustainable Organizational Culture Change in 80 Days Arthur Carmazzi TEDxMaitighar - YouTube
WEEK 8 – CLASSES 16	THURSDAY – October 20 , 2022
IN CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Organizational Culture: Churning Out a New Culture"
ACTIVITY	Wall Street Journal Presentations – Matthew Wlodarski, Joel Stanley
DUE TODAY	Smart Book on Chapter 8 – complete before Thursday at 6:00 am

WEEK 9 – CLASS 17	TUESDAY – October 25, 2022
READ	Chapter 9: Human Resource Management: Getting the Right People for Managerial Success) Management in Action - "Difficulties Attracting and Retaining Human Capital in the Nursing Profession" on page 413
ACTIVITIES	Wall Street Journal Presentations- Bryan Kwan, Jared Parsons
VIDEO(s)	https://www.youtube.com/watch?v=NxJZs7a3DWo How a new lens on "HR" can reduce turnover AND the cycle of poverty Joe DeLoss TEDxColumbus https://www.youtube.com/watch?v=9ttj5Op9A1g Sheldon went to the Human Resouces Department TBBT S6x12
WEEK 9 – CLASS 18	THURSDAY – October 27, 2022
IN CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Performance Management: F is a Feedback"
ACTIVITIES	Wall Street Journal Presentations-JiaRong Yu, Brooks Lance
DUE TODAY	Smart Book on Chapter 9 – complete before Thursday at 6:00 am

WEEK 10 – CLASS 19	TUESDAY – November 1, 2022
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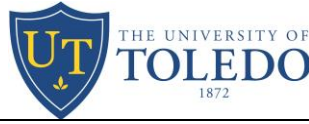


READ	Chapter 10: Organizational Change and Innovation: Lifelong Challenges for the Exceptional Manager Management in Action - "Were Deadly COVID-19 Outbreaks aboard Carnival Cruise Ships the Result of Managers' Resistance to Change?" on page 452
ACTIVITIES	Wall Street Journal Presentations- Xavier Gallo, Caitlin O'Shea
VIDEO(s)	https://www.youtube.com/watch?v=OWiiA9hXbY8 What are you willing to give up to change the way we work? Martin Danoesastro
WEEK 10 – CLASS 20	THURSDAY – November 3, 2022
IN CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Change: Innovation in Aisle 9"
ACTIVITIES	Wall Street Journal Presentations – Ian Francis, Collin Jones
DUE TODAY	Smart Book on Chapter 9 – complete before Thursday at 6:00 am
EXAM 3	Exam 3: Open from 6:00 am to 11:59 pm on Sunday, November 6, 2022

WEEK 11 – CLASS 21	TUESDAY – November 8, 2022
READ	Chapter 11: Managing Differences and Behavior: Supervising People as People Management in Action - "Were Deadly COVID-19 Outbreaks aboard Carnival Cruise Ships the Result of Managers' Resistance to Change?" on page 452
ACTIVITIES	Wall Street Journal Presentations – Matt Bearer, Gabriel Burton
VIDEO(s)	https://www.youtube.com/watch?v=qYvXk_bqIBk Who are you, really? The puzzle of personality Brian Little https://www.youtube.com/watch?v=413_sACCuH8 The New 5 Second Rule: Redefining the First Impression Quita Christison TEDxPortsmouth
CLASS 22	THURSDAY – November 10, 2022
IN CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Change: Innovation in Aisle 9"
ACTIVITIES	Wall Street Journal Presentations – Priyanka Patil, Paola Toro
DUE TODAY	Smart Book on Chapter 11 – complete before Thursday at 6:00 am

WEEK 12 – CLASS 23	TUESDAY – November 15, 2022
READ	Chapter 12: Motivating Employees: Achieving Superior Performance in the Workplace Management in Action - "What Motivated Workers in the Face of a Pandemic" on page 558
ACTIVITIES	Wall Street Journal Presentations – Zerui Liu, Nicholas Perry
VIDEO(s)	The puzzle of motivation Dan Pink - YouTube
WEEK 12 - CLASS 24	THURSDAY – November 17 , 2022
IN CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Clearing Motivation for Takeoff"
ACTIVITIES	Wall Street Journal Presentations – Logan Davidson, Caitlin Schneider
DUE TODAY	Smart Book on Chapter 12 – complete before Thursday at 6:00 am

WEEK 13 – CLASS 25	TUESDAY – November 22, 2022
READ	Chapter 13: Groups and Teams: Increasing Cooperation, Reducing Conflict Management in Action - "Must-See Quarantine TV" on page 592
ACTIVITIES	Wall Street Journal Presentations – Jamie Stotte Nielsen, Chloe Raike
IN CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Diagnosis: Dysfunction"



VIDEO(s)	Trusting Teams THE 5 PRACTICES - YouTube
DUE TODAY	Smart Book on Chapter 12 – complete before Tuesday at 6:00 am
WEEK 13 – CLASS 26	THURSDAY – November 24, 2022 – NO CLASS – Happy Thanksgiving Day!

WEEK 14 – CLASS 27	TUESDAY – November 29, 2022
READ	Chapter 14: Power, Influence, and Leadership: From Becoming a Manager to Becoming a Leader Management in Action - "Adam Neumann's Rise and Fall at WeWork" on page 636
ACTIVITIES	Wall Street Journal Presentations – Garrett Meyer, Alejandro Chapin-O’Leary
VIDEO(s)	https://www.youtube.com/watch?v=lmyZMtPVodo Why good leaders make you feel safe Simon Sinek https://www.youtube.com/watch?v=qp0HIF3Sfl4 How great leaders inspire action Simon Sinek
WEEK 14 – CLASS 28	THURSDAY – December 1, 2022
IN CLASS DISCUSSION	Management in Action Manager's Hot Seat - "Power & Influence: Riding the Policy Wave" Manager's Hot Seat - "Leadership: Act the Role"
ACTIVITIES	Wall Street Journal Presentations – Leah Cote, Madison Mikulski
DUE TODAY	Smart Book on Chapter 14 – complete before Thursday at 6:00 am

WEEK 15 – CLASS 29	TUESDAY – December 6, 2022
READ	Chapter 16: Control Systems and Quality Management: Techniques for Enhancing Organizational Effectiveness Management in Action - The U.S. Shale Boom . . . Bust" on page 737
ACTIVITIES	Wall Street Journal Presentations – Connor Shelton, Madison McClendon
WEEK 15 – CLASS 30	THURSDAY – December 8, 2022
IN CLASS DISCUSSION TOPIC	Read Before Class: Management in Action - The U.S. Shale Boom . . . Bust" on page 737 Manager's Hot Seat - "Losing Control with Automation"
ACTIVITIES	Wall Street Journal Presentations – Mousa Aldakheel, Naif Alsubial
DUE TODAY	Smart Book on Chapter 16 – complete before Thursday at 6:00 am
EXAM 4	Exam 4: Open from 6:00 am to 11:59 pm on Sunday, December 11, 2022

WEEK 16 – FINALS WEEK	NO CLASS
TOPIC	Check your grades – if you have a question, contact Barbara.brotzki@utoledo.edu before Thursday, December 15 by 6 pm

NOTE: This Course Schedule could change due to circumstances beyond my control. Unless another unprecedented event happens in our life, I will closely follow this schedule.