Course Syllabus
MGMT 3110 – Organization and Management
Fall Semester, 2020
501, 503 Online Hybrid/Remote
3 Credit Hours

Instructor: Dr. Martha Robinson
Phone: 901.678.5050, 731.425.5058
E-mail: mdrbnson@memphis.edu
Office: 307 Varnell-Jones Hall, Lambuth Campus
Virtual Office Hours: 10:00 AM to 1:00 PM CST on T/R or by appointment [Conference Call, Zoom, email]

Course Overview:
Comprehensive survey of basic management concepts, principles, and function; coverage in planning, organizing, leading, and controlling organizational resources to achieve objectives; overview of decision-making within the context of organizational global environment, strategy, organizational structures, culture, human capital, ethics and corporate social responsibility, and performance.

Required Textbook:
Angelo Kinicki and Brian Williams (2020), Management: A practical introduction (9e), McGraw Hill

ISBN versions:
Connect only with eBook: ISBN: 9781265826109, ($80 net cost to bookstore; direct cost through McGraw Hill)
Connect + Loose-leaf: ISBN 9781265274450, ($105 net cost to bookstore; direct cost through McGraw Hill). Connect will be required for this class, therefore students MUST register and purchase access to Connect ONLY through the URL link located in eCourseware within the Connect module on or after August 17, 2020. **NOTE, a used textbook without Connect access will not work for this class.**
**Recommended Reading:**


**Location of Course Materials:**

**eCourseware:** All course content files and tests can be found in eCourseware by logging into this course at [http://elearn.memphis.edu](http://elearn.memphis.edu)

**Connect Login:** Connect Link located in eCourseware under the Connect module.

**Course Goals and Learning Objectives:**

This course provides a comprehensive overview of the principles and functions of management and the challenges that managers face in a dynamic, global business environment. The objective of this course is to provide students with the basic understanding of the role of management including planning, organizing, leading, controlling, and coordinating organizational resources in a technologically advanced and global environment to achieve organizational goals. Additionally, examination of internal and external environmental influences impacting organizations and management will also be addressed. This course will also provide an overview of management problem-solving skills relevant to all organizational environments and various careers. Additionally, this course is of benefit to all majors because working with people and management is applicable to all occupations and organizational environments.

After taking the course, the student will:

1. understand terms and concepts associated with management of people, projects, and organizations;
2. understand the need to apply a variety of skills necessary in today’s world which involves innovative solutions to dynamic, global problems and crisis management;
3. understand the importance of working with diverse cultures, countries, and changing organizations;
4. understand the importance of managers’ decision-making challenges, knowledge management, and the need to efficiently utilize rapidly changing technologies; and
5. gain enhanced skills important in any career, including written communication, oral communication, teamwork, and critical thinking.

**Course Topics:**

- Entrepreneurship
- Corporate Culture
- Managing in a Global Environment
- Ethics & Social Responsibility
- Managing Change & Innovation
- Human Resources Management & Diversity
- Individual Behavior
- Leadership
Fogelman College: Learning Outcomes for Your Degree:

The Fogelman College of Business and Economics has established the following learning goals for all students successfully completing the BBA degree:

- Graduates will be effective communicators;
- Graduates will demonstrate critical thinking skills;
- Graduates will be knowledgeable about ethical factors in the business environment;
- Graduates will be knowledgeable about the global business environment;
- Graduates will be proficient users of business presentation and analysis technology.

https://www.memphis.edu/fcbeassessment/bba-degrees/bba-learning-outcomes.php

Course Methodology:

**Online Courses:** This course will be taught online, and much of the learning will be self-managed and self-paced. Everything will be done fully online and asynchronously. Students will be expected to login to eCourseware at least three times a week for course news updates, required participation in discussion board assignments, possible team activities, **Connect** access, tests, or other required activities assigned by the instructor.

Student Accommodations and CONID-19 Protocols:

Student Accommodations Students with accessibility issues or learning accommodation issues due to a disability should contact Disability Resources for Students (DRS) to submit an official request for course accommodations. Contact DRS at 901.678.2880 or at drs@memphis.edu. (https://www.memphis.edu/drs/index.php)

Academic Integrity Plagiarism, cheating and other forms of academic dishonesty are prohibited. Students guilty of academic misconduct, either directly or indirectly, through participation or assistance, are immediately responsible to the instructor of the class in addition to other possible disciplinary sanctions which may be imposed through the regular institutional disciplinary procedures. (https://www.memphis.edu/osa/students/academic-misconduct.php).

Additionally, students are expected to also login to eCourseware to access Cengage’s Connect website link for designated activities assigned by course instructor.

COVID-19 Health and Safety Policy - Masks and Social Distancing All students, faculty and staff will wear masks in all public spaces, including our classroom (lab) per the COVID-19 policy. The first time a student enters a classroom without wearing a face covering, the student will be asked to leave the class until they return a covering. Further violations will be referred to the Office of Student Accountability. Students who repeatedly or flagrantly violate these community expectations may be referred for discipline under the Student Code and, if appropriate, immediately removed from campus by the Dean.
of Students. These policies are in force for all in-person interactions, including but not limited to, appoints with the professor during office hours, testing, etc.

**Student Health:** Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu. Student Resources Students who need additional resources can visit the Dean of Students Office website at https://www.memphis.edu/deanofstudents/crisis/index.php. For courses that may return to face-to-face instruction (fully on-ground or hybrid) if conditions permit:

**Student Health:** Students who are experiencing symptoms such as sneezing, coughing or a higher than normal temperature should inform me by email so they can be excused from class and should stay home. Students should contact their health care provider or the Student Health Center at https://www.memphis.edu/health/. Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu.

**Student Accommodations:** If and when we return to class, students seeking to remain remote for health or other serious reasons should discuss their options with me. Students with accessibility issues or with other learning accommodation needs due to a disability should contact Disability Resources for Students (DRS) to submit an official request for course accommodations. Contact DRS at 901.678.2880 or at drs@memphis.edu. (https://www.memphis.edu/drs/index.php)

**Student Resources:** Students who need additional resources can contact the Dean of Students Office at https://www.memphis.edu/deanofstudents/crisis/index.php.

**Professor’s Expectations:**

In general, students should assist the instructor in creating a positive, supportive environment for learning by being engaged in the course and actively participating in all online or face-to-face discussions. Student responsibilities include:

- Logging into eCourseware at least three times a week for participation activities and obtaining weekly course NEWS updates;
- Keeping up with deadlines through the course schedule in eCourseware under Getting Started module and in course calendar system;
- Carefully reading the syllabus, assignments, and course content before asking the instructor for clarification;
- Promptly communicating with instructor for clarification on any course or personal matters;
- Utilizing University-provided email account for communication in this course rather than eCourseware email;
- Carefully proofreading all assignments, ensuring proper grammar, sentence structure, and accurate punctuation. If necessary, students should utilize free tutoring and writing help available through the University’s Writing Center in McWherter Library and completed well in advance of assignment due dates;
- **Treating all members of the course professionally and with kindness and respect;**
- **Adhering to the University’s Code of Student Rights and Responsibilities** found in Student Conduct Handbook (opens in new window) and the Fogelman College of Business & Economics Standards for Academic Integrity https://www.memphis.edu/fcbe/students/integrity.php
Cheating/Unethical acts/plagiarism/dishonest behavior of any form will NOT be tolerated by the Instructor.

Student's Expectations:
In my role as your instructor, there are certain things you can expect from me including: **Curriculum and learning opportunities designed to enhance your critical thinking skills**, well-organized and engaging learning experiences, response to emails within two (2) business days, and feedback on all work submitted within 7-10 calendar days.

Email Guidelines:

Always include a subject line with specific concise subject and “3110—& section number,” since I teach several sections of this course, I can respond to your emails more quickly when you provide this information.
- Remember without facial expressions some comments may be taken the wrong way thus, be careful of your words and tone
- Use standard fonts
- Do not send large attachments without permission
- Special formatting such as centering, audio messages, tables, html, etc. should be avoided
- Use proper and correct grammar, spelling, and sentence format
- Provide your full name in the close of the message!
- Students must use their UM email account

Discussion Group Guidelines:

Review the discussion threads thoroughly before entering the discussion
- Try to maintain threads by using the “Reply” button rather than starting a new topic
- Be respectful of others by not making insulting or inflammatory statements
- Be cooperative with group leaders in completing assigned tasks
- Be positive, thoughtful, original, and constructive in-group discussions
- Respond to discussion assignments in a timely manner

Technology and Software Requirements:

Please use Chrome browser for best experience for eCourseware and Connect.
Note: Internet Explorer must NOT be used at all.
- The minimum hardware requirements for eCourseware compatibility can be found at UM Technical Requirements for online courses (Opens in new window)
- Students MUST have access to high speed Internet that is readily available.
- The software requirements are Microsoft Office Word, Adobe Acrobat Reader, and Microsoft PowerPoint. No other word processing software will be accepted. If you do not have MS Word, then you can use free software from Microsoft’s OneDrive, the University, or save your documents as a rich text file (rtf).
• Students are strongly encouraged to backup their electronic files on a USB Flash Drive and a cloud storage website system, such as UMDrive, Dropbox, or Google Drive.

Technical Support:
For technical difficulties with eCourseware, first use the UMhelpdesk by filling out a form at: UM Helpdesk: http://umhelpdesk.memphis.edu or calling 901.678.8888.

Technical Support for Connect:
Use Connect Technical Support URL Link in eCourseware Connect Module.

Grading and Evaluation Criteria:
The final grade is determined by the number of points/percentages earned on 1) all required assignments, 2) Connect activities, and 4) Exams. The total points earned will be divided by the total points possible for a final percentage. Grades will be posted in eCourseware and a final grade posted in MyMemphis portal. NOTE: There is no guarantee that the Instructor will round-up total points at the end of the semester. For example, if a student has an 89.99 average, then the course grade will be a “B.”

Final Course Grades:
Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Assigned Grade</th>
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<tbody>
<tr>
<td>90-100 Percent</td>
<td>A</td>
</tr>
<tr>
<td>80-89 Percent</td>
<td>B</td>
</tr>
<tr>
<td>70-79 Percent</td>
<td>C</td>
</tr>
<tr>
<td>60-69 Percent</td>
<td>D</td>
</tr>
<tr>
<td>Under 60 Percent</td>
<td>F</td>
</tr>
</tbody>
</table>

Summary of Graded Activities
Points earned on the assessed activities will be distributed as follows:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tests (4 @ 25pts each), 15%</td>
<td>100</td>
</tr>
<tr>
<td>Optional Final to replace lowest Test</td>
<td>(25)</td>
</tr>
<tr>
<td>Connect Activities, 39%</td>
<td>200</td>
</tr>
<tr>
<td>Team Case Assignments, 41%</td>
<td>210</td>
</tr>
<tr>
<td>Total, 100%</td>
<td>510</td>
</tr>
</tbody>
</table>
List and Schedule of Formal Assessed Activities:

Course assignments, activities, tests, and due dates are listed in the course schedule location of the “Getting Started” module within eCourseware. Additionally, due dates will be listed on the left-hand side within eCourseware under “Semester Calendar.”

Connect Homework Activities:

Cengage Publisher’s Connect is this course’s textbook website resource that contains various quizzes, videos, management simulations, textbook eBook, and assignment activities aimed to help students experience a robust and engaging learning experience of management concepts. The website can be accessed through the link to the website that is located within the Connect module within eCourseware. Please note that after purchasing the new textbook, students will receive the ACCESS CODE needed to register in order to access Connect activities.

You are required to complete 10/13 chapter quizzes in Connect. Ten (10) of 13 graded chapter quizzes (100 pts total), You select the 10 chapters that will complete in Connect. Details of specific instructions and due dates are located in eCourseware under the Connect module and Course Schedule located in the “Getting Started Module.”.

Required Course Exams:

You are required to complete 4 exams for this course. The 4 eCourseware multiple-choice exams are 25 points each and have a specified time limit. Tests will cover textbook, slides, and Connect material for designated chapters. Test 1 (Chapters 1-4); Test 2 (Chapters 5, 6, 8); Test 3 (Chapters 9, 10, 11); and Test 4 (Chapters 12, 14, 15). The final comprehensive exam is optional and will replace a lowest exam grade or a missing exam. Tests and final exams are located under Quizzes Tab in eCourseware. Due dates are located in the Getting Started module in eCourseware on the Course Schedule, and the electronic calendar located on the course homepage in eCourseware. Please note that Tests and final exam are not open book, and use of any materials including instructor solution manuals, textbook test banks, instructor’s guides, textbooks, or Internet searches is a violation of the UM Academic Integrity Policy. Please plan accordingly.

Final Exam Schedule:

The final exam for this class will be posted on the course schedule and electronic course calendar.

Course Policies:

Fogelman College of Business and Economics COVID-19 Information
https://www.memphis.edu/fcbe/faculty/covid_19_notice.php
All students are required to maintain and access their University of Memphis (@memphis.edu), or eLearn/eCourseware email address. You will receive all official course correspondence at this email account. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

Attendance:
Your “attendance” in an online learning environment is based upon and measured by your participation and completion of key course activities, for example, class introductions, participation in discussions and team projects. Your attendance and participation is expected and will be recorded. Respect for the Instructor and class members is required therefore, class disruption as a result of rude, disrespectful behavior, will not be tolerated. Excessively disruptive students will be expelled from the class. See UM Code of Student Rights and Responsibilities (Opens in new window)

Online Classes: Students should login to the eCourseware system at least three times a week. Attendance and participation in weekly course activities is necessary for course success! Assignments, discussion postings, quizzes, projects, possible team activities are a part of the normal course week so, students MUST spend time in eCourseware participating in these activities.

Course Absence:
NO PROVISION IS MADE FOR MAKING UP ASSIGNMENTS OR QUIZZES except for University-approved reasons (University-sponsored trips, athletic events, or conferences) or for exceptional reasons approved by the Instructor. Those students who have extracurricular arrangements that will conflict with the course MUST make arrangements with the Instructor in advance before due dates of assignments and quizzes. Additionally, personal or work commitment conflicts are not excused absences. Please contact your Instructor immediately should you have unexpected situations arise. Attendance reporting will be submitted to the University after the first two weeks of class.

Adding / Dropping
If you have questions about adding or dropping classes, please refer to this page on the http://www.memphis.edu/registrar/students/selfserv/lookup-search.php

Academic Integrity:
The University of Memphis has clear codes regarding cheating and classroom misconduct. Please refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website (opens in new window). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College’s Website on Academic Integrity (opens in new window).

Turnitin Statement:
“Your written work may be submitted to [the Turnitin website activated within eCourseware under any assignment dropbox created by your Instructor] or a similar electronic detection
method, for an evaluation of the originality of your ideas and proper use and attribution of sources. As part of this process, you WILL be required to submit your research work electronically and be given other instructions to follow. By taking this course, you agree that all assignments may undergo this review process and that the assignment may be included as a source document in Turnitin.com's restricted access database solely for the purpose of detecting plagiarism in such documents. Any assignment not submitted according to the procedures given by the Instructor may be penalized or may not be accepted at all.” (University of Memphis, Office of Legal Counsel, October 17, 2005)

**Classroom or Online Behavior:**

All COVID-19 provisions/guidelines previously stated/posted on the syllabus must be followed. All students enrolled in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the [Fogelman College’s Netiquette website](http://www.memphis.edu/police/pdf/uofm-livesafe-overview-letter.pdf).

**Late Assignments:**

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Activity Summary / Schedule” for all due dates for formally assessed work. If your work is not submitted on time, the instructor reserves the option to deduct up to 15% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

**Extra Credit:**

There is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus.

**Reporting Illness or Absence**

Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit assignments or to take quizzes and exams. If an emergency should arise, it is the student’s responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if all of the following conditions are met: (1) Extreme emergency and (2) Instructor has been contacted prior to the due date.

**Inclement Weather:**

In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as [Live Safe App](http://www.memphis.edu/police/pdf/uofm-livesafe-overview-letter.pdf) for emergency alerts messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather.
Syllabus Changes

The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course bulletin board.

Crisis Management

The U of M Office of Crisis Management (new browser), 678-3692, email: be_prepared@memphis.edu, has established a comprehensive emergency and disaster preparedness program to protect its people, resources, and environment. Sign-up here: https://www.memphis.edu/police/livesafe.php to receive Tiger Text emergency alert messages.

Minor Children:

In order to protect minor children (under the age of 18), The University of Memphis has a policy (see http://policies.memphis.edu/UM1645.htm) that states that no minor child will be allowed on campus in the workplace, in the classroom, or on campus in unsupervised circumstances. For possible childcare openings on the UM Campus, please check with The Child Development Center Evening Program for children 30 months through 12 years at 901.678.5059 for more information.

FCBE Academic Internship Credit:

In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit http://www.memphis.edu/professional/internships/academic_credit.php Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.

Student Services

Please access the FCBE Student Services (opens in new window) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance

Resources, Education and Writing Assistance:

APA format websites

APA (opens in new window)
Purdue University Style Help (opens in new window)
Career Services

UM Career Services (opens in new window)

Educational Support Program (ESP)

Provides academic counseling, contact information is ESP (opens in new window)

Professional Development Center Programs

FCBE Professional Development Center (opens in new window)

Business Learning Center

Room 256, FCBE, provides tutoring in accounting, statistics, finance, management, and marketing.

Writing assistance

Available in Patterson, Room 225 only. Contact number is 901.678.3912.

The Center for Writing and Communication (CWC):
CWC (opens in new window), First Floor Ned R. McWherter Library

Tutoring

General Tutoring (opens in new window)
Writing and Online Tutoring (opens in new window)

University of Memphis plagiarism policy and helpful tutorials

UM Policy on Plagiarism (opens in new window)
FCBE Detail on Plagiarism (opens in new window)

Study efficiencies/time management

Mitchell Hall, Room 207
## Course Schedule
**MGMT 3110 501, 503: Organization and Management Fall 2020**

<table>
<thead>
<tr>
<th>Module</th>
<th>Topic/Activity</th>
<th>Resources Needed to Complete Activity</th>
<th>To Be Completed By:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1:</td>
<td></td>
<td></td>
<td>All Week 1 assignments/activities are due by the End of Week 1: 8/23</td>
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<tr>
<td>Week 1:</td>
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<tr>
<td>August 17 - 23</td>
<td>1. Read &amp; Study information in Content section.</td>
<td>Getting Started.</td>
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<tr>
<td></td>
<td>2. Read Chapter 1-4</td>
<td>Resources section under the content tab.</td>
<td></td>
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<tr>
<td></td>
<td>3. Introductions to Class</td>
<td>Kinicki/Williams</td>
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<td></td>
<td>4. Complete Academic Integrity Discussion</td>
<td>Discussion Board</td>
<td></td>
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<td></td>
<td>5. Quiz 1 (chapters 1 – 4)</td>
<td></td>
<td>Discussions are located “Communications Tab”</td>
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<td></td>
<td>6. Review the Six-Step Case Analysis Model posted under “Assignments” tab</td>
<td></td>
<td>Submit to the dropbox</td>
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<tr>
<td></td>
<td>7. Team Case Analysis Module 1 Team Case:</td>
<td></td>
<td>“Communications Tab”</td>
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<tr>
<td><strong>Discussion Forums Open:</strong></td>
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<tr>
<td></td>
<td>Cultural Intelligence &amp; Global Business</td>
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<td></td>
<td>The Role of Team Leadership and Groupthink</td>
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</tbody>
</table>

**Module 1 Team Case:**

**Discussion Forums Open:**
- Cultural Intelligence & Global Business
- The Role of Team Leadership and Groupthink
<table>
<thead>
<tr>
<th>Module 2:</th>
<th>1. Read Chapters 5-8</th>
<th>Kinicki/Williams</th>
<th>End of Week 2/2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 2: 8/25 - 30</td>
<td>2. Quiz 2 (Chapters 5-8)</td>
<td></td>
<td>Open:</td>
</tr>
<tr>
<td></td>
<td>3. Team Case Analysis:</td>
<td></td>
<td>, on/before 11:59 p.m. Submit to dropbox</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Module 3</th>
<th>1. Read Chapter 9-12</th>
<th>Kinicki/Williams</th>
<th>End of Week 9/6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 3: 8/31 – 9/6</td>
<td>2. Discussion Forums</td>
<td></td>
<td>@ 11:59 PM</td>
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<tr>
<td></td>
<td>“Cultural Intelligence &amp; Global Business”</td>
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<td></td>
<td>3. Team Case Analysis:</td>
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<td></td>
<td>“We Want More Guitars”</td>
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<td>P. 13</td>
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<td></td>
<td>Submit to dropbox</td>
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<td></td>
<td>on/before 9/6 at 11:59 PM</td>
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<tr>
<td>Module 4</td>
<td>1. Read Chapters 13 – 15</td>
<td>Daft/Marcic</td>
<td>End of Week 9/13</td>
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<tr>
<td>Week 4</td>
<td>2. Quiz 4 (Chapters 13 -15)</td>
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<tr>
<td>9/7 – 9/13</td>
<td>Managing Change in Organizations</td>
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<tr>
<td>Module 5</td>
<td>4. Exam 3 (chapters 9-12)</td>
<td></td>
<td>9/20</td>
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<tr>
<td>9/14 – 9/20</td>
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<tr>
<td>Module 6</td>
<td>5. Exit Surveys</td>
<td></td>
<td>Exit Surveys Open: 11:59 PM</td>
</tr>
<tr>
<td>9/21- 9/27</td>
<td>1. Leadership Enhancement</td>
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<td></td>
<td>2. Managing Ethically</td>
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<td></td>
<td>3. Developing a Global Mindset</td>
<td></td>
<td></td>
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<td></td>
<td>4. Organizational Culture and Decision-Making</td>
<td></td>
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<tr>
<td>Module 7</td>
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<td></td>
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<tr>
<td>9/28 – 10/2</td>
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</tr>
<tr>
<td>Optional Final Exam</td>
<td>Review for Comprehensive Multiple Choice exam</td>
<td>Kinicki/Williams</td>
<td>9/28 - 30 (90 minutes to test after logon. 8:am until 11:55 pm)</td>
</tr>
</tbody>
</table>