Professor: Tom Graca
Profile: https://mentis.uta.edu/explore/profile/thomas-graca
Email: TomG@uta.edu
Voice: 617.631.6696
SMS: 617.631.6696
Office Hours: by appointment
Make an Appointment: https://www.tinyurl.com/TomUTA
Office Number: COBA 231

Other Ways for Us to Connect:

Meeting Location: https://uta.instructure.com/courses/46507

Meeting Days and Times: For the most part, the course is designed to be entirely asynchronous. However, the exams are scheduled on specific days – but with very large windows (fifteen hours) during which the exams can be completed.

Structure and Format: This section of “Management Process Theory” is structured around eighteen learning modules which correspond with the eighteen chapters in the required textbook. In general, each module contains:

• readings from the textbook (required),
• a pre-recorded mini lecture from the professor (required),
• slides from the lecture (strongly recommended), and
• a discussion board (optional).

After each set of three required modules, there will be a synchronous discussion at https://teams.microsoft.com/l/meetup-join/19%3a6dea4c684b494142b6eca5c7308b7060%40thread.tacv2/158994945332?context=%7b%22Tid%22%3a%225cdc5b43-d7be-4caa-8173-729e3b0a62d9%22%2c%22Oid%22%3a%22cf11d86d-d019-4924-8702-d3afa2c35944%22%7d (optional).

The ongoing global COVID-19 pandemic requires that our interactions this term be limited to electronic media.
Description of Course Content:

Fundamentals of the management process; principles and techniques for all organizations. The basic functions of management: planning, organizing, directing, and controlling. Social responsibilities, political influences, and ethical considerations as they affect the management of organizations. Coverage of international business, production, communications, and decision-making in terms of management activities. Prerequisite: 60 credit hours.

Expected Student Learning Outcomes:

Successful learners will demonstrate the knowledge, skills, dispositions, and other attributes that are necessary and sufficient for:

• summarizing the major challenges of managing in the new competitive landscape;
• describing the sources of competitive advantage for a company;
• explaining how the functions of management are evolving in today’s business environment;
• comparing how the nature of management varies at different organizational levels;
• defining the skills you need to be an effective manager;
• understanding the principles that will help you manage your career;
• describing how environmental forces influence organizations and how organizations can influence their environments;
• distinguishing between the macroenvironment and the competitive environment;
• explaining why managers and organizations should attend to economic and social developments;
• identifying elements of the competitive environment;
• summarizing how organizations respond to environmental uncertainty;
• defining elements of an organization’s culture;
• discussing how an organization’s culture and climate affects its response to its external environment;
• describing the kinds of decisions you will face as a manager;
• summarizing the steps in making “rational” decisions;
• recognizing the pitfalls you should avoid when making decisions;
• evaluating the pros and cons of using a group to make decisions;
• identifying procedures to use in leading a decision-making group;
• explaining how to encourage creative decisions;
• discussing the processes by which decisions are made in organizations;
• describing how to make decisions in a crisis;
• summarizing the basic steps in any planning process;
• describing how to integrate strategic planning with tactical and operational planning;
• identifying elements of the external environment and internal resources of the firm to analyze before formulating a strategy;
• defining core capabilities and explain how they provide the foundation for business strategy;
• summarizing the types of choices available for corporate strategy;
• discussing how companies can achieve competitive advantage through business strategy;
• describing the keys to effective strategy implementation;
• describing how different ethical perspectives guide decision making;
• explaining how companies influence their ethics environment;
• outlining a process for making ethical decisions;
• summarizing the important issues surrounding corporate social responsibility;
• discussing reasons for businesses’ growing interest in the natural environment;
• identifying actions managers can take to manage with the environment in mind;
• discussing what integration of the global economy means for companies and their managers;
• describing how the world economy is becoming more integrated than ever before;
• defining the strategies organizations use to compete in the global marketplace;
• comparing the various entry modes organizations use to enter overseas markets;
• explaining how companies can staff overseas operations;
• summarizing the skills and knowledge managers need to manage globally;
• identifying ways in which cultural differences between countries influence management;
• describing why people become entrepreneurs and what it takes, personally;
• summarizing how to assess opportunities to start new businesses;
• identifying common causes of success and failure;
• discussing common management challenges;
• explaining how to increase your chances of success, including good business planning;
• describing how managers of large companies can foster entrepreneurship;
• explaining how differentiation and integration influence an organization’s structure;
• summarizing how authority operates;
• defining the roles of the board of directors and the chief executive officer;
• discussing how span of control affects structure and managerial effectiveness;
• explaining how to delegate effectively;
• distinguishing between centralized and decentralized organizations;
• summarizing ways organizations can be structured;
• identifying the unique challenges of the matrix organization;
• describing important integrative mechanisms;
• discussing why it is critical for organizations to be responsive;
• describing the qualities of an organic organization structure;
• identifying strategies and dynamic organizational concepts that can improve and organization’s responsiveness;
• explaining how a firm can be both big and small;
• summarizing how firms organize to meet customer requirements;
• identifying ways that firms organize around different types of technology;
• discussing how companies use human resource management to gain competitive advantage;
• giving reasons companies recruit both internally and externally for new hires;
• identifying various methods for selecting new employees;
• evaluating the importance of spending on training and development;
• discussing options for who appraises an employee’s performance;
• describing the fundamental aspects of reward systems;
• summarizing how unions and labor laws influence human resources management;
• describing how changes in the U.S. workforce make diversity a critical organizational and managerial issue;
• distinguishing between affirmative action and managing diversity;
• explaining how diversity, if well managed, can give organizations a competitive edge;
• identifying challenges associated with managing a diverse workforce;
• defining monolithic, pluralistic, and multicultural organizations;
• listing steps managers and their organizations can take to cultivate diversity;
• discussing what it means to be a leader;
• summarizing what people want and organizations need from their leaders;
• explaining how a good vision helps you be a better leader;
• identifying sources of power in organizations;
• listing personal characteristics that contribute to leader effectiveness;
• describing behaviors that will make you a better leader and know when situations call for them;
• distinguishing between charismatic and transformational leadership;
• describing types of opportunities to lead;
• discovering how to further your own leadership development;
• identifying the kinds of behaviors managers need to motivate in people;
• listing principles for setting goals that motivate employees;
• summarizing how to reward good performance effectively;
• describing the key beliefs that affect people’s motivation;
• discussing ways in which people’s individual needs affect their behavior;
• defining ways to create jobs that motivate;
• summarizing how people assess fairness and how to achieve fairness;
• identifying causes and consequences of a (dis)satisfied workforce;
• discussing how teams can contribute to an organization’s effectiveness;
• describing different types of teams;
• summarizing how groups become teams;
• explaining why groups sometimes fail;
• describing how to build an effective team;
• listing methods for managing a team’s relationships with other teams;
• identifying ways to manage conflict;
• discussing important advantages of two-way communication;
• identifying communication problems to avoid;
• describing when and how to use the various communication channels;
• summarizing ways to become a better sender and receiver of information;
• explaining how to improve downward, upward, and horizontal communication;
• summarizing how to work with the company grapevine;
• describing the boundaryless organization and its advantages;
• explaining why companies develop control systems;
• summarizing how to design a basic bureaucratic control system;
• describing the purposes for using budgets as a control device;
• defining basic types of financial statements and financial ratios used as controls;
• listing procedures for implementing effective control systems;
• identifying ways in which organizations use market control mechanisms;
• discussing the use of clan control in an empowered organization;
• listing the types of processes that spur development of new technologies;
• describing how technologies proceed through a life cycle;
• discussing ways to manage technology for competitive advantage;
• summarizing how to assess technology needs;
• identifying alternative methods of pursuing technological innovation;
• defining key roles in managing technology;
• describing the characteristics of innovative organizations;
• describing the characteristics of successful development projects;
• discussing what it takes to be world class;
• describing how to manage and lead change effectively; and
• describing strategies for creating a successful future.
Required Textbook:


Several formats are available, including:

Examinations: There will be five multiple-choice-type exams on the dates described later in this syllabus.

Grading: A student’s grade for the course is determined by the arithmetic mean of five exam scores.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>≥ 90 %</td>
</tr>
<tr>
<td>B</td>
<td>≥ 80 %</td>
</tr>
<tr>
<td>C</td>
<td>≥ 65 %</td>
</tr>
<tr>
<td>D</td>
<td>≥ 50 %</td>
</tr>
<tr>
<td>F</td>
<td>≥ 0 %</td>
</tr>
</tbody>
</table>

Make-up Exams: Make-up exams are offered only in the very rare cases of officially excused university absences.

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

Disability Accommodations: UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA), and Section 504 of the Rehabilitation Act. All instructors at UT Arlington are required by law to provide “reasonable accommodations” to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a letter certified by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: **The Office for Students with Disabilities, (OSD) www.uta.edu/disability/** or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.
Counseling and Psychological Services (CAPS) [www.uta.edu/caps](http://www.uta.edu/caps) or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

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

**Title IX Policy:** The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. For information regarding Title IX, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Michelle Willbanks, Title IX Coordinator at (817) 272-4585 or titleix@uta.edu.

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

> I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.

> I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.

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

**Electronic Communication:** UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at [http://www.uta.edu/oit/cs/email/mavmail.php](http://www.uta.edu/oit/cs/email/mavmail.php).
**Campus Carry:** Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit [http://www.uta.edu/news/info/campus-carry/](http://www.uta.edu/news/info/campus-carry/).

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

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

**Emergency Exit Procedures:** Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities.

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

**The IDEAS Center** (2nd Floor of Central Library) offers **FREE tutoring** to all students with a focus on transfer students, sophomores, veterans and others undergoing a transition to UT Arlington. Students can drop in or check the schedule of available peer tutors at [www.uta.edu/IDEAS](http://www.uta.edu/IDEAS) or call (817) 272-6593.
## Tentative Schedule

<table>
<thead>
<tr>
<th>Topic</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Synchronous Chat (optional)</strong> Quick Introduction to the Course</td>
<td><a href="https://teams.microsoft.com/l/meetup-join/19%3a6dea4c6484b94142b6e8ca5e7308b7060%40thread.tacv2/158994953327?context=%7b%22Tid%22%3a%22%3a25edc5b43-d7be-4ca4-8173-729e6b6a6d29%22%22%22%22%3a%22%3a22%3a11d86d-019-4924-8702-d3afa2c35944%22%22%7d">https://teams.microsoft.com/l/meetup-join/19%3a6dea4c6484b94142b6e8ca5e7308b7060%40thread.tacv2/158994953327?context=%7b%22Tid%22%3a%22%3a25edc5b43-d7be-4ca4-8173-729e6b6a6d29%22%22%22%22%3a%22%3a22%3a11d86d-019-4924-8702-d3afa2c35944%22%22%7d</a></td>
</tr>
<tr>
<td><strong>Tuesday, June 8, 2020 1:00pm-2:00pm</strong> (will be recorded and posted)</td>
<td></td>
</tr>
<tr>
<td><strong>Module 0</strong> Orientation and Introduction</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267609">https://uta.instructure.com/courses/46507/modules/267609</a></td>
</tr>
<tr>
<td><strong>Module 1</strong> Managing and Performing</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267610">https://uta.instructure.com/courses/46507/modules/267610</a></td>
</tr>
<tr>
<td><strong>Module 2</strong> Internal and External Environments</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267611">https://uta.instructure.com/courses/46507/modules/267611</a></td>
</tr>
<tr>
<td><strong>Module 3</strong> Managerial Decision Making</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267612">https://uta.instructure.com/courses/46507/modules/267612</a></td>
</tr>
<tr>
<td><strong>Synchronous Chat (optional)</strong> Module 1 &amp; Module 2 &amp; Module 3</td>
<td><a href="https://teams.microsoft.com/l/meetup-join/19%3a6dea4c6484b94142b6e8ca5e7308b7060%40thread.tacv2/158994953327?context=%7b%22Tid%22%3a%22%3a25edc5b43-d7be-4ca4-8173-729e6b6a6d29%22%22%22%22%3a%22%3a22%3a11d86d-019-4924-8702-d3afa2c35944%22%22%7d">https://teams.microsoft.com/l/meetup-join/19%3a6dea4c6484b94142b6e8ca5e7308b7060%40thread.tacv2/158994953327?context=%7b%22Tid%22%3a%22%3a25edc5b43-d7be-4ca4-8173-729e6b6a6d29%22%22%22%22%3a%22%3a22%3a11d86d-019-4924-8702-d3afa2c35944%22%22%7d</a></td>
</tr>
<tr>
<td><strong>Thursday, June 11, 2020 1:00pm-2:00pm</strong> (will be recorded and posted)</td>
<td></td>
</tr>
<tr>
<td><strong>Exam #1</strong> (Module 1 &amp; Module 2 &amp; Module 3)</td>
<td><a href="https://uta.instructure.com/courses/46507/quizzes/128737">https://uta.instructure.com/courses/46507/quizzes/128737</a></td>
</tr>
<tr>
<td><strong>Monday, June 15, 2020</strong> 50-minute time limit</td>
<td></td>
</tr>
<tr>
<td>Begin exam no earlier than 7:00am on 15 June. Complete exam no later than 10:00pm on 15 June. Approximately 40 multiple-choice-type questions. Open-Book; Open-Notes; Internet; Netflix; Whatever.</td>
<td></td>
</tr>
<tr>
<td><strong>Module 4</strong> Planning and Strategic Management</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267613">https://uta.instructure.com/courses/46507/modules/267613</a></td>
</tr>
<tr>
<td><strong>Module 5</strong> Ethics, Corporate Responsibility, and Sustainability</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267614">https://uta.instructure.com/courses/46507/modules/267614</a></td>
</tr>
<tr>
<td><strong>Module 6 (optional)</strong> International Management</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267615">https://uta.instructure.com/courses/46507/modules/267615</a></td>
</tr>
<tr>
<td><strong>Module 7 (optional)</strong> Entrepreneurship</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267616">https://uta.instructure.com/courses/46507/modules/267616</a></td>
</tr>
<tr>
<td>Topic</td>
<td>Location</td>
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<td>-------</td>
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</tr>
<tr>
<td>Module 8 Organization Structure</td>
<td><a href="https://uta.instructure.com/courses/46507/modules/267617">https://uta.instructure.com/courses/46507/modules/267617</a></td>
</tr>
</tbody>
</table>
| **Synchronous Chat (optional)** Module 4 & Module 5 & Module 8  
**Thursday, June 18, 2020**  
1:00pm-2:00pm  
(will be recorded and posted) | https://teams.microsoft.com/l/meetup-join/19%3a6dea4c684b494142b6eca5e7308b7060%40thread.tacv2/1589947432251?context=%7b%22Tid%22%3a%22c25cde5b43-d7be-4caaa-8173-729e3b0a62d9%22%22Oid%22%3a%22c25cde5b43-d7be-4caaa-8173-729e3b0a62d9%22%22%3a%22c25cde5b43-d7be-4caaa-8173-729e3b0a62d9%22%7d |
| **Exam #2**  
(Module 4 & Module 5 & Module 8)  
**Monday, June 22, 2020**  
50-minute time limit  
Begin exam no earlier than 7:00am on 22 June.  
Complete exam no later than 10:00pm on 22 June.  
Approximately 40 multiple-choice-type questions.  
Open-Book; Open-Notes; Internet; Netflix; Whatever. | https://uta.instructure.com/courses/46507/quizzes/128734 |
| Module 9 Organizational Agility | https://uta.instructure.com/courses/46507/modules/267618 |
| Module 11 Managing the Diverse Workforce | https://uta.instructure.com/courses/46507/modules/267621 |
| **Synchronous Chat (optional)** Module 9 & Module 10 & Module 11  
**Thursday, June 25, 2020**  
1:00pm-2:00pm  
(will be recorded and posted) | https://teams.microsoft.com/l/meetup-join/19%3a6dea4c684b494142b6eca5e7308b7060%40thread.tacv2/1589947574236?context=%7b%22Tid%22%3a%22c25cde5b43-d7be-4caaa-8173-729e3b0a62d9%22%22Oid%22%3a%22c25cde5b43-d7be-4caaa-8173-729e3b0a62d9%22%22%3a%22c25cde5b43-d7be-4caaa-8173-729e3b0a62d9%22%7d |
| **Exam #3**  
(Module 9 & Module 10 & Module 11)  
**Friday, June 26, 2020**  
50-minute time limit  
Begin exam no earlier than 7:00am on 26 June.  
Complete exam no later than 10:00pm on 26 June.  
Approximately 40 multiple-choice-type questions.  
Open-Book; Open-Notes; Internet; Netflix; Whatever. | https://uta.instructure.com/courses/46507/quizzes/128735 |
# Tentative Schedule

<table>
<thead>
<tr>
<th>Topic</th>
<th>Location</th>
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</thead>
</table>
| Module 12  
Leadership | https://uta.instructure.com/courses/46507/modules/267622 |
| Module 13  
Motivating for Performance | https://uta.instructure.com/courses/46507/modules/267623 |
| Module 14  
Teamwork | https://uta.instructure.com/courses/46507/modules/267623 |

**Synchronous Chat (optional)**  
Module 12 & Module 13 & Module 14  
**Wednesday, July 1, 2020**  
1:00pm-2:00pm  
(will be recorded and posted)

**Exam #4**  
(Module 12 & Module 13 & Module 14)  
**Thursday, July 2, 2020**  
50-minute time limit  
Begin exam no earlier than 7:00am on 2 July.  
Complete exam no later than 10:00pm on 2 July.  
Approximately 40 multiple-choice-type questions.  
Open-Book; Open-Notes; Internet; Netflix; Whatever.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Location</th>
</tr>
</thead>
</table>
| Module 15  
Communicating | https://uta.instructure.com/courses/46507/modules/267625 |
| Module 16  
Managerial Control | https://uta.instructure.com/courses/46507/modules/267626 |
| Module 17  
Managing Technology | https://uta.instructure.com/courses/46507/modules/267627 |
| Module 18 (optional)  
Creating and Leading Change | https://uta.instructure.com/courses/46507/modules/267628 |

**Exam #5**  
(Module 15 & Module 16 & Module 17)  
**Thursday, July 9, 2020**  
50-minute time limit  
Begin exam no earlier than 7:00am on 9 July.  
Complete exam no later than 10:00pm on 9 July.  
Approximately 40 multiple-choice-type questions.  
Open-Book; Open-Notes; Internet; Netflix; Whatever.