

MGTA 5315: Management Today

Rio Grande College of Business

Fall 2025

Faculty Information

Dr. Candice Ward

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Office Hours: M & W 12:00-1:30 pm CT or by appointment.

Course Description

This course provides a comprehensive overview of management in today's post-pandemic world, including leading, planning, organizing, and controlling approaches that successful managers must have. It introduces specialized management functions, such as human resource management and entrepreneurship, while also delving into behavioral areas such as motivation and successful team performance.

Course Materials

Bauer, T., & Erdogan, B. (2024). *Organizational behavior: Bridging science and practice v5.0*. Flatworld. ISBN: 979-8-88794-057-1

If you are not using Sully Bookshelf, you can purchase the text here:

<https://students.flatworldknowledge.com/engage/courses/2614997>

Program Student Learning Outcomes

Upon completion of this program, students will be able to:

- PO1: Apply contemporary management theories and practices to create strategies to solve complex business problems. (MGTA/R 5315)
- PO2: Analyze market trends and leadership approaches to identify opportunities for innovation and growth within an organization.
- PO3: Evaluate talent management and development practices to assess their alignment with organizational objectives and growth strategies.
- PO4: Employ advanced communication strategies and influence techniques to drive organizations goals and change management.
- PO5: Create comprehensive business strategies that incorporate global considerations and digital systems.

Course Student Learning Outcomes

Upon completion of this course, students will be able to:

CSLO.1 – Create strategies to solve complex business problems utilizing contemporary management theories and practices. (PO1)

CSLO.2 – Evaluate how organizational behavior, diversity, and inclusion shape communication and influence in modern organizations.

CSLO.3 – Assess the impact of stress, emotions, conflict, and negotiation on managerial communication effectiveness.

CSLO.4 – Formulate decision-making and leadership approaches that enhance communication, creativity, and collaboration in diverse workplaces.

CSLO.5 -- Construct a personalized management style framework that integrates communication, leadership, conflict, and influence strategies for career development.

Marketable Skills

Students completing the program will be able to:

- Formulate and implement effective strategies to achieve organizational objectives.
- Analyze market trends to identify opportunities for innovation, growth, and competitive positioning.
- Evaluate workforce capabilities to align talent strategies with business goals.
- Lead change management efforts by communicating vision, urgency, and benefits effectively.
- Evaluate emerging technologies for strategic fit and competitive advantage in a global environment.

Course Assignments and Grading

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Discussions	20%
Manager’s Portfolio Projects (4)	80%
TOTAL	100%

Late Assignment Statement: Late assignments will only be accepted with permission from your professor who will deduct points at their discretion. No assignments will be accepted after the course end date.

Discussions (20% Final Grade)

Students will complete a discussion in the first module and a discussion in the last module. Initial posts are due on Thursday by 11:59 pm CT and at least two responses to peers are due on Sunday by 11:59 pm CT. The initial post should respond to the discussion prompt in detail, including specific and relevant information from course materials, personal experience, and/or current events to support ideas. In responses to peers, students should build upon the initial post, facilitating additional discussion, and asking meaningful questions. Posts should be grammatically correct and written in a professional tone. Both in-text and reference citations should be provided in APA format. Please review the rubric for additional details.

Manager's Portfolio Projects (80% of Final Grade)

Over the course of the semester, you will complete a series of Manager's Portfolio Projects designed to bridge theory with practice. These assignments simulate the types of deliverables managers are expected to produce in professional settings, such as audit reports, toolkits, executive briefings, and personal leadership strategy documents. Each project emphasizes applying organizational behavior concepts to realistic business scenarios across industries, allowing you to practice decision-making, communication, and problem-solving in context.

Note: Specific instructions, scenarios, and grading rubrics for each project will be provided by the instructor in the corresponding module.

Course Schedule

Module	Key Topics & Assignments	Readings
1	<p>The Future of Work: Trends, Diversity, and Organizational Behavior</p> <p>Due:</p> <ul style="list-style-type: none">• Discussion: Introduce Yourself• Discussion 1	<p>Bauer, T., & Erdogan, B. (2024). <i>Organizational behavior: Bridging science and practice</i> v5.0. Flatworld.</p> <ul style="list-style-type: none">• Chapter 1: <i>Organizational Behavior and You</i>

		<ul style="list-style-type: none"> Chapter 2: <i>Inclusion and Diversity</i>
2	<p>People at Work: Perception, Personality, and Attitudes</p> <p>Due:</p> <ul style="list-style-type: none"> Manager's Portfolio Project 1 	<p>Bauer & Erdogan (2024):</p> <ul style="list-style-type: none"> Chapter 3: <i>Individual Differences and Perception</i> Chapter 4: <i>Attitudes and Behavior</i>
3	<p>Motivation that Matters: Designing Work for Engagement</p> <p>Due:</p> <ul style="list-style-type: none"> Discussion 2 	<p>Bauer & Erdogan (2024):</p> <ul style="list-style-type: none"> Chapter 5: <i>Foundations of Motivation</i> Chapter 6: <i>Designing a Motivating Work Environment</i>
4	<p>Well-Being and Connection: Stress, Emotions, and Copmmunication</p> <p>Due:</p> <ul style="list-style-type: none"> Manager's Portfolio Project 2 	<p>Bauer & Erdogan (2024):</p> <ul style="list-style-type: none"> Chapter 7: <i>Stress, Wellness, and Emotions</i> Chapter 8: <i>Communication</i>
5	<p>Collaboration in Action: Teams, Conflict, and Negotiation</p> <p>Due:</p> <ul style="list-style-type: none"> Discussion 3 	<p>Bauer & Erdogan (2024):</p> <ul style="list-style-type: none"> Chapter 9: <i>Groups and Teams</i> Chapter 10: <i>Conflict and Negotiation</i>
6	<p>Leading with Impact: Decision-Making and Leadership</p> <p>Due:</p> <ul style="list-style-type: none"> Manager's Portfolio Project 3 	<p>Bauer & Erdogan (2024):</p> <ul style="list-style-type: none"> Chapter 11: <i>Decision-Making and Creativity</i> Chapter 12: <i>Leading at Work</i>
7	<p>Power and Change: Navigating Influence and Organizational Transformation</p> <p>Due:</p> <p>Manager's Portfolio Project 4</p>	<p>Bauer & Erdogan (2024):</p> <ul style="list-style-type: none"> Chapter 13: <i>Power, Influence, and Politics</i>

		<ul style="list-style-type: none"> Chapter 14: <i>Organizational Structure and Change</i>
8	<p>Culture and Legacy: Reflecting on Leadership Growth</p> <p>Due:</p> <ul style="list-style-type: none"> Discussion: What will you do? A Course Reflection 	<p>Bauer & Erdogan (2024):</p> <ul style="list-style-type: none"> Chapter 15: <i>Organizational Culture</i>

ADA Statement

SRSU Accessibility Services. Sul Ross State University (SRSU) is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mrs. Mary Schwartz Grisham, LPC, SRSU's Accessibility Services Director or Ronnie Harris, LPC, Counselor, at 432-837-8203 or email mschwartz@sulross.edu or ronnie.harris@sulross.edu. RGC students can also contact Alejandra Valdez, at 830-758-5006 or email alejandra.valdez@sulross.edu. Our office is located on the first floor of Ferguson Hall, room 112, and our mailing address is P.O. Box C122, Sul Ross State University, Alpine. Texas, 79832.

Student Responsibilities Statement

All full-time and part-time students are responsible for familiarizing themselves with the [Student Handbook](#) and the [Undergraduate & Graduate Catalog](#) and for abiding by the [University rules and regulations](#). Additionally, students are responsible for checking their Sul Ross email as an official form of communication from the university. Every student is expected to obey all federal, state and local laws and is expected to familiarize themselves with the requirements of such laws.

SRSU Distance Education Statement

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website.

Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires a secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook.

Counseling

Sul Ross has partnered with TimelyCare where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/365 support by visiting [Timelycare/SRSU](https://www.timelycare.com/srsu). The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and RGC students.

Libraries

The Bryan Wildenthal Memorial Library and Archives of the Big Bend in Alpine offer FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu/. Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or by phone (432-837-8123).

No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting library.sulross.edu/find-and-borrow/texshare/ or ask a librarian by emailing srsulibrary@sulross.edu.

Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL), ScanIt, and Direct Mail to get materials delivered to you at home or via email.

Academic Integrity

Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. Students should submit work that is their own and avoid the temptation to engage in behaviors that violate academic integrity, such as turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation;

collaborating on a course assignment, examination, or quiz when collaboration is forbidden. Students should also avoid using open AI sources ***unless permission is expressly given*** for an assignment or course. Violations of academic integrity can result in failing assignments, failing a class, and/or more serious university consequences. These behaviors also erode the value of college degrees and higher education overall.

Classroom Climate of Respect

Importantly, this class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against another on the basis of race, religion, ethnicity, age, gender, national origin, or sexual preference. Still, we will not be silenced by the difficulty of fruitfully discussing politically sensitive issues.

Supportive Statement

I aim to create a learning environment for my students that supports various perspectives and experiences. I understand that the recent pandemic, economic disparity, and health concerns, or even unexpected life events may impact the conditions necessary for you to succeed. My commitment is to be there for you and help you meet the learning objectives of this course. I do this to demonstrate my commitment to you and to the mission of Sul Ross State University to create a supportive environment and care for the whole student as part of the Sul Ross Familia. If you feel like your performance in the class is being impacted by your experiences outside of class, please don't hesitate to come and talk with me. I want to be a resource for you.