



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 3311.602 Principles of Management CRN 10853
Department of Management and Marketing, College of Business

Course Syllabus

Class Meeting Time and Place: Online Asynchronous-
Class Duration: Aug 26, 2024 - Dec 13, 2024
Instructor: Dr. Daniel Glaser-Segura,
Office: BLH 441 K - and from Dr. Dan's house.
Tel: 210-784-2324 – if you leave a message, I should be able to receive it at home as a recording.
E-Mail: dglaser@tamusa.edu
Student emails will receive a reply within two business days.
Course Website: <https://tamusa.blackboard.com/>
Office Hours: Office hours: Mon & Tue 9:30 am to 12:30 pm and by appointments.

Catalog Course Description: MGMT 3311. Principles of Management. 3(3-0)

Introduction to the management of business organizations. The functions of management and role of the manager. Managerial decision-making, communication, social responsibility and business ethics. How organizational power and politics affect the manager. Prerequisites: ENGL 1301 and ENGL 1302.

Course Objectives: This course will introduce students to the concept of organizational management. Among the major topics in this class, we will discuss the history and evolution of management, the four functions of management, various managerial activities, top management team decision-making and strategy making, corporate social responsibility, ethics, globalization, diversity, teams, and human resource management.

Prerequisites: ENGL 1301 and ENGL 1302. Students who do not meet the pre-requisites must contact the instructor immediately.

Student Learning Outcomes:

After successful completion of this course, students will be able to:

1. Detail the evolution of management thought.
2. Describe the managerial roles including planning, organizing, leading, and controlling.
3. Explain the role of strategic management development.
4. Explain the decision-making process.
5. Explain the concepts of corporate social responsibility (CSR) and managerial, organizational, and individual ethics.
6. Explain the effect of globalization on managers and organizations.
7. Discuss leadership, motivation, and team theories.
8. Discuss the role of human resources on value creation.

Required Materials:

- **Textbook:** *Management-A Practical Approach, 10e*, by Kinicki, ISBN: 9780134239828.
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have SmartBook (readings+integrated quizzes), written assignments, PowerPoint slides, recorded Zoom chapter lectures, and other supplementary materials in Connect. Check announcements, emails, and class communications through Blackboard and Connect daily.
- **Computer Hardware:** In order to participate in the tutoring sessions you will need a computer with an internet connection, a microphone and speakers/headphones.
- **Time Expectations for coursework:** You are expected to spend 4-8 hours per week for the course. Based on the background, some students may require more time. Time spent may be longer when assignment/exams are due.

▪ **Other Recommended / Reading Materials:** Additional reading materials are available on the course website as recommended by the instructor.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
5. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will not be granted for lack of availability of internet connections.
6. Students should remember that online and hybrid courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
7. For online courses, students should keep current on class recordings, if not attending the live class online.
8. For online asynchronous courses, there will be voluntary weekly sessions. All materials will be made available through Blackboard or through online links.

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, assignments and class participation using the following weights:

Homework Assignments in Connect (6-8 per week)	60%
Exams (4)	40%
Total	100%

The final letter grades will be assigned as follows: Above 90% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F.

Exams. There will be four online exams. The exams will consist of 40 multiple-choice questions. You will have 50 minutes to answer each exam. The exams will be administered online.

Online Homework: Each week you will have a variety of homework assignments that highlight various topics and learning styles in each chapter. You will have seven days to cover these assignments.

At the end of each week, these assignments will be closed and another set of homework assignments will be opened.

Make up and Late Assignment/exam/quiz policy:

As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extraordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide documentation either before or within a few days of the missed assignment/quiz/exam.

Class conduct and civility code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes. Keep copies of all computer files and e-mails.
3. Talking while the instructor is lecturing is disruptive and discourteous.
4. For any questions about the exams and assignments, a student should contact the instructor, before the day they are due, so the instructor may have enough time to provide feedback.
5. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account and reference the course name and number.. The instructor will reply to a student e-mail messages within 24 hours during week days (Monday-Friday).
6. All assignment submissions must be uploaded by the due date.

Fall 2024 MGMT 3311 Class Schedule

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

Week of:	Chapter	Activity
8/26 – 9/1		Introduction to course. Read syllabus, watch my introductory Zoom recording, and complete Connect orientation
9/2 -9/8	Ch 1 The Exceptional Manager: What You Do, How You Do It	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
9/9 – 9/15	Ch. 2 Management Theory: Essential Background for the Successful Manager	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
9/16 – 9/22	Ch 3 The Manager's Changing Work Env & Ethical Resp	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
9/23 – 9/29	Learning Module 1: Shared Value and Sustainable Development: A New Way	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
9/30 – 10/6	Ch 4 Global Management: Managing across Borders	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday. Test 1. Ch 1, 2, 3, & Learn. Mod 1, 40 Mult Choice quest. 50 min: 7 pm Sept 5 -midnight, Sep 6.
10/7 – 10/13	Ch 5 Planning: The Foundation of Successful Management	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
10/14 – 10/20	Ch 6 Strategic Management: Exceptional Mgrs Realize a Grnd Design	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
10/21 – 10/27	Ch 7: Indiv and Grp Decision Making: How Managers Make Things Happen	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
10/28 – 11/3	Ch 8: Org Culture & Structure: Drivers of Strategic Implementation	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday. Test 2. Ch 4, 5, 6, & 7. 40 MC questions 50 min: 7 pm, 11/2 -Midnight, 11/3
11/4 – 11/10	Ch11: Managing Individual Differences and Behavior: Supervising People as People	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
11/11 – 11/17	Ch12: Motivating Employees: Achieving Superior Performance	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
11/18 – 11/24	Ch 13: Groups and Teams: Increasing Cooperation, Reducing Conflict	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday. Test 3. Ch 8, 11, & 12. 40 MC questions 50 min: 7 pm, to Apr 21 11:59 pm
11/25 – 12/1	Ch14 Power, Influence, and Leadership:	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday.
12/2 – 12/6	Ch 15: Interpersonal and Organizational Communication	Zoom Lecture recording. Connect assignments generally run from Mon to Sunday..
12/9 – 12/12	Final Exam-	Test 4. Ch 13, 14, 15 40 Multiple Choice questions 50 minutes 12/9 7 pm -12/10 midnight

University Policies:

Drop Policy

You may drop the course with an automatic grade of W on or before the date listed in the academic calendar at www.tamusa.edu. The last date to drop a course, or withdraw from the University is also indicated in the academic calendar on the university website (www.tamusa.edu). If you wish to drop the class, you must submit the necessary paperwork to the proper authority. Students dropping a course are subject to all conditions listed in the university catalog.

COVID-19 protocol

If you have COVID-19 symptoms, had exposure to COVID-19, and/or are confirmed to have COVID-19, refrain from coming to campus and self-report in the online COVID-19 Reporting Portal found at: https://redcap.link/TAMUS_COVID_PORTAL for further guidance.

Financial Aid and Verification of Attendance

According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Counseling Resources

As a college student, there may be times when personal stressors interfere with your academic performance and/or negatively impact your daily functioning. If you or someone you know is experiencing life stressors, emotional difficulties, or mental health concerns at Texas A&M University – San Antonio, please contact the Student Counseling Center (SCC) located in Modular C, Room 166 (Rear entrance) or call [210-784-1331](tel:210-784-1331) between the hours of 8:00AM and 5:00PM, Monday – Friday. All mental health services provided by the SCC are free, confidential (as the law allows), and are not part of a student's academic or university record. SCC provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information, please visit www.tamusa.edu/studentcounseling

In a crisis situation, please walk-in to the Student Counseling Center (SCC) any time between the hours of 8:00AM and 5:00PM, Monday – Friday, to be seen by a clinician. For after-hours support, please call 210-784-1331. Please contact UPD at 911 if harm to self or harm to others is imminent.

Jaguar Writing Center

The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Students can schedule appointments with the Writing Center in JagWire under the student services tab. More information about what services we offer, how to

make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/college-of-arts-and-sciences/language-literature-arts/english/writing-center/index.html>. The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

Academic Learning Center

All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center is an appointment based center where appointments are made through the Navigate platform. Students access Navigate through Jagwire in the Student Services tab. The Center is active on campus outreaching to students to highlight services offered. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu or calling (210)-784-1332. Appointments can also be made through JagWire under the services tab.

University Email Policy and Course Communications

All correspondence between professors and students must occur via University email accounts. You must have Jaguar email account ready and working. If it is not working, contact the help desk at 210-784-4357.

Meeting Basic Needs

Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact the Dean of Students (DOS@tamusa.edu) for support. In addition, you may notify the instructor if you are comfortable doing so.

Military Affairs

Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, about special circumstances (e.g., upcoming deployment, drill requirements, disability accommodations). You are also encouraged to visit the Patriots' Casa in-person, Room 202, or to contact the Office of Military Affairs with any questions at military@tamusa.edu or (210)784-1397.

Religious Observances

Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under A&M System policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

Respect for Diversity

We understand that our students represent diverse backgrounds and perspectives. When we are equity-minded, we are aware of differences and inequalities and are willing to discuss them so we can act to resolve them. The University is committed to building cultural competencies, or the attitudes, skills, and knowledge that enable individuals and organizations to acknowledge cultural differences and incorporate these differences in working with people from diverse cultures. Respecting and accepting people different than you is vital to your success in the classroom, on campus, and as a future professional in the global community. While working together to build this community we ask all members to:

- Share their unique experiences, values, and beliefs.

- Be open to the views of others.
- Honor the uniqueness of their colleagues.
- Value each other's opinions and communicate respectfully.
- Use this opportunity together to discuss ways in which we can create an inclusive environment in this course and across the A&M-San Antonio community.

The Six-Drop Rule

Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

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Academic Accommodations for Persons with Disabilities

The Americans with Disabilities Act of 1990, as amended, and the Rehabilitation Act of 1973 are federal anti-discrimination statutes that provide comprehensive civil rights protection for individuals with disabilities. Title II of the ADA and Section 504 of the Rehabilitation Act require that students with disabilities be guaranteed equal access to the learning environment through the provision of reasonable and appropriate accommodations of their disability. If you have a disability that may require an accommodation, please contact Disability Support Services (DSS) for the coordination of services. The phone number for DSS is (210) 784-1335 and email is dss@tamusa.edu.

Emergency Preparedness

JagE Alert is Texas A&M University-San Antonio's mass notification system. In the event of an emergency, such as inclement weather, students, staff, and faculty who are registered in JagE Alert, will have the option to receive a text message, email, and/or phone call with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Preparedness and the Emergency Response Guide can be found here: <https://www.tamusa.edu/upd/index.html>.

Statement of Harassment and Discrimination

Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equality of opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality, diversity, pluralism, and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, or gender expression.

Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units. Texas A&M University-San Antonio faculty are committed to helping create a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the university. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and other healthcare providers) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about an incident of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact the Student Counseling Center at (210) 784-1331, Modular C.

Students' Rights and Responsibilities

The purpose of the following statement is to enumerate the essential provisions of students' freedoms and responsibilities to learn at Texas A&M University-San Antonio. All students are required to follow all policies and regulations as set forth by The Texas A&M University System, including the A&M-San Antonio Student Code of Conduct.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no university rule or procedure that in any way abridges the rights of freedom of speech, expression, petition, and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the university, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, genetic information, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

5. A student has the responsibility to respect the rights and property of others, including other students, the faculty and staff, and the administration.
6. A student has the responsibility to be fully acquainted and compliant with the University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, and in the University Catalog.
7. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.

Violations of Academic Conduct (Section 14.5 Student Handbook)

As a member in an academic community, students at Texas A&M University-San Antonio are expected to exhibit a high level of honesty and integrity in their pursuit of higher education, be mature, be self-directed and be able to manage their own affairs. Students who are unwilling to abide by these basic expectations will find themselves facing academic and/or disciplinary sanctions. Students are expected to share in the responsibility and authority with faculty and staff to challenge and make known acts that violate the Texas A&M University-San Antonio Code of Conduct. For more information, please visit the Office of Student Rights & Responsibilities website <http://bit.ly/TAMUSASStudentRR>.

Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. Academic misconduct includes, but is not limited to, cheating, plagiarism, prohibited use of artificial intelligence, multiple submissions, collusion, lying and bribery. For more information, refer to the Student Code of Conduct, Article III: Conduct Rules and Regulations. Texas A&M University-San Antonio faculty has the discretion to impose grade penalties as deemed necessary.

Faculty members are required to report such serious breaches of academic honesty to their chair, their dean and the Office of Student Rights and Responsibilities. In cases of academic misconduct, students may be subject not only to grade sanctions in courses but to disciplinary action. Grade sanctions may be imposed only by faculty members, but suspension or expulsion may be imposed only by the Vice President for Student Affairs. If a student wishes to appeal the decision of suspension or expulsion due to violations of academic misconduct, they must initiate their appeal as outlined within the Student Code of Conduct. Extenuating circumstances may cause the University to deviate from the defined time frames.

All student term papers and other written assignments are subject to analysis by anti-plagiarism and anti-AI software. Posting of any class work given to student, or solutions, or discussion, on publicly accessible forums, social media, or artificial intelligence is not permissible.

Considering the potential consequences of academic misconduct, it is obviously in students' best interests to avoid even the appearance of such behavior. If a student is unclear whether a specific act might constitute academic misconduct, please she/he should contact the instructor for an assessment of the situation.

Key Dates For Spring 2024 Semester

The complete academic calendar is available online:

<https://www.tamusa.edu/about-us/provost/documents/ay2024-calendar-01112023.pdf>