



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT-3311-607, **Principles of Management**, Fall 2025, CRN: 12999
Department of Management, College of Business
Course Syllabus

Class Meeting Time and Place:	100% On-line (Asynchronous)
Class Duration:	08/25/2025 TO 12/12/2025
Instructor:	Koorosh Moinvafa Tel: 210-859-3580 E-Mail: kmoinvafa@tamusa.edu Student emails will receive a reply within two business days.
Course Website:	https://tamusa.blackboard.com/
Office Hours:	Adjunct Faculty; available by appointment or before/after class

Catalog Course Description: 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. TSI Restrictions: Math.
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:

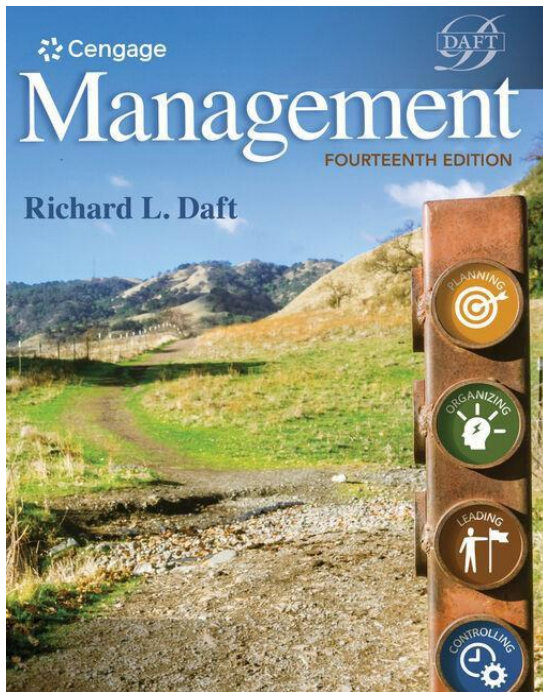
1. Explain the concepts and principles of business management.
2. Apply the concepts and principles of management to business cases.
3. Identify contemporary issues faced by managers.
4. Recommend appropriate courses of action in management situations.

AACSB Assessment: The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

Required Materials:

- **Textbook:** Daft, R. L. (2022). *Management*. Cengage.
- **Management;** Richard Daft; 14th edition; ISBN: 9780357139646

It is strongly encouraged that students purchase the e-book through Cengage in Blackboard. All assignments will be in Blackboard and no need MindTap.



ISBN: 9780357139646

- **Blackboard:** Connect to <http://tamusa.blackboard.com>. Course announcements and supplementary materials will be delivered through Blackboard.
- **Software:** You will be required to use Microsoft Word, PowerPoint, and Excel, as well as a web browser compatible with YouTube. These products are available in the computer labs on campus.
- **Computer Hardware:** No unique hardware required for this course.
- **Time:** You are expected to spend approximately 4 hours per week working on activities/assignments outside of class. These activities and assignments are described below under course requirements. It is essential that you start out-of-class activities as early as possible in order to avoid becoming overwhelmed at the end of the semester. Based on individual factors, some students may require more time. If you find yourself struggling to meet course requirements, please schedule a meeting with the instructor as soon as possible.
- **Other Recommended / Reading Materials:** Additional reading materials may be available on the course website as recommended by the instructor.

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

1. Students must regularly check Announcements in Blackboard.
2. Students must monitor their jaguar email address.
3. Students should keep current with all course activities, assignments, quizzes, and examinations.
4. Students should ask questions and communicate with the instructor regularly.

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 available internet connection.

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

Attendance	10%
Discussion Questions (on-line; In Blackboard))	10% (5 Questions @2%)
Projects (on-line; In Blackboard)	10% (2 Projects @5%)
Term Paper	10%
Quizzes (2 @ 10%)	20%
Mid-Term	20%
Final Exam	20%
TOTAL	100%

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

Attendance:

It is very important that all student login to Blackboard (BB) in the first week of the term/semester. The school attendance will submit it at the end of the first week of the term. If any student will not login to BB in the first week of the term, they will be recognized as absent, and those students will be dropped.

For the rest of the term/semester, students must login to the BB at least twice per week.

Quizzes: There will be two (2) Quizzes during the semester; the Quiz #1 (week 5), and Quiz #2 (week 11). Each exam will consist of multiple-choice AND/OR true & false. The examination materials will come from lecture notes, specific Chapter material, and related PowerPoint Slides. Each exam will cover only the assigned Chapter material and associated PowerPoint Slides, and neither of these exams will be comprehensive. Students are encouraged to work collaboratively in a study group or team to take best advantage of their exam preparation time and effort. Alternatively, if students are unable to participate in a group or team effort, they are expected to plan their schedules to adequately prepare for taking each examination on the particular date and time for each exam.

Students are expected to notify the instructor within twenty-four (24) hours prior to the exam time if they are going to miss any exam.

As a general rule, **NO** make-ups will be offered for any missed exams. Make-ups may be administered only in unusual circumstances, such as an excused official university activity, a severe illness, or a dire emergency. However, students must provide comprehensive documentation within a few days of the missed exam. (See Class Policies). After discussing the opportunity for a make-up examination with the

instructor, an alternate date and time may be identified for taking the exam at an approved Proctoring location (i.e., Testing Center). **Exams not taken at the scheduled class time may be penalized due to lateness.**

Exams: There will be two (2) Exams during the semester; the Mid-Term/exam #1 (week 7), and Final Exam (Last week of the term per university's schedule). Each exam will consist of multiple-choice AND/OR true & false. The examination materials will come from lecture notes, specific Chapter material, and related PowerPoint Slides. Each exam will cover only the assigned Chapter material and associated PowerPoint Slides, and neither of these exams will be comprehensive.

Discussion Questions and Case Studies/Projects: There will be **two (2) case studies/Projects** & **Five (5) Discussion Questions** during the semester. All Case Studies and Discussion Questions have requirements, and they are in Blackboard and each student MUST submit their answer in blackboard.

Term Paper: The Term Paper is an open topic. Each student may pick/choose his/her favorite topic from the list below and/or any topic what associates with course (MGMT3311), and/or student may choose the company where they are currently working.

Paper must be in full 5 pages (MLA Format) and due date for paper (to submitted into blackboard) is Week 14 (11/30/2025).

Here is a list of the most popular management term paper topic:

1. *Personnel Management and Human Resource Management (HRM)*
2. *Total Quality Management*
3. *Project Management Principles*
4. *Information Technology in Business Management*
5. *Strategic Management*
6. *Operations Management*
7. *Financial Management for human service administrators*
8. *Time Management*
9. *Health Care Management / Organization Design and Behavior*
10. *Legal and Risk Management*
11. *Performance Management*
12. *Compensation management*
13. *Project Scheduling and Cost Management*
14. *Management and Leadership*
15. *Effective Techniques for Time Management and Stress Reduction*
16. *Management Information Systems*
17. *International Business Management*
18. *Conflict management*
19. *Knowledge Management*
20. *Organization Management*
21. *Case Management*
22. *Cross Cultural Management*
23. *Future Of Management*
24. *Network Management*
25. *Fund Management*

- 26. Four Functions of Management*
- 27. Customer relationship management*
- 28. Waste management: A growing problem*
- 29. The Greening of management*
- 30. Participative management*

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. If you know that you will not be able to take an exam, you must make arrangements with the professor to take the exam at an earlier date. 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 comprehensive documentation either before or within a few days of the missed assignment/exam. Please bring a Scantron card and a pencil to class on the day of the exams.

Artificial Intelligence (AI) Policy

Broader Use of Generative AI Permitted Within Guidelines

Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Fall 2025 MGMT-3311-

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.

Fall 2025 Regular 16-Week Session

Important Dates: Fall 2025 Regular 16-Week Session

August 25	First day of class
September 1	Labor Day Holiday – No classes
September 10	Census Date
November 14	Last day to drop with an automatic “W”
November 25	Last day to withdraw from the University
November 26	Study Day – No classes
November 27-29	Thanksgiving Holiday – No classes
December 4	Last day of classes
December 5	Study Day – No classes
December 6-12	Final exams
December 16	Commencement

The complete academic calendar is available online: <https://www.tamusa.edu/academics/academiccalendar/index.html>

1	08/25/2025	Introduction & Course General Overview.	Discussion Question in BB: Due By 08/30/2025
2	09/01/2025	Cover Ch. 1 & 3	Discussion Question in BB; Due by 09/07/
3	09/08/2025	Cover Ch 4	
4	09/15/2025	Cover Ch. 5 & 6 Discussion Question in BB	Discussion Question in BB; Due by 09/21/ Project #1 online; Due by 10/05/2025
5	09/22/2025	Quiz# 1 On-Line (Ch 1,3,4,5,6)	Quiz# 1 On-Line (Ch 1,3,4,5,6)
6	09/29/2025	Cover Ch 7 & 8 Deadline for Project #1	Deadline for Project #1 (10/05/2025)
7	10/06/2025	Mid-Term; Due date: 10/12/2025 On-Line chapter 1,3,4,5,6,7,8	Mid-Term; Due date: 10/12/2025 On-Line chapter 1,3,4,5,6,7,8
8	10/13/2025	Ch 9	
9	10/20/2025	Cover Ch 10 Discussion Question in BB	Discussion Question in BB; Due by 10/26/2025
10	10/27/2025	Cover Ch. 12 & Ch. 14 Project #2 online; Due by 11/23/2025	Project #2 online; Due by 11/23/2025

11	11/03/2025	Quiz #2 On-line; Chapter 9,10,12,14	Quiz #2 On-line; Chapter 9,10, 12,14
12	11/10/2025	Cover Ch 15 & 17	
13	11/17/2025	Cover Ch 18 Discussion Question in BB Deadline for Project #2 online	Discussion Question in BB; Due by 11/23/2025 Deadline for Project #2 online (11/23/2025)
14	11/24/2025	Cover Ch 19 Due date for term paper to submit in BB (11/30/2025)	Discussion Question in BB; Due by 11/30/2025 Due date for term paper to submit in BB (11/30/2025)
15	12/01/2025	Study week	
16	12/08/2025	Final Exam Per University Schedule	Final Exam Online

UNIVERSITY POLICIES AND CAMPUS INFORMATION

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/Disability-Support-Services/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

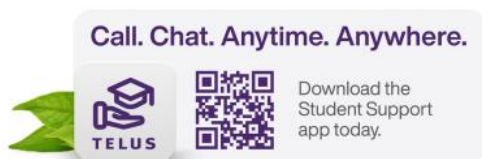
Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *Tools* section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit tamusa.edu/studentcounseling

Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').

Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer to peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



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

More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/>.

Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

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.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. 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/academics/>.

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 submit a CARE referral (<https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@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 the policy, students are provided an opportunity to make up any examination, study, or course 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.

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.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal 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 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, gender expression, or pregnancy/parenting status. 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 providing 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's Title IX Coordinator can support those impacted by such conduct 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 Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Young Jaguars: can support parenting students with daycare who meet this criteria: Must be enrolled in classes at TAMUSA in the current semester. Must be Pell eligible or a single parent. They serve children ages 3 to 12-years-old. Children must be enrolled in Pre-K-3 through 6th grade. youngjaguars@tamusa.edu (210) 784-2636

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

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 administrative rule 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, and pregnancy/parenting 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

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. 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. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html>).

