



MGMT 3311-602 & 608, **Principles of Management**, Fall 2026, CRN: 10853 & 13469
Department of Management and Marketing, College of Business
Course Syllabus

Class Meeting Time: Asynchronous – lectures to be posted Sunday morning
Class Location: Online
Instructor: Ana Hawkins
E-Mail: ahawkins@tamusa.edu
Student emails will receive a reply within two business days.
Course Website: <https://tamusa.blackboard.com/>
Office Hours: By Appointment via phone or zoom

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. It is strongly encouraged that students purchase the e-book through Cengage Unlimited in Blackboard. Many course assignments and activities are delivered through Cengage MindTap, which is the learning management system provided through Cengage Unlimited. See Blackboard for an instructional video on MindTap.
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. Course announcements and supplementary materials will be delivered through Blackboard. Do NOT contact the instructor through Blackboard Messaging (use email).
- **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 on 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 student may require more time. If you find yourself struggling to meet course requirements, please schedule to meet 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 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.

Graded Materials:

Your final course grade will be based on your performance on all graded materials using the scale:

Coursework	Points
MindTap Coursework	190
Discussion Board	150
Final Examination	160
Total	500

Points to Letter Grade:

A ≥ 90

B = 80 to 89

C = 70 to 79

D = 60 to 69

F ≤ 59

Final Examination: The final examination is comprehensive, using multiple questions to assess knowledge of all assigned materials in the course. Everything from the book is fair game for the final – the questions are randomly picked so please review your key concepts from the chapters prior to the exam. It is an open book test but you are timed and can only take it once.

- If you will miss the final exam for extracurricular, work, or family obligations, you must coordinate a makeup **in advance** with the instructor prior to the exam date.
- If you miss the final exam due to an unforeseen emergency occurring the day of the exam, you will be required to demonstrate proof of the emergency in order to schedule a makeup exam.
- Any suspected cheating on the final exam, including looking at another person's work area, will result in your exam form being collected and a grade of 0 being awarded.
- If you require a DSS approved accommodation to complete the final exam, please contact the instructor within the first two weeks of the semester to ensure proper coordination can occur.

Discussion Board: Every week, I will post a discussion topic. You will earn up to 5 pts for every started thread you make in the discussion for the week and 5 additional points for comment on other classmates threads. You cannot get points for posting or adding to a previous week's discussion once the new week's topic is posted.

MindTap Coursework: The majority of the online portion of this course will be distributed through the Cengage learning management platform **MindTap**. There are 3 assignments per week – a self

assessment quiz, a learn it exercise, and a case study that is graded but it is to help you prepare to master the concepts throughout the semester. Students can access MindTap through Blackboard under the course content section, which also includes a tutorial video to help you get started.

- MindTap includes graded assignments, study resources, and other tools for student success.
- All graded assignments are weighted equally.
- No late assignments will be accepted for graded MindTap coursework, except in extreme situations.
- MindTap is a subscription service that includes the required textbook for the course, in e-book form.
- Cengage Unlimited can help to reduce the cost of textbooks for students and is a primary reason your instructor chose the book for this course. See the following statements from Cengage:
 - *The materials required for this class and any other class using Cengage products (e-books, MindTap, WebAssign, CNOW, OWLv2) are included in one Cengage Unlimited subscription.*
 - *For \$124.99 per semester, you get access to all your Cengage e-books and online homework.*
 - *Four **free** hardcopy textbook **rentals** are also available for select titles, just pay \$10.99 S&H each.*
- For additional help with Cengage Unlimited or MindTap, visit :
<https://startstrong.cengage.com/mindtap-blackboard-ia-no/>

No Use of Generative AI Permitted

MGMT3311 assumes that all work submitted by students will be generated by the students themselves, working individually. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

Make-up and Late Assignment/Exam/Quiz policy:

Late work will not be accepted. In rare circumstances, for example family emergencies, exceptions will be made. Please notify me as early as possible if you expect a conflict, and I will do everything I can to work with you. All coursework that conflicts with extracurricular activities must be made up in advance.

Fall 2026 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	Date		Chapters
Week 1	Aug 24	Aug 29	Review of Syllabus, Chapter 1 Leading Edge Management
Week 2	Aug 30	Sept 5	Chapter 2 The Evolution of Management Thinking, Chapter 3 The Environment and Corporate Culture
Week 3	Sept 6	Sept 12	Chapter 4 Managing in a Global Environment
Week 4	Sept 13	Sept 19	Chapter 5 Managing Ethics and Social Responsibility
Week 5	Sept 20	Sept 26	Chapter 6 Managing Start-Ups and New Ventures, Chapter 7 Planning and Goal Setting
Week 6	Sept 27	Oct 3	Chapter 8 Strategy Formulation and Execution
Week 7	Oct 4	Oct 10	Chapter 9 Managerial Decision Making (Mid term grades due)
Week 8	Oct 11	Oct 17	Chapter 10 Designing Organization Structure
Week 9	Oct 18	Oct 24	Chapter 11 Managing Innovation and Change
Week 10	Oct 25	Oct 31	Chapter 12 Managing Human Talent
Week 11	Nov 1	Nov 7	Chapter 13 Managing Diversity and Inclusion
Week 12	Nov 8	Nov 14	Chapter 14 Understanding Individual Behavior, Chapter 15 Leadership
Week 13	Nov 15	Nov 21	Chapter 16 Motivating Employees Chapter 17 Managing Communication
Week 14	Nov 22	Nov 28	Chapter 18 Leading Teams
Week 15	Nov 29	Dec 5	Chapter 19 Managing Quality and Performance (HW DUE PRIOR TO SATURDAY NIGHT)
Week 16	Dec 6	Dec 9	Final exam due by Dec 9th Midnight

UNIVERSITY POLICIES AND CAMPUS INFORMATION

COVID-19 protocol

Knowing your COVID-19 status can prevent you from spreading the virus to those around you by taking the necessary precaution of isolating or quarantining when appropriate.

- Please refrain from coming to campus if you are confirmed to have COVID-19 (by using a Rapid COVID-19 Test or completing a laboratory test) and ensure to self-report using the online COVID-19 Reporting Portal found at: https://redcap.link/TAMUS_COVID_PORTAL. Guidance will be provided on when to return to campus.
- Please refrain from coming to campus if you had an exposure to COVID-19 that resulted in close contact (you were within 6 feet of an individual positive for COVID-19 for an accumulated time of 15 minutes or greater over a 24-hour period) until you meet the return to campus criteria.
- Please refrain from coming to campus if you have [COVID-19 symptoms](#) and consider testing immediately.
- Ensure to self-report using the online COVID-19 [Reporting Portal](#).
- Complete the [RETURN TO CAMPUS FORM](#).

For additional guidance, please reference the Community. Safety. TOGETHER webpage at: <https://www.tamusa.edu/community-safety-together/>

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 accommodation of their disability. If you have a disability that may require 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.

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.

Military Affairs

Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, and in 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.va@tamusa.edu, or (210)784-1397.

Counseling Resources

As a college student, there may be times when personal stress interferes with your academic performance and/or negatively impacts 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 between the hours of 8:00AM and 5:00PM, Monday – Friday. After-hours crisis support is available by calling 210-784-1331 (select option “2”). Please contact UPD at 911 if harm to self or harm to others is imminent.

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

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 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>

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.

Meeting Basic Needs

If you face challenges securing food, housing or other basic needs, you are not alone, and A&M- San Antonio can help during this time of crisis. We invite you to learn about the many resources available to support you by visiting the [Dean of Student’s website](#) or by reaching out via dos@tamusa.edu. Additionally, it is not unusual for students to encounter temporary illness or injuries that may interfere with your academic success. Students may request temporary illness/disability assistance by reaching out to the [Dean of Student’s Office](#) (210) 784-1354. If you are comfortable doing so, please notify the professor of any issues so that they may provide additional resources.

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 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 class, 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.
- Keep confidential discussions that the community has of a personal (or professional) nature.

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.

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 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. 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, Mod C.

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.

Students' Rights and Responsibilities

The purpose of the following statement is to enumerate the essential provisions for the student freedom and responsibility 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. This includes the [A&M-San Antonio Student Code of Conduct](#).

Students' Rights

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.

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, genetic information, veteran status, gender identity, or gender expression in accordance with applicable federal and state laws.

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.

Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

A student has the responsibility to respect the rights and property of others, including other students, the faculty and the administration.

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, University Catalog and students must comply with them and the laws of the land.

A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire university community.

A student has the responsibility to recognize the University's obligation to provide an environment for learning.

A student has the responsibility to check their university email for any updates or official university notification.

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. Behaviors that infringe on the rights of another individual will not be tolerated.

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 e-portfolios, 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://bit.ly/WLDCCenter>.

Key Dates For Fall 2026 Semester University policies compiled by Academic Affairs office.

The complete academic calendar is available online:

[Academic Calendar | Texas A&M University-San Antonio Catalog](#)

Fall 2026 Regular 16-Week Session

Date	Day	Event
August 17	Monday	Tuition & fee payment deadline
August 19	Wednesday	Students enrolled will receive a billing statement
August 20	Thursday	Payment of Balance on student account due or payment plan set up
August 21	Friday	\$35 late payment fee assessed
August 21	Friday	Last day to withdraw from all classes to receive a 100% refund of tuition and fees
August 24	Monday	First class day
August 28	Friday	Last day to withdraw from all classes to receive an 80% refund of tuition and fees
August 31	Monday	Last day to register
September 4	Friday	Last day to withdraw from all classes to receive a 70% refund of tuition and fees
September 7	Monday	Labor Day Holiday - No Classes University Closed
September 9	Wednesday	Census Date - Students not paid in full or enrolled in a payment plan by 4:59PM may be dropped for non-payment
September 11	Friday	Student enrolled will receive a billing statement
September 14	Monday	last day to withdraw from all classes to receive a 50% refund of tuition and fees
September 21	Monday	Last day to withdraw from all classes to receive a 25% refund of tuition and fees
October 5 - October 16	Monday - Friday	Midterm grading period
November 13	Friday	Last day to drop with an automatic grade of "W"
November 25	Wednesday	Study day - No classes
November 26 - November 28	Thursday - Saturday	Thanksgiving Holiday - No classes University Closed
November 30	Monday	Last day to withdraw from the university
December 4	Friday	Last day of scheduled classes for weekday classes
December 5 - December 11	Saturday _ Friday	Final examinations
December 11	Friday	End of term
December 15	Tuesday	Commencement
December 16	Wednesday	All grades due by noon
December 17	Thursday	Grades available in JagWire