



TEXAS A&M UNIVERSITY  
**SAN ANTONIO**

**MGMT 3311 Section 903 Principles of Management, CRN:11385**  
**Department of Management and Marketing, College of Business**  
**Spring 2025 Course Syllabus**

Class Modality:	On Campus – BLH 262
Class Meeting Time and Place:	12:30 a.m. to 3:00 p.m.
Class Duration:	January 23 to March 17, 2025
Instructor:	Dr. Josephine Sosa-Fey Office: BLH 341N Tel: 210-784-2323 E-Mail: <a href="mailto:jfey@tamusa.edu">jfey@tamusa.edu</a> Student emails will receive a reply within two business days.
Course Website:	<a href="https://tamusa.blackboard.com/">https://tamusa.blackboard.com/</a>
Office Hours:	10:00 a.m. to 11:00 a.m. and 12:30 p.m. to 2:00 p.m. Tuesdays; 10:00 a.m. to 12:30 p.m. on Thursdays, and by appointment.

**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: ENGL1301 and ENGL1302.

**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 various managerial activities, top management team decision-making and strategy making, corporate social responsibility, ethics, globalization, diversity, teams, and human resource management.

**Prerequisites:** Prerequisite: Admitted to the College of Business and have completed ENGL1301 and ENGL 1302. Students who do not meet the pre-requisites must contact the instructor immediately.

**STUDENT LEARNING OUTCOMES:** Upon successful completion of this course, students should be able to:

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

**AACSB Accreditation:**

The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing 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:** Cengage, *Management*, 14<sup>th</sup> edition by Daft, ISBN-13: 9780357700006

- **Blackboard:** Connect to <http://tamusa.blackboard.com>. User ID is the K Number (K00001234). Password is the Date of Birth (MMDDYY). All course materials, including discussion materials, quizzes, and written assignments will be delivered in class.
- **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:** You are expected to spend 4-8 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignment/exams are due.

**RECOMMENDED MATERIALS:** You are strongly encouraged to read the Wall Street Journal, The Economist, (Bloomberg) Business Week and other business publications.

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

1. Students should check the Course Calendar and Announcements 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 (either in person or online).
8. For online asynchronous courses, there will be no online class sessions. All materials will be made available through Blackboard or through online links.
9. For online synchronous courses, there will be online class sessions as indicated. Students are expected to attend the online session at the given time. If a student is unable to attend a session, instructor will make the recording of the session available for the student to view. 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:

	<b><u>Contribution to Final Grade</u></b>	
2 Exams (Midterm/Final) 120 points each	240	50%
2 Quizzes	100	21%
Team Presentation of News Article Related to Business	20	4%
Experiential Learning Activity & Report	120	25%
<b>Total Points</b>	<b>480</b>	<b>100%</b>

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

**Assignments/ Research papers:** There will be a number of assignments during the course. All assignments and due dates will be posted on Blackboard.

**Examinations and Quizzes:** There will be a mandatory mid-term exam and a mandatory final exam (as per university schedule). Being absent for an exam will result in a grade of zero for that exam and may result in a fail grade in the course. The exams/quizzes may consist of conceptual multiple-choice questions, problem solving questions, and short essay questions. The exam/quiz materials will come from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class.

**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 comprehensive 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. Attendance may be taken by an appropriate method by the instructor.
2. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
3. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
4. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
5. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned OFF.
6. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
7. 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. The instructor will reply to a student e-mail messages and voice messages within 2 business days (Monday-Friday).
8. All assignment submissions must be uploaded as instructed by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

**Class attendance and Participation:** A vital part of every student's education is regular attendance of class meetings (for face-to-face/hybrid classes/online synchronous classes) or regular review of class materials posted by the instructor for asynchronous classes. Any absences tend to lower the quality of a

student's work, and frequent or persistent absences may result in a failing grade. Students are responsible for the materials covered in class. The course covers a lot of material and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important and may vary considerably based on student background. However, a minimum of two hours of work outside the class is expected for every one hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

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. Classes will be held on Thursdays – 12:30 p.m. to 3:15 p.m.

### **Spring 2025 MGMT 3311, Section 903 – 8 Week Class Schedule**

<b>Date</b>	<b>Topic/Assignments, etc.</b> <b>LATE WORK IS NOT ACCEPTED</b>
<b>Week 1</b> Jan. 23rd	Discussion of syllabus, assignments, and course expectations. Meet team members, schedule, and plan team activities. <b>Chapter 3 - The Environment and Corporate Culture</b> <b>Chapter 4 - Managing in a Global Environment</b>
<b>Week 2</b> Jan. 30th	<b>Chapter 5 Chapter 5- Managing Ethics and Social Responsibility</b> <b>Chapter 7 - Planning and Goal Setting</b> <b>Team #1</b> <i>Chapt.5—Discussion - News Article presentation &amp; Video Presentation.</i> <b>Team #2</b> <i>-- Chapt.7—Discussion - News Article presentation &amp; Video Presentation.</i> <b>Quiz #1 over Chapters 3,4,5,7 Bring Scantron sheet.</b>
<b>Week 3</b> Feb. 6th	<b>Chapter 8 - Strategy Formulation and Execution</b> <b>Chapter 9 - Managerial Decision Making</b> <b>Team #3</b> <i>-- Discussion - News Article presentation &amp; Video Presentation related to Chapter 8.</i> <b>Team #4</b> <i>-- Discussion - News Article presentation &amp; Video Presentation related to Chapter 9.</i> .
<b>Week 4</b> Feb. 13th	<b>Chapter 10 - Designing Organizational Structure</b> <b>Chapter 11 - Managing Innovation and Change</b>

	<p><b>Team #5</b> -- Discussion - News Article presentation &amp; Video Presentation related to Chapter 10.</p> <p><b>Team #6</b> -- Discussion - News Article presentation &amp; Video Presentation related to Chapter 11.</p> <p><b>Midterm Exam over Chapters 3,4,5,7, 8, 9, 10, 11. Bring Scantron sheet.</b></p>
<p><b>Week 5</b> Feb. 20th</p>	<p><b>Chapter 12 - Managing Human Talent</b>  <b>Chapter 13 - Managing Diversity and Inclusion</b></p> <p><b>Team #7</b> -- Discussion - News Article presentation &amp; Video Presentation related to Chapter 12.</p> <p><b>Team #8</b> -- Discussion - News Article presentation &amp; Video Presentation related to Chapter 13.</p>
<p><b>Week 6</b> Feb. 27th</p>	<p><b>Chapter 14 - Understanding Individual Behavior</b>  <b>Chapter 15 – Leadership</b></p> <p><b>Team #9</b> -- Discussion - News Article presentation &amp; Video Presentation related to Chapter 14.</p> <p><b>Team #10</b> -- Discussion - News Article presentation &amp; Video Presentation related to Chapter 15.</p> <p><b>Quiz #2 over Chapters 12, 13, 14, 15. Bring Scantron sheet.</b></p>
<p><b>Week 7</b> March 6<sup>th</sup></p>	<p><b>Chapter 16 - Motivating Employees</b></p> <p><b>Team #11</b> -- Discussion - News Article presentation &amp; Video Presentation related to Chapter 16.</p> <p><b>Final Exam -- In class no book/no notes, etc. - Bring a scantron sheet and pencil to class</b></p> <p><b>Final Exam-- In class over chapters 12, 13, 14, 15, 16. Bring Scantron sheet.</b></p>
<p><b>Week 8</b> March 10<sup>th</sup> to March 15<sup>th</sup></p>	<p><b>– Spring Break</b></p>
<p><b>March 19th</b></p>	<p><b>All Grades Due by Noon</b></p>

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

**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](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. Ensure to self-report using the online COVID-19 Reporting Portal found at:

[https://redcap.link/TAMUS\\_COVID\\_PORTAL](https://redcap.link/TAMUS_COVID_PORTAL) and please complete the RETURN TO CAMPUS FORM found at:

[https://banner.tamusa.edu/ssomanager/c/SSB?pkg=zwtkjotf\\_jira.p\\_redirect?JotFormPage=220213195570044](https://banner.tamusa.edu/ssomanager/c/SSB?pkg=zwtkjotf_jira.p_redirect?JotFormPage=220213195570044)

- Please refrain from coming to campus if you have [COVID-19 symptoms](#) and consider testing immediately.

### **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](mailto: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](mailto:tutoring@tamusa.edu) or calling (210)-784-1332. Appointments can also be made through JagWire under the services tab.

### **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](http://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](mailto: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.

### **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](mailto: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 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.

### **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, 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, Modular C.

### **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**

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, genetic information, veteran status, gender identity, or gender expression 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 the 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, University Catalog and students must comply with them and the laws of the land.
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 an environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notification.
6. 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 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://bit.ly/WLDCCenter>.

### **Key Dates For Spring 2025 Semester**

The complete academic calendar is available online:

<https://www.tamusa.edu/provost/documents/academic-calendar->

