



TEXAS A&M UNIVERSITY  
SAN ANTONIO

MGMT 4344.600, **Organizational Leadership**, SPRING 2025, CRN: 23568  
Department of Marketing and Management, College of Business

**Course Syllabus**

**Class Modality:** On-Line, **Asynchronous**  
**Class Meeting Time and Place:** On-Line, asynchronous, all content on BlackBoard  
**Class Duration:** 01/21 – 05/13 (16 weeks)  
**Instructor:** Dr. Irene Waggoner  
Office: REMOTE  
Tel: 210-744-1188  
E-Mail: Irene.Waggoner@tamusa.edu  
Student emails will receive a reply within two business days  
**Course Website:** <https://tamusa.blackboard.com/>  
**Office Hours:** **Mondays / Wednesdays**  
1:00 - 5:00 pm or by appointment

**Catalog Course Description:** This foundational course will help students develop an understanding of leadership theory while acquiring the necessary skills and insights to become effective leaders. The course blends theory and application and integrates contemporary ideas and practices with established scholarly research. Students will examine the roles of self-leadership, and the binding relationships between leader and followers. The course considers how power, courage, vision, and morality influence leadership. TSI Restrictions: Math

**Prerequisites:** Completion of the College of Business prerequisites, MGMT 3325.

**Student Learning Outcomes:** After successful completion of this course, students will be able to:

1. Evaluate various contemporary leadership theories
2. Explore the personal and relationship associations of an effective leader
3. Assess their personal strengths and weaknesses as a leader
4. Construct a personal definition of leadership and their leadership philosophy

## AACSB Assessment:

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:

- **Required Textbook:** Lussier, R.N. & Achua, C.F. 2016. Leadership: Theory, Application, and Skill Development (6th Ed.) ISBN-10: 1285866355 ISBN-13: 9781285866352 (You will need the text to access and complete weekly Self-Assessment assignments.) **The text (textbook or e-book) is ALL that is required, and can be accessed via BryteWave (TAMUSA's Access Program – digital version) (Cengage publisher activities are not required for this class.)**
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. All class communications will be through Blackboard and students should monitor this several times a day.
- **Time Expectation for Coursework:** You are expected to spend a minimum of 4-8 hours per week on 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 stay current with all course assignments, quizzes, and exams.
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 hybrid and online courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.

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

Assessments	Total
Self-Assessments (12)	20%
Student Presentations	20%

Reflection Paper (1)	30%
Chapter Quizzes (12)	30%
<b>Total</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.

**Online Activities:** There will independent learning activities including textbook readings, discussion board, chapter videos, and other items. Students are expected to read the designated chapters and engage on the material presented. To encourage reflection and application, self-assessments will be assigned and discussed through uploaded presentations. **BlackBoard** will be utilized in this course to assist students with independent learning of the subject.

**Discussion Boards:** Weekly discussion boards are posted on BlackBoard, generally around the Chapter and Self-Assessment assignments for that week. **ONE original posting and TWO responses are required for each Discussion Board forum.** In other words, post your own findings and answers, then respond to two of your classmates’ postings. This is the “participation” component for sharing of insights and information for this online class – so, thoughtful posts and responses will help others through different perspectives and experiences!

**Student Presentations:** **Students are assigned a specific date for a presentation on an assigned topic or question. Upload a narrated PowerPoint presentation,** be familiar with your computer’s microphone and PowerPoint presentation capabilities. Allow approximately 10 minutes for the presentation, include a photo of yourself on the initial slide along with a brief introduction to yourself, and conclude two (2) meaningful questions to assess your audience’s understanding or gain their insights on the topic. Schedule for presentations will be posted on BlackBoard / Course Content page, and presentations will be uploaded as part of the recorded WebEx session each week.

**Student Reflections Presentations:** Students are assigned a specific date to share their final reflections on the top three insights gained from this course. This will be a conversation rather than a formal presentation, but you will use the narrated PowerPoint format for this presentation as well. Students will have 2-3 minutes to share their insights with their classmates. Upload the narrated PowerPoint into the BlackBoard link for grading.

**Examinations / Quizzes:** Students will be assessed through chapter quizzes which will address the concepts and theories discussed over the semester. The quizzes will available through **BlackBoard.**

**Reflection Paper:** The final semester paper will reflect on the totality of the course including assessing yourself as a leader and establishing a plan for improving your leadership skills, based on the semester’s self-assessment exercises. As a part of this activity, each student will: develop a personally meaningful definition of leadership, create a personal leadership philosophy, examine their own strengths and weaknesses relative to effective leadership, draft a personal leadership development plan. Further details and instructions are posted on BlackBoard and

discussed in class. All work should be submitted through the respective Blackboard assignment link.

**Make up and Late Assignment/exam/quiz policy:**

Students needing extra time may submit assignments up to one week after the assignment due date. Students who submit work late will receive a penalty of 10% applied to the grade achieved on the late assignment.

Assignments more than one week late will be accepted if the student has made prior arrangements with the professor. Students who do not meet the agreed-upon deadline will receive a grade of zero on the assignment. Late work without prior arrangement will be accepted in the case of extenuating circumstances (such as hospitalization, childbirth, major accident, injury, or bereavement). Students who suffer such a circumstance must notify the instructor as soon as possible. In these instances, the instructor may waive the late penalty.

Students must submit the final assignment no later than the last day of the term. BlackBoard closes at 11:59 pm on the last day of the term, and no assignments are accepted after the last day of the term.

**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 and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails till final grade is received.
3. 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.
4. 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 24 hours during week days (Monday-Friday).
5. All assignment submissions must be uploaded to Blackboard 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:** Students are responsible for the materials covered in the syllabus. The course covers a lot of material and most students find at least some parts of it difficult. Class participation will be evaluated through discussion boards, presentations to make the class more interesting and enhance the learning experience. Students are strongly encouraged

to ask questions, participate in topic discussions and problem solving through your presentations, 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.

**SPRING 2025 MGMT 4344:600 Organizational Leadership**  
**ASYNCHRONOUS**

**(Attendance Not Required via WebEx – Attendance will be assessed via BlackBoard)**

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.

<i>Week</i>	<i>Dates</i>	<i>Chapter and Topic</i>	<i>Assignments</i>	<i>Quizzes and assignments due Sunday, 11:59p</i>
<b>Recorded sessions – will be posted weekly – attendance not required.)</b> <b>WebEx: <a href="https://tamusa.webex.com/meet/fwaggone">https://tamusa.webex.com/meet/fwaggone</a></b>				
1	01/27	Introductions, overview, syllabus		
2	02/03	<b>Chapter 1</b> Who Is a Leader and What Skills Do Leaders Need?	<b>Read</b> chapter 1 <b>Self-assessments:</b> Leadership Potential (see BB for instructions) Quiz: Chapter 1 Discussion Board (original/2 responses)	02/09 02/09 02/09
3	02/10	<b>Chapter 2</b> Leadership Traits and Ethics	<b>Read</b> chapter 2 <b>Self-assessments:</b> Big Five Personality Profile Quiz: Chapter 2 Discussion Board (original/2 responses)	02/16 02/16 02/16
4	02/17	<b>Chapter 3</b> Leadership Behavior and Motivation	<b>Read</b> chapter 3 <b>Student Presentations (as scheduled/BB)</b> <b>Self-assessment:</b> Your Behavioral Leadership Style Quiz: Chapter 3 Discussion Board (original/2 responses)	<b>02/17</b> 02/23 02/23 02/23
5	02/24	<b>Chapter 4</b> Contingency Leadership Theories	<b>Read</b> chapter 4 <b>Student Presentations (as scheduled)</b> <b>Self-assessments:</b> Normative Leadership Style Quiz: Chapter 4 Discussion Board (original/2 responses)	<b>02/24</b> 03/02 03/02 03/02
6	03/03	<b>Chapter 5</b> Influencing: Power,	<b>Read</b> chapter 5 <b>Student Presentations (as scheduled)</b>	<b>03/03</b>

		Politics, Networking, and Negotiation	<b>Self-assessments:</b> Networking Quiz: Chapter 5 Discussion Board (original/2 responses)	03/09 03/09 03/09
7	03/10 - 15	<b>SPRING BREAK</b>		
8	03/17	<b>Chapter 6</b> Communication, Coaching, & Conflict Skills	<b>Read</b> chapter 6 <b>Student Presentations (as scheduled)</b> <b>Self-assessments:</b> Listening Skills Quiz: Chapter 6 Discussion Board (original/2 responses)	03/17 03/23 03/23 03/23
9	03/24	<b>Chapter 7</b> Leader–Member Exchange and Followership	<b>Read</b> chapter 7 <b>Student Presentations (as scheduled)</b> <b>Self-assessment:</b> Effective Followers Quiz: Chapter 7 Discussion Board (original/2 responses)	03/24 03/30 03/30 03/30
10	03/31	<b>Chapter 8</b> Team Leadership and Self Managed Teams	<b>Read</b> chapter 8 <b>Student Presentations (as scheduled)</b> <b>Self-assessment:</b> Assessing Teamwork Quiz: Chapter 8 Discussion Board (original/2 responses)	03/31 04/06 04/06 04/06
11	04/07	<b>Chapter 9</b> Charismatic & Transformational Leadership	<b>Read</b> chapter 9 <b>Student Presentations (as scheduled)</b> <b>Self-assessment:</b> Charismatic & Transformational Leadership Quiz: Chapter 9 Discussion Board (original/2 responses)	04/07 04/13 04/13 04/13
12	04/14	<b>Chapter 10</b> Leadership of Culture, Ethics, and Diversity	<b>Read</b> chapter 10 <b>Student Presentations (as scheduled)</b> <b>Self-assessment:</b> Personal Values Quiz: Chapter 10 Discussion Board (original/2 responses)	04/14 04/20 04/20 04/20
	04/18	<b>FRIDAY - STUDY DAY</b> NO CLASSES/DELIVERABLES		
13	04/21	<b>Chapter 11</b> Strategic Leadership and Change Management	<b>Read</b> chapter 11 <b>Student Presentations (as scheduled)</b> <b>Self-assessment:</b> Strategic Leaders Quiz: Chapter 11 Discussion Board (original/2 responses)	04/21 04/27 04/27 04/27
14	04/28	<b>Chapter 12</b> Crisis Leadership and the Learning Organization	<b>Read</b> chapter 12 <b>Student Presentations (as scheduled)</b> <b>Self-assessment:</b> Learning Organizations Quiz: Chapter 12 Discussion Board (original/2 responses)	05/04 05/04 05/04
15	05/05	Student reflections <b>** Last Day of Classes **</b>	<b>Student Reflections – “Highlights of Final Paper” (as scheduled)</b>	05/05
	05/06	<b>TUESDAY – STUDY DAY</b> NO CLASSES/DELIVERABLES		
	05/7 - 13	<b>FINAL EXAMS WEEK</b>		
16	<b>05/11</b>	<b>FINAL PAPER: Reflection Paper</b> <b>DUE 05/11/2025</b>		<b>Sunday</b> <b>05/11/2025</b> <b>11:59 pm</b>
	<b>05/13/2025</b>	<b>Class ends. NOTE: Blackboard closes 05/13 at midnight – no deliverables can be uploaded into grading links after this date.</b>		
	05/16	Grades due by noon		

## IMPORTANT POLICIES AND RESOURCES

**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](mailto: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](mailto: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 <https://www.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. Any student receiving federal financial aid who does not attend by the census date will have their financial aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester, a Care report will be submitted, and you will possibly be dropped from the class. Your financial aid may have to be recalculated and a portion of your federal aid may have to be returned to the DoE.

**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://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](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 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](mailto: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](mailto: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.

**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>).

### **No Use of Generative AI Permitted**

**MGMT 4344** (Instructor: Dr. F. Irene Waggoner) assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. 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.

### **Important Dates:**

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

<b>Spring 2025 Regular 16-Week Session</b>		
October 21	Monday	Registration opens
December 23-January 1	Monday-Wednesday	Winter Break
January 14	Tuesday	Tuition & fee payment deadline
January 16	Thursday	Drop for non-payment
January 17	Friday	Last day for students withdrawing to receive 100% refund (0% responsibility) for tuition
January 20	Monday	Martin Luther King, Jr. Day - No classes
January 21	Tuesday	First class day
January 28	Tuesday	Last day to register
February 5	Wednesday	Census Date
February 6	Thursday	Drop for non-payment
February 24-March 7	Monday-Friday	Midterm grading period
March 10-March 15	Monday-Saturday	Spring Break
April 18	Friday	Study day - No classes
April 21	Monday	Last day to drop with an automatic grade of "W"
April 28	Monday	Last day to withdraw from the university
May 5	Monday	Last day of scheduled classes for weekday classes
May 6	Tuesday	Study day - No classes
May 7-May 13	Wednesday-Tuesday	Final examinations
May 13	Tuesday	End of term
May 16	Friday	All grades due by noon
May 19	Monday	Grades available in JagWire
May 20	Tuesday	Commencement