



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 3311.601 Principles of Management CRN 23576
Department of Management and Marketing, College of Business, Spring 2026

Course Syllabus

Class Meeting Time and Place: Online Asynchronous
Class Duration: Jan 20, 2026 - May 12, 2026
Instructor: Dr. Daniel Glaser-Segura,
Office: BLH 441 K - and from Dr. Dan's house.
Tel: 210-784-2324 – if you leave a message, I should be able to receive it at home as a recording.
E-Mail: dglaser@tamusa.edu. *Do not email via Blackboard*
Student emails will receive a reply within two business days.
Course Website: <https://tamusa.blackboard.com/>
Office Hours: Office hours: Tue and Wed 9:30 am to 12:30 pm and by appointments.

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

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

TSI Restriction(s): Math

Prerequisites: [ENGL 1301](#) and [ENGL 1302](#).

Restrictions: Graduate level students may not enroll.

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

Student Learning Outcomes:

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

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

Required Materials:

Textbook: Management-A Practical Approach, 10e, by Kinicki, ISBN: 9781266376597

- **Blackboard Ultra:** Connect to <http://tamusa.blackboard.com>. You will have SmartBook (readings+integrated quizzes), written assignments, PowerPoint slides, recorded Zoom chapter lectures, and other supplementary materials in Connect. Check announcements, emails, and class communications through Blackboard and Connect daily.
- **Computer Hardware:** In order to participate in the tutoring sessions you will need a computer with an internet connection, a microphone, a camera, and speakers/headphones.
- **Time Expectations for coursework:** You are expected to spend 4-8 hours per week for the course. Based on the background, some students may require more time. Time spent may be longer when assignment/exams are due.
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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. To communicate with the instructor, use the TAMUSA email dglaser@tamusa.edu. Do not send Blackboard emails.
3. Students should keep current with all course assignments, quizzes, and examinations.
4. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
5. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
6. 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.
7. Students should remember that online and hybrid courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
8. For online courses, students should keep current on class recordings, if not attending the live class online.
9. For online asynchronous courses, there will be voluntary weekly sessions. All materials will be made available through Blackboard or through online links.

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

Homework Assignments in Connect (6-8 per week)	50%
Exercises not in Connect	10%
Exams (4)	40%
Total	100%

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

Connect Assignments including Smartbook: The first task in each chapter lesson should be to read the Smartbook assignment in Connect. You should follow up with the other assignments in each Connect

Chapter module. Smartbook and other Connect assignments will be available online for one week. There will be no makeup opportunities for missed assignments. Stay up to date with all chapter assignments. Connect will be accessible in Blackboard under the Content from Connect tab.

Tests: You will have four tests during the semester and these will be administered via Proctorio, which is a learning integrity resource designed to protect the integrity of this course's assessments.

You'll be able to see which assignments in Connect include Proctorio settings because they will be clearly labeled with "Proctoring Enabled" in the assignment title. Proctorio includes a recording of video, audio, and screen activity. ***The Proctorio system requires a webcam and a microphone.*** If your computer is not up to standards, you may take your exams on campus. Approximately one week before your tests, you will have access to a practice test. These practice tests are taken from the same test bank as the proctored tests. You are encouraged to use a practice exam to test your knowledge prior to taking an exam. Each test will consist of 40 multiple choice questions.

In Class Exercises: In class we will have group and individual tasks that run-through principles for each of the class topics. These exercises will count for 10% of your semester grade.

Artificial Intelligence (AI) Policy. Use of Generative AI Permitted Under Some Circumstances or With Explicit Permission

There are situations and contexts within this course where you may be asked to use artificial intelligence (AI) tools to explore how they can be used. Outside of those circumstances, you should not use AI tools to generate content (text, video, audio, images) that will end up in any student work (assignments, activities, discussion responses, etc.) that is part of your evaluation in this course. Any student work submitted using AI tools should clearly indicate with attribution what work is the student's work and what part is generated by the AI. In such cases, no more than 25% of the student work should be generated by AI. If any part of this is confusing or uncertain, students should reach out to their instructor for clarification before submitting work for grading. Use of AI-generated content without the instructor's permission and/or proper attribution 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:

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

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

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes. Keep copies of all computer files and e-mails.
3. Talking while the instructor is lecturing is disruptive and discourteous.

4. For any questions about the exams and assignments, a student should contact the instructor, before the day they are due, so the instructor may have enough time to provide feedback.
5. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account and reference the course name and number.. The instructor will reply to a student e-mail messages within 24 hours during week days (Monday-Friday).
6. All assignment submissions must be uploaded by the due date.

Spring 2026 MGMT 3311.601 Class Schedule

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

Table1. Spring 2026 MGMT 3311.601 Class Schedule

Week of:	Chapter	Activity
1/19	Introduction to course	Introduction to course. Read syllabus, watch my introductory Zoom recording, and complete Connect orientation
1/26	Ch 1 The Exceptional Manager: What You Do, How You Do It	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
2/2	Ch. 2 Management Theory: Essential Background for the Successful Manager	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
2/9	Ch 3 The Manager's Changing Work Env & Ethical Responsibility	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
2/16	Learning Module 1: Shared Value and Sustainable Development: A New Way	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
2/23	Ch 4 Global Management: Managing across Borders	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight. Test 1. Ch 1, 2, 3, & Learn. Mod 1, 40 Mult Choice quest. 50 min 2/22 7am to midnight on Proctorio.
3/2	Ch 5 Planning: The Foundation of Successful Management	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
3/9	Spring Break	
3/16	Ch 6 Strategic Management: Exceptional Mgrs Realize a Grand Design	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight. Test 2. Ch 4, 5, & 6. 40 MC questions 50 min: 3/15, 7 am to midnight on Proctorio.
3/23	Ch 7: Indiv and Grp Decision Making: How Managers Make Things Happen	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
3/30	Ch 8: Org Culture & Structure: Drivers of Strategic Implementation	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
4/6	Ch11: Managing Individual Differences and Behavior: Supervising People as People	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
4/13	Ch12: Motivating Employees: Achieving Superior Performance	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight. Test 3. Ch 7, 8, & 11. 40 MC questions 50 min: 4/16, 7am to midnight on Proctorio.
4/20	Ch 13: Groups and Teams: Increasing Cooperation, Reducing Conflict	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
4/27	Ch14 Power, Influence, and Leadership:	Zoom Lecture recording. Connect assignments run from Mon -Sun Midnight.
5/4	Final Exam-	Test 4. Ch 12, 13, & 14. 40 Multiple Choice questions 50 minutes 7am to midnight on Proctorio.

IMPORTANT POLICIES AND RESOURCES

University Email Policy and Course Communications: All correspondence between professors and students must occur via University email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at helpdesk@tamusa.edu or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

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 at the [website](http://www.dss.tamusa.edu) 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 academic accommodations with Disability Support Services and their instructors as soon as possible.

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 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. Online tutoring is also available for after hours and weekend assistance. While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

Table 2. Academic Learning Center Hours

	Appointments available	Walk in Tutoring – No appointment needed
MONDAY	8 am – 6 pm	9 am – 5 pm
TUESDAY	8 am – 6 pm	9 am – 5 pm
WEDNESDAY	8 am – 6 pm	9 am – 5 pm
THURSDAY	8 am – 6 pm	9 am – 5 pm
FRIDAY	8 am – 5 pm	11 am – 4 pm

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, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

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. *Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, 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 system. 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. 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 by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (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.

Jaguar Writing, Language, and Digital Composing Center (WLDCC): The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing 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. The Writing Center offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the Writing Center in JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. Students wanting to work in realtime with a tutor can schedule an "Online Appointment." Students wishing to receive asynchronous, written feedback from a tutor can schedule an "eTutoring" appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#). The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

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 report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

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 wide variety 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 on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to 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, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

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 discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, 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 sex-based 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 if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. For more information, please contact Young Jaguars at youngjaguars@tamusa.edu or call (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, 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, 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](#) or visit the resources available in the [OSRR website](#)

Table 3. Important Spring 2026 Dates:

Dates	Event
January 13	Tuition & Fee Payments deadline
January 19	Martin Luther King, Jr. – No Classes
January 20	First day of class
February 4	Census date
February 23-March 6	Midterm grading period
March 9-March 14	Spring Break
April 3	Study Day – No classes
April 17	Last day to drop with an automatic “W”
May 1	Last day to drop a course or withdraw from the University
May 4	Last day of classes
May 5	Study Day – No classes
May 6-May 12	Final exams
May 19	Commencement

The complete [academic calendar](#) is available online