



MGMT 3311-600, **Principles of Management**, Spring 2026, 202620
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	90
Final Examination	120
Total	400

Points to Letter Grade:

A \geq 90

B = 80 to 89

C = 70 to 79

D = 60 to 69

F \leq 59

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. Every week the discussion board from the previous weekend will be closed and you will not see it anymore. A new one will then be posted. A total of 90 pts can be earned for the class by participating in our discussion board.

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.

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/>

I have removed the paper requirement for this term – your grade will only consist of the weekly assignments, discussion board and final.

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 Chat GPT. 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.

Spring 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	Jan 20	Jan 24	Review of Syllabus, Chapter 1 Leading Edge Management
Week 2	Jan 25	Jan 31	Chapter 2 The Evolution of Management Thinking, Chapter 3 The Environment and Corporate Culture
Week 3	Feb 1	Feb 7	Chapter 4 Managing in a Global Environment
Week 4	Feb 8	Feb 14	Chapter 5 Managing Ethics and Social Responsibility
Week 5	Feb 15	Feb 21	Chapter 6 Managing Start-Ups and New Ventures, Chapter 7 Planning and Goal Setting
Week 6	Feb 22	Feb 28	Chapter 8 Strategy Formulation and Execution
Week 7	March 1	March 7	Chapter 9 Managerial Decision Making
Week 8	March 8	March 14	Chapter 10 Designing Organization Structure
			SPRING BREAK
Week 9	March 15	March 21	Chapter 11 Managing Innovation and Change
			Chapter 12 Managing Human Talent
Week 10	March 22	March 28	Chapter 13 Managing Diversity and Inclusion,
Week 11	March 29	April 4	Chapter 14 Understanding Individual Behavior, Chapter 15 Leadership
Week 12	April 5	April 11	Chapter 16 Motivating Employees
Week 13	April 12	April 18	Chapter 17 Managing Communication
Week 14	April 19	April 25	Chapter 18 Leading Teams
Week 15	April 26	May 2	Chapter 19 Managing Quality and Performance
Week 16	May 3	May 9	Final Exam – due by midnight on May 9th

UNIVERSITY POLICIES AND CAMPUS INFORMATON

Academic Accommodations for Persons 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, please contact Disability Support Services in the Central Academic Building, Suite 210, or at (210) 784-1335 or visit <https://www.tamusa.edu/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

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

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and/or 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 Modular C, Room 166 (Rear entrance).

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 by calling the SCC at 210-784-1331 (after-hours select option '2'). For more information and self-help resources, 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 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/campus-information/safety/university-police-department/documents/emergency-operations-plan.pdf> and <https://www.tamusa.edu/about-us/campus-information/safety/university-police-department/documents/emergency-action-plan.pdf>

Download the SafeZone App for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

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

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 contact the

Dean of Students (DOS@tamus.edu) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to provide any resources they may possess.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, and 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@tamus.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.

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 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 or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamus.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 reasonable accommodations to pregnant students that would be provided to a student with a temporary medical condition and 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@tamus.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, 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, University Catalog and to comply with them, as well as 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 an environment for learning.
5. 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.

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](#).

The complete academic calendar is available online:
<https://www.tamusa.edu/academics/documents/AY2025-Academic-Calendar.pdf>

Spring 2025 Regular 16-Week Session

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