



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT-3311-603, **Principles of Management**, Spring 2026, CRN: 24795
Department of Management, College of Business
Course Syllabus

Class Meeting Time and Place: **100% Online; Asynchronous**

Class Duration: **01/20/2026 TO 05/12/2026**

Instructor: Koorosh Moinvafa
Tel: 210-859-3580
E-Mail: kmoinvafa@tamus.edu

Course Website: Student emails will receive a reply within two business days.
<https://tamus.blackboard.com/>

Office Hours: Adjunct Faculty; available by appointment or before/after class

Catalog Course Description: Introduction to the management of business organizations. The functions of management and the 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.

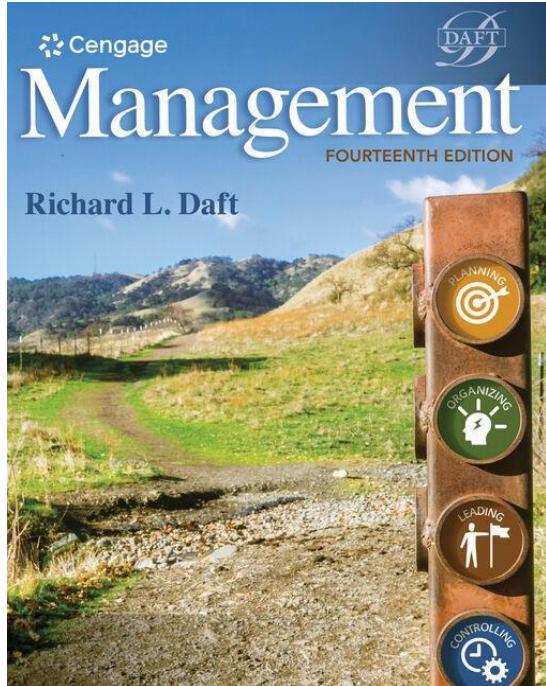
AACSB Assessment: The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, 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.
- **Management; Richard Daft; 14th edition; ISBN: 9780357139646**

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.



ISBN: 9780357139646

- **Blackboard:** Connect to <http://tamusa.blackboard.com>. Course announcements and supplementary materials will be delivered through Blackboard.
- **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 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 students may require more time. If you find yourself struggling to meet course requirements, please schedule a meeting 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 jaguar 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.

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

Grading topic	Garding Percentage
Attendance	10%
Discussion Questions (on-line; In Blackboard))	10% (5 Questions @2%)
Projects (on-line; In Blackboard)	10% (2 Projects @5%)
Term Paper	20%
Mid-Term	25%
Final Exam	25%
TOTAL	100%

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

Attendance:

It is very important that all student log in to Blackboard (BB) in the first week of the semester. The school attendance will submit it at the end of the first week of the term. If any student will not log in to BB in the first week of the term, they will be recognized as absent, and those students will be dropped.

For the rest of the semester, students must log in to BB at **least twice per week**.

Exams: There will be two (2) Exams during the semester; the Mid-Term/exam #1 (week 6), and Final Exam (Last week of the term per university's schedule). Each exam will consist of multiple-choice AND/OR true & false. The examination materials will come from lecture notes, specific Chapter material, and related PowerPoint Slides. Each exam will cover only the assigned Chapter material and associated PowerPoint Slides, and neither of these exams will be comprehensive.

Discussion Questions and Case Studies/Projects: There will be **two (2) case studies/Projects & Five (5) Discussion Questions** during the semester. All Case Studies and Discussion Questions have requirements, and they are in Blackboard and each student MUST submit their answer in blackboard.

Term Paper: The Term Paper is an open topic. Each student may pick/choose his/her favorite topic from the list below and/or any topic what is associated with course (MGMT3311), and/or student may choose the company where they are currently working.

Paper must be in full 5 pages (MLA Format) NOT including the citation and due date for paper

(to submitted into blackboard) is Week 15 (05/10/2026).

Here is a list of the most popular management term paper topic:

1. *Personnel Management and Human Resource Management (HRM)*
2. *Total Quality Management*
3. *Project Management Principles*
4. *Information Technology in Business Management*
5. *Strategic Management*
6. *Operations Management*
7. *Financial Management for human service administrators*
8. *Time Management*
9. *Health Care Management / Organization Design and Behavior*
10. *Legal and Risk Management*
11. *Performance Management*
12. *Compensation management*
13. *Project Scheduling and Cost Management*
14. *Management and Leadership*
15. *Effective Techniques for Time Management and Stress Reduction*
16. *Management Information Systems*
17. *International Business Management*
18. *Conflict management*
19. *Knowledge Management*
20. *Organization Management*
21. *Case Management*
22. *Cross Cultural Management*
23. *Future Of Management*
24. *Network Management*
25. *Fund Management*
26. *Four Functions of Management*
27. *Customer relationship management*
28. *Waste management: A growing problem*
29. *The Greening of management*
30. *Participative management*

Artificial Intelligence (AI) Policy
No Use of Generative AI Permitted

MGMT3311, Principle of Management 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.

UNIVERSITY POLICIES AND CAMPUS INFORMATION

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](#) 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) 7841307, 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:

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 portfolios, 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 real-time 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@tamus.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@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 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@tamus.edu; 210-7842061; 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@tamus.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](#)

Important Spring 2026 Dates:

Day	Comment
January 21	First class day
January 28	Last day to register
February 5	Census Date
February 6	Drop for non-payment
February 24-March 7	Midterm grading period
March 10-March 15	Spring Break
April 18	Study day - No classes
April 21	Last day to drop with an automatic grade of "W"
April 28	Last day to withdraw from the university

May 5	Last day of scheduled classes for weekday classes
May 6	Study day - No classes
May 7-May 13	Final examinations
May 13	End of term

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

WEEK	DATE	DESCRIPTION	ASSIGNMENT
1	1/26/2026	Introduction & Course General Overview.	
2	2/02/2026	Cover Ch. 1	Discussion Question in BB; Due by 02/08/2026
3	02/09/2026	Cover Ch 3 & 4	
4	02/16/2026	Cover Ch. 5 & 6 Discussion Question in BB	Discussion Question in BB; Due by 02/22/2026 Project #1 online; Due by 03/08/2026
5	02/23/2026	Cover Ch 7 & 8	
6	03/02/2026	Mid-Term; Due date: 03/05/2025 On-Line chapters 1,3,4,5,6,7,8 Deadline for Project #1	Deadline for Project #1 (03/08/2026)
7	03/09/2026	***NO Class***Holidays***	
8	03/16/2026	Cover Ch 9	
9	03/23/2026	Cover Ch 10 Discussion Question in BB	Discussion Question in BB; Due by 03/29/2026
10	03/30/2026	Cover Ch. 12 & Ch. 14 Project #2 online; Due by 04/26/2026	Project #2 online; Due by 04/26/2026
11	04/06/2026	Cover Ch 15 Discussion Question in BB	Discussion Question in BB; Due by 04/12/2026
12	04/13/2026	Cover Ch 17	
13	04/20/2026	Cover Ch 18 Discussion Question in BB Deadline for Project #2 online	Discussion Question in BB; Due by 04/26/2025 Deadline for Project #2 online (04/26/2026)
14	04/27/2026	Cover Ch 19	
15	05/04/2026	Study Week Due date for term Paper	Due date for term Paper: 05/10/2026
16	05/11/2026	Final Exam in class Per University Schedule Presentation in Class	

