



MGMT 3320-902, Supply Chain & Operations Management, 23540,SP2026,
Department of Management and Marketing, College of Business

Class Meeting Time and Place: Hybrid-Blended Class, Monday, 7:30 p.m. to
8:45 p.m.,

Business Library Hall, Room 156

Class Duration: 01/26/2026 to 05/11/2026

Instructor: Mr. Nonie C. Cabana, M. ED, DML, (Demonstrated Master
Logistician)

Office: Adjunct; By Appointment; Before/After Class

Cell/Text: 808-277-3033

HP: 210-265-1983

E-Mail: ncabana@tamusa.edu

**Student emails and/or Blackboard messages will receive
a reply within two (2) business days or sooner.**

Text me at 808 277-3033 to receive a quick reply and ID

your class.

Course Website: <https://tamusa.blackboard.com>

Office Hours: Adjunct Faculty: Available by appointment or before/after
class. Texting me gets faster response within hours.

Catalog Course Description: A survey of lean, quality, supply chain, and other operations
management guiding concepts and quantitative tools utilized to plan, design, and control
physical resources/business information to produce/provide goods/services from raw material
supplier to end customer.

Prerequisite: Admitted to the College of Business.

Course Objectives: Provide a basic understanding of the activities and factors affecting
operational decision-making. Focusing on the practical aspects of business, this course
provides guidelines to analyze problems and find solutions by operations professionals
working in a global operations and supply chain management environment.

Prerequisites: Admitted to the College of Business. Students who do not meet the
prerequisites must contact the instructor immediately. QMBS 2305 Business Statistics I completion
is required.

Student Learning Outcomes:

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

- Understand the analytical tools of operations and supply chain management,
- Describe the best practices of operations and supply chain management in a globalized environment, and
- Describe the principles of sustainability in an operations and supply chain management environment.

Required Materials:

Textbook: Operations and Supply Chain Mngt by Jacobs and Chase, 17th edition. ISBN 13: 9781266753008—Connect accessible. You can buy the book at tamusa bookstore or clicking <https://mh.my.site.com/CXG/s/article/Connect-Blackboard-Resources-for-students>

CONNECT ACCESS CARD FOR OPERATIONS AND SUPPLY CHAIN

IN MANAGEMENT (Jacobs, 17th): 9781266753008, Students may also purchase direct through Connect. <http://video.mhhe.com/watch/UZnyThhiZgbh3pKQFBiQUZ?>

Blackboard: Connect to <http://tamusa.blackboard.com>. You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. Optional, if you are using Blackboard messaging. All class communications will be through Blackboard and students should monitor this several times a day.

Other Recommended / Reading Materials: Additional reading materials are available on specific websites, as may from time to time be recommended by the instructor. See the title of the book for Book Analysis and the Recommended Outside Reading as part of the next section of this syllabus.

Course Requirements Every Student Must Fulfill in Order to Succeed in This Course:

1. Students should check the Course Calendar, Announcements, and Messages (email) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, off-line, or by appointment before or after class.
5. For all classwork, exams, quizzes, etc., if students are completing them 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 identified Hybrid and Hyflex courses assume greater responsibility and independent learning skills for their own learning outcomes.

Grading Policy: The final course grade will be based on the student's performance on the attendance and class participation, examinations, book analysis, and outside reading using the following weights:

Attendance/Participation	30%
McGraw Hill Connect (14 Due Diligence)	20%
Quiz (14 quizzes total in lieu of Mid Term and Final Exams)	30%
Team Project	20%
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.

AI-Generated Content--ChatGPT Policy:

MNGT 3320 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.

Time Expectation for coursework: You are expected to spend 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.

Course Requirements every student must fulfill 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 keep current with all course assignments, quizzes, and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
5. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will not be granted for lack of availability of internet connections.
6. Students should remember that hybrid and online courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
7. For online-asynchronous courses, students should keep current on class recordings. For online-synchronous courses, students are expected to attend during the class meeting time.

Peer Evaluation:

Each student would complete Peer Evaluation Form to ensure each student carries equal share and equity of the project. This arrangement prevents other students from relying too much on others. This project carries 25% of your final grade. So lofty expectations are set for this project.

Class Project:

Class size determines the number of teams. Ideally, five members should form a team. Instructor assigns team randomly. Each team would select a project that is topical and relevant to this day's society. Examples can include how Supply Chain Management and Operations Management are conducted in the following areas:

- 1) Drought Impact on the Panama Canal
- 2) Impact of Shortages of Microchips to Supply to auto manufacturers
- 3) Challenges Faced by Electric Car Company Against Giant Gas Companies
- 4) Impact of the Yellow Trucking Companies Shut Down
- 5) Russia's Embargo on Ukraine's Grain Industry
- 6) Impact of Iranian's seizure of commercial ships transiting their sea-lane to SC?
- 7) What should Walmart do to ensure Amazon does not dominate the online industry? Define your strategies.
- 8) How India's SC' capability allow them to launch an orbit to the moon? 9) How can the US Industry mitigate drivers' shortages to lessen impact on SC.
- 10) Impact of Global Water Shortages to the global supply chain (agriculture) Note: Each team can produce their own topic and thesis upon approval by the instructor. Highly encouraged.

Recommended Outside Reading: The following are some recommended outside reading sources that will give the student a better understanding of Supply Chain and Operations Management, its principles, and practices. These are:

Supply Chain Management Review (<http://www.scmr.com>),
Supply Chain Digest (<http://www.scdigest.com/>),
Supply Chain Quarterly (<http://www.supplychainquarterly.com>),
Journal of Operations Management (<https://www.journals.elsevier.com/journal-of-operationsmanagement/>),
Industry Week (<http://www.industryweek.com/operations>), and Business Week (<https://www.bloomberg.com/businessweek>).

Class Expectations:

The instructor's expectations for this class are as follows:

- Students should read and understand the Fall 2025 Class Schedule on the last pages of this syllabus and ask any questions of the instructor that will assure their understanding of the provisions and information set forth in this schedule.
- Students are expected to attend all class sessions. Exceptions are stated in the Attendance & Class Participation and Specific Class Policies sections of this syllabus.
- Students should read the assigned textbook chapter(s) as well as PowerPoint material before class and come to class prepared answer questions concerning the assigned textbook chapter, as well as the PowerPoint presentation material during class. Moreover, students should ask the instructor any questions concerning this material during class.
- Students are expected to come prepared to answer each of the four (4) twenty-five (25) question multiple-choice examinations. They should devote the necessary preparation time to achieve a good grade for each exam.

- Students should make every effort to communicate effectively (i.e., clearly, confidently, and convincingly) whether verbally in class discussions or in writing in submittal of the Book Analysis. They should practice the art of reading critically, thinking logically (yet creatively), and writing compellingly and coherently. Good written communication also means writing free of common grammar, syntax, and diction errors, implying that the writer takes the time to draft, edit, and revise his/her work.
- Students should, as adult learners, engage in active listening and interactive learning to strengthen their critical thinking, analytical, and problem-solving skills.

Specific Class Policies:

Class Absences and Late Submittal of Due Diligence:

All students should recognize that it is unfair to their fellow students not to fully participate in class activities and to submit assignments on time. Therefore, all assignments are expected to be completed by the due dates set for this class. **There will be absolutely NO opportunity for extra work as a means of improving the course grade. There will be NO exception to this policy.**

In addition, the following also will apply.

- Except for a personal medical emergency without any prior indication, the student is expected to work ahead and complete all assignments and anticipate or accommodate possible/potential crises.
- A personal Medical Emergency or Serious Acute Illness: All medical emergencies and illnesses must be verified by a note on letterhead by an M.D., D.O., P.A., or R.N. The instructor usually will not accept a note from other health professionals (e.g., Ph.D., MSW, D.C., Physical Therapist) because their professional functions rarely involve medical emergencies or acute illnesses.
- A personal Accident or Police Emergency: The Instructor will require an accident report or note on letterhead from an appropriate law enforcement officer to accept late work due to accidents or police emergencies (e.g., assault on student, student taken hostage, detained witness of a crime).
- A personal Unforeseen Jury or Witness Duty: The Instructor will require a note on letterhead from a judge or attorney stating you had no advance notice of duty to accept late work due to jury or witness duty.
- A personal Unforeseen Military Deployment or Activation: The Instructor will require a note on official letterhead from the student's commanding officer stating he/she had no advance notice of deployment or activation.
- Funerals for Immediate Family Member (e.g., parents, siblings, children, grandparents): The Instructor will require a copy of the obituary or a note from a minister or funeral director.

Please note even the above is acceptable only at the discretion of the instructor.

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, including the following:

- **Attendance will be made at the beginning of the class. Students are expected to be in class on time and to remain until the end of the class.**
- **Students missing three classes without valid excuses would be dropped from the class.**
- It is the students' responsibility to obtain and be able to use the required materials and software for this class.
- Students must retain submitted copies of all assignments and graded work, if provided by the instructor, for verification purposes, and they should provide it to the instructor, if necessary. Keep your own copies of all computer files and e-mails till the final grade is received.
- Talking while the Instructor is lecturing, or a student is speaking is extremely disruptive and discourteous to the instructor and other students.
- Using computers or cell phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All such phones and other electronic devices should be turned **OFF** and headphones removed.
- 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.
- All communications will be via e-mail communications to the Texas A&M University email 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 two (2) business days (Monday–Friday).
- All assignment submissions must be uploaded to Blackboard by the due date and time. The submission window may close or be marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

The provisions and information set forth in this syllabus are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, or delete, provisions of this syllabus. All the changes to this syllabus and the following Class Schedule will be announced in class, and students are responsible for all announcements made in class or via the Blackboard for this class.

<i>Week</i>	<i>Dates</i>	<i>Chapter and Topic</i>	
WK 1	Jan 26	1. Watch Connect Orientation (graded) 2. Succeeding In Your Online Course 3. Read Chap 1 PPT Slides Presentation 4. Chap 1 Assignment 5. Chap 1 Quiz 6. Mystery 7. Break Class into 5 teams 8. Team huddle	Access E-Text and Review Blackboard Content, McGraw Hill Connect Complete: Feb 1

WK 2	Feb 2	Read Chap 2 PPT Slides Presentation Chap 2 Assignment Chap 2 Quiz Mystery Team huddle Current Issue: Global Economic Volatility – Recessions, inflation, and interest rate changes affecting procurement, transportation, and overall demand.	Content, McGraw Hill Connect Complete: Feb 8
WK 3	Feb 9	Read Chap 3 PPT Slides Presentation Chap 3 Assignment Chap 3 Quiz Mystery Team huddle Current Issue: Geopolitical Tensions – Trade wars, sanctions, and regional conflicts disrupting sourcing and trade routes. Supply Chain Disruptions from Natural Disasters & Climate Change – Hurricanes, droughts, wildfires, and flooding affecting production and logistics.	McGraw Hill Connect Complete: Feb 15
WK 4	Feb 16	Read Chap 4 PPT Slides Presentation Chap 4 Assignment Chap 4 Quiz Mystery Current Issue: Port Congestion & Transportation Bottlenecks – Delays in shipping, trucking, and rail transport due to high demand and infrastructure limits. Team huddle	McGraw Hill Connect Complete: Feb 22
WK 5	Feb 23	Read Chap 5 PPT Slides Presentation Chap 5 Quiz Mystery Current Issue: Labor Shortages & Strikes – Shortages of truck drivers, warehouse workers, and skilled manufacturing staff; union actions disrupting operations. Team huddle	McGraw Hill Connect Complete: Mach 1
WK 6	March 2	Read Chap 6 PPT Slides Presentation Chap 6 Assignment Chap 6 Quiz Mystery Current Issue: Rising Transportation & Logistics Costs – Increased fuel prices,	McGraw Hill Connect Complete: March 8

		container shortages, and surcharges impacting profitability. Team huddle	
WK 7	March 9	No Class, Spring Break. Read Chap 7 PPT Slides Presentation Chap 7 Assignment Chap 7 Quiz	McGraw Hill Connect Complete: March 15
WK 8	March 16	Read Chap 8 PPT Slides Presentation Chap 8 Assignment Chap 8 Quiz Current Issue: Cybersecurity Threats – Ransomware, data breaches, and system outages targeting logistics, ERP, and supplier networks. Mystery	McGraw Hill Connect Complete: March 22

WK 9	March 23	<p>Read Chap 9 PPT Slides Presentation Chap 9 Assignment Chap 9 Quiz Mystery Curren Issue: Talent Shortages</p> <ul style="list-style-type: none"> • Cause: Aging workforce and lack of skills in automation and data analytics. • Impact: Operational bottlenecks and reduced innovation. • Solution: Upskill employees, automate repetitive tasks, and partner with educational institutions. <p>Team huddle</p>	<p>McGraw Hill Connect Complete: March 29</p>
WK 10	March 30	<p>Read Chap 10 PPT Slides Presentation Chap 10 Assignment Chap 10 Quiz Mystery Curren Issue: Last-Mile Delivery Challenges</p> <ul style="list-style-type: none"> • Cause: E-commerce growth and urban congestion. • Impact: High costs and customer dissatisfaction. • Solution: Use drones, autonomous vehicles, and micro-fulfillment centers. <p>Team huddle</p>	<p>Content, McGraw Hill Connect Complete: Apr 5</p>
WK 11	Apr 6	<p>Read Chap 11 PPT Slides Presentation Chap 11 Assignment Chap 11 Quiz Mystery Current Issue: Lack of Data Visibility</p> <ul style="list-style-type: none"> • Cause: Disconnected systems and poor data sharing. • Impact: Inaccurate forecasting and delayed responses. • Solution: Implement real-time tracking, smart warehousing, and collaborative platforms. <p>Team huddle</p>	<p>Content, McGraw Hill Connect Complete: Apr 12</p>

WK 12	Apr 13	Read Chap 12 PPT Slides Presentation Chap 12 Assignment Chap 12 Quiz Mystery Current Issue: Rising Costs & Inflation <ul style="list-style-type: none"> Causes: Increased fuel prices, raw material shortages, and higher labor costs. Impact: Higher production and shipping costs, squeezing margins and forcing price increases. Team Huddle	McGraw Hill Connect Complete: Apr 19
WK 13	Apr 20	Read Chap 13 PPT Slides Presentation No Assignment Chap 13 Quiz Mystery Current Issue: Supply Chain Visibility & Risk Management Gaps <ul style="list-style-type: none"> Causes: Fragmented supplier networks, lack of real-time tracking, and inadequate data analytics. Impact: Inability to forecast accurately, difficulty mitigating disruptions, and poor decision-making. Team Project Presentation Review (100% done) one-on-one review with the Professor	McGraw Hill Connect Complete: Apr 26
Wks 14	Apr 27	Team Project Presentations (3 teams) May stay 30 minutes longer Vote for Individual Bragging Rights (Most Windy, Most Intriguing, Best Dressed and Most Funny)	Presentations must be completed in 10 minutes to avoid a penalty.
Week 15	May 4	No Class Study Day Practice for Team Project Presentations	No McGraw Hill Assignments
WK 16	May 11	Last Day of Class Mystery Bragging Rights Revelation Team Project Presentations---2 Teams	Presentations must be completed in 10 minutes to avoid a penalty.

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 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. 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 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 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 <http://tamusa.edu/studentcounseling> Crisis support is available 24/7 by calling the SCC at 210-784-1331. 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. 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. Writing, Language, and Digital Composing Center:

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://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](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. Office Hours: All faculty with teaching assignments should include regularly scheduled office hours on each syllabus in addition to "by appointment." Please review your appointment letter for the number of weekly office hours you are expected to set. Regularly scheduled office hours should also be posted outside your office door (where applicable). 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 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 with 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.

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 modifications to pregnant students as would be provided to a student with 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.

Broader Use of Generative AI Permitted Within Guidelines Use of artificial intelligence (AI) tools, including ChatGPT, is permitted in this course for students who wish to use them. To adhere to our scholarly values, students must cite any AI-generated material that informed their work (this includes in-text citations and/or use of quotations, and in your reference list). Using an AI tool to generate content without proper attribution qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

