Course Syllabus
MGTA 5304 Seminar in Management
Fall 2026

Class: MGTA 5304
Class Time: Online Asynchronous
Instructor: Philamer C. Torio
Office: MAB 309-E
Phone: 432.837.8131

Credits: 3
Location: Online Asynchronous
E-mail: Philamer.Torio@sulross.edu
Office Hours: TBA

Required Materials:

Textbooks:

1. OpenStax. (2019). *Principles of management*. OpenStax, Rice University. https://openstax.org/details/books/principles-management
2. Harvard Business Review. (2017). HBR's 10 must reads for new managers (with bonus article "How Managers Become Leaders" by Michael D. Watkins). Harvard Business Review Press. https://store.hbr.org/product/hbr-s-10-must-reads-for-new-managers-with-bonus-article-how-managers-become-leaders-by-michael-d-watkins/10134

Supporting Material: (Provided through SR Blackboard)

Course Description: This course enhances students' management expertise through advanced study of the planning, organizing, and controlling processes within organizations. Through extensive readings, case analyses, and critical discussions, students explore complex management challenges and strategic decision-making. Emphasizing real-world application, the course deepens understanding of leadership, organizational dynamics, and problem-solving in diverse business environments. Designed for graduate-level professionals, this seminar sharpens analytical and managerial skills essential for navigating today's evolving business landscape (MBA Core Course).

Course Learning Outcomes: Upon successful completion of the course students will:

1. Develop an understanding of the importance of business ethics and being a good corporate citizen.
   Assessment: Written assignments, class discussion and final essay exam.

2. Describe the basic functions and role of management in an organization
   Assessment: Written assignments, class discussion and final essay exam.

3. Describe the role of information technology in the organization.
   Assessment: Written assignments, class discussion and final essay exam.

4. Describe how managers build a strong organizational culture and provide leadership.
   Assessment: Written assignments, class discussion and final essay exam.

5. Recognize the interdependence of attracting, developing, and retaining human capital and understand the role of technology in leveraging knowledge and human capital..
   Assessment: Written assignments, class discussion and final essay exam.

MBA Learning Outcomes: Upon successful completion of the MBA students will:

1. The ability to collect, evaluate and analyze data to make informed business decisions.

2. Demonstrate business leadership skills through the development of innovative solutions to complex problems that satisfy the needs of the multiple stakeholders of the organization.

3. The ability to design sustainable business models that ensure long term competitive advantage in the ever changing global economy.

4. The ability to recognize major digital trends impacting business and adapt their organization to leverage these trends into a competitive advantage.

MBA Marketable Skills: Upon successful completion of the MBA students will have the following markable skills:

1. The ability to use software to analyze and report data.

2. The ability to work with others to solve problems.

3. The ability to communicate effectively.

4. The ability to use the latest digital technology.

Academic Integrity: Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. A scholar is expected to be punctual, prepared, and focused; meaningful and pertinent participation is appreciated. Examples of academic dishonesty include but are not limited to: Turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. Students should also avoid using open AI sources ***unless permission is expressly given*** for an assignment or course. Violations of academic integrity can result in failing assignments, failing a class, and/or more serious university consequences. These behaviors also erode the value of college degrees and higher education overall.

Classroom Climate of Respect: This class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against other students.

Counseling: Sul Ross has partnered with TimelyCare where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/356 support by visiting Timelycare/SRSU. The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and SRSU International students.

Libraries: The Bryan Wildenthal Memorial Library in Alpine offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu/. Off-campus access requires logging in with your LobolD and

password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or by phone (432-837-8123). No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting library.sulross.edu/find-and-borrow/texshare/ or ask a librarian by emailing srsulibrary@sulross.edu. Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL) and ScanIt to get materials delivered to you at home or via email.

Americans with Disabilities Act (ADA): Sul Ross State University (SRSU) is committed to equal access in compliance with Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mary Schwartze, LPC-S, SRSU's Accessibility Services Coordinator at 432-837-8203 (please leave a message and we'll get back to you as soon as we can during working hours), or email mary.schwartze@sulross.edu. Our office is located on the first floor of Ferguson Hall (Suite 112), and our mailing address is P.O. Box C-122, Sul Ross State University, Alpine, Texas, 79832.

Official Communication: All official communication by the University or me will be sent to your Sul Ross email account. As a result, you are required to activate your email account and check it from time to time for personal communication. I encourage you to email me if you have questions or comments, BUT PLEASE include your full name and the course for which you have questions. Even if you submit your email through the Blackboard site, I cannot tell which course you are in nor what your real name is (i.e., egar123) unless you put it in the body of your email.

Technical Support: The Support Desk is where you can direct your more technical questions. For example, the Support Desk can help you if you are having issues submitting a document, getting videos to play, or using BlackBoard. The support desk is open 24 hours a day/7 days a week for your convenience. You can reach the support desk by calling 888.837.8888 or by email blackboardsupport@sulross.edu. You may also reach the Support desk from the Technology Support tab within Blackboard by clicking the Support Desk graphic on the course homepage or calling 936.294.2780.

SRSU Distance Education Statement: Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook

Assignments

Late Work: There will be a 10% penalty for assignments submitted late.

Course Requirements and Grading

Requirement	Points Possible	Grading Scale
Weekly Discussion Posts – Due Weekly	350 points	A = 900 to 1000 points
Assignment 1 – Due September 7, 2026	150 points	B = 800 to 899 points
Assignment 2 – Due September 21, 2026	150 points	C = 700 to 799 points
Assignment 3 – Due October 5, 2026	150 points	D = 600 to 699 points
Final Essay Exam – Due October 13, 2026	200 points	F = less than 599 points
Possible Points	**1000 points**	

Course Assignments

Weekly Discussion Board:

1. Faculty will post a weekly discussion board that will be available at 12:01 AM Tuesday and have a due date of the following Monday at 11:59 PM.
2. Students will be required to respond to the question itself by Friday and reply to two other students by Sunday night.
3. The question will be designed to facilitate discussion by requiring students to offer their analysis, evaluation or design based on the courses weekly topic. (Blooms Levels 5-6).
4. The Instructor will be active in the Discussion Board by responding to at least half of the student posts each week.

Discussion Board Rubric: (50 points)

Rubric 1: The student's main post responded completely and substantially to all of parts of discussion question. (30 points).
Rubric 2: The Student's initial post was no later than Friday (5 points)
Rubric 3: The response was well-organized, clear and free of grammatical and mechanical errors. (5 points).
Rubric 4: The student post substantially to two other students. 5 points each (10 points)

Assignment 1: Discuss and Describe how understanding the history of management with its foundations in the Industrial Revolution prepare you to help your workforce adapt to the changes that are occurring in today's workplace? Upload your essay as a 4-6 page paper, exclusive of title page and appendices, in MS Word format, 12 point Times New Roman Font, double-space following APA Style Format.

Assignment 2: Describe how you would develop a strategy to motivate your workforce to fully develop their skills and become more productive. How would you encourage them to embrace innovation and leverage it to their advantage in the workplace. Upload your analysis as a 3-5 page paper, exclusive of title page and appendices, in MS Word format, 12 point Times New Roman Font, double-space following APA Style Format.

Assignment 3: Pick one of the articles from the Harvard Business Review Book on management and make a short 10 slide presentation to share its basic points with your workforce. Submit it as an audio Power Point. Below are the instructions for doing so.

Final Essay Exam: A final essay exam consisting of four essay questions covering the material covered in the course will be available to students for at least one week before the end of class.

Schedule for MGTA 5311 – 1st Session, Fall 2026

August 24	The Role of Management	PrinMgt Chapters 1, 2, 5
September 1	History and Development of the Management Profession Assignment 1 due Monday, September 7, 2026	PrinMgt Chapters 3, 4
September 8	Entrepreneurship and Technology Innovation	PrinMgt Chapter 7, 20, 18
September 15	Human Resource Management Assignment 2 due Monday, September 21, 2026	PrinMgt Chapter 11,12
September 22	Leading Organizations	PrinMgt Chapters 13, 16, 17
September 29	Article 1: *Becoming the Boss* by Linda A. Hill Article 2: *Leading the Team You Inherit* by Michael D. Watkins Article 3: *Saving Your Rookie Managers from Themselves* by Carol A. Walker Article 4: *Managing the High Intensity Workplace* by Erin Reid and Lakshmi Ramarajan Article 6: *What Makes a Leader* by Daniel Goleman Assignment 3 due Monday, October 5, 2026	HBR Article 1 HBR Article 2 HBR Article 3 HBR Article 4 HBR Article 6
October 6	Article 5: *Harnessing the Science of Persuasion* by Robert B. Cialdini Article 7: *The Authenticity Paradox* by Herminia Ibarra Article 8: *Managing Your Boss* by John J. Gabarro and John P. Kotter Article 9: *How Leaders Create and Use Networks* by Herminia Ibarra and Mark Lee Hunter	BR Article 5 *HBR Article 7* *HBR Article 8* HBR Article 10
October 13	Final Exam due Tuesday, October 13, 2026	

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