



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 4370-602 & 901 **Decision-Making and Business Policy**, Fall 2024
Department of Management & Marketing, College of Business

Course Syllabus For Both Sections

Class Modality: On-line Asynchronous (**Section 602-202510**)

OR

Class Modality: Hybrid In Person (**Section 901-202510**)

Location: BLH 366 Wednesday 12:30-1:45

Class Duration: 08/26/2024-12/13/2024

Instructor Contact Information: Stephanie Black, Ph.D.

Office Phone: 210-784-2555

Office: 341M BLH Building

E-mail: sblack@tamusa.edu

Student Hours: M-F 8-5:00 by appointment

(I will be taking student appointments virtually, and I am flexible to meet during unscheduled office hours if needed if you let me know).

I welcome students and teams to schedule a time so that I can get to know you personally and help with your career plans in addition to any specific class questions. I will also make myself available to students as needed outside traditional office hours.

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



Refer to Blackboard throughout the semester for announcements and messages. If you have questions you may email me. If I do not get a response within 24 hours then please resend me a notification.

Catalog Course Description:

“To provide a capstone course for the graduating senior majoring in business that will allow him or her to practically apply the concepts and theories learned in the undergraduate program. The student will do this through integrating those principles with the ones that serve as the theoretical framework for the field of strategic management. The end result of this process will be a student who is able to analyze complex business problems and to effectively make decisions that affect the entire organization.”

Specifically, this is a senior-level capstone course requiring integration of all fields of business. The primary thrust of this course is general management and I genuinely believe that – in terms of your future career success – **it will be one of the most rigorous and important classes you will take during your academic career.** It will, however, be different from most of the courses you have had in functional areas (e.g., accounting, finance, economics, or marketing) because you are required to use a wide range of business knowledge and exhibit diverse skills. It will, therefore,

be demanding and challenging because you must perform in topic areas where you have both strengths and weaknesses.

Course Learning Objectives:

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

1. Have a comprehensive understanding of strategic management and be able to apply them.
2. Have a better understanding of the industry environment as well as topics such as top management team decision-making and strategy making, corporate social responsibility, ethics, globalization, competitive advantage, and global competitiveness.

Prerequisites:

BBA major enrolled in **the final semester** of undergraduate study.

Student Learning Outcomes:

Upon successful completion of this course, students should be able to:

1. Understand Strategic Management:

- Grasp the strategic management process.
- Comprehend why some companies succeed while others fail.

2. Integrate Business Knowledge:

- Apply business skills and knowledge from previous experiences and courses.
- Solve real-world organizational problems.
- Analyze business environments, including political, legal, demographic, economic, and competitive factors.
- Use strategic analysis tools (e.g., SWOT, VRIN, PESTEL, EFE Matrix, BSG Matrix, Balanced Scorecard).

3. Analyze Internal Business Functions:

- Evaluate management, marketing, operations, R&D, IT, and finance/accounting.
- Integrate management theories to solve complex managerial problems.

4. Develop communication and Analytical Skills:

- Present written and oral reports effectively.
- Synthesize information from various business disciplines to create comprehensive strategies.

5. Promote Corporate Culture and Responsibility:

- Foster strong corporate culture and integrate sustainability and corporate social responsibility.
- Understand the role of personal values and ethics in business decisions.

6. Use Teamwork Skills:

- Collaborate effectively to achieve group goals.

Methods of Accomplishing Objectives:

This course will employ a variety of teaching methods to ensure a comprehensive understanding of the material, including:

- **Lectures:** To cover principal concepts from the text and readings.
- **Assignments & Case Studies-**To apply theoretical knowledge to real-world scenarios.
- **Group Projects:** To foster collaboration and practical application of concepts.
- **Discussions:** To deepen understanding through dialogue and exchange of ideas.
- **Quizzes-**to reinforce and assess your knowledge periodically.

Class Structure and Expectations:

The structure of this class and the nature of the topics encourage active student participation and discussion. For online sections, the discussion will be online. All students are expected to participate in this class. Moreover, you will need to collaborate with your team members on projects.

- **Time Commitment:** Expect to spend 4-8 hours per week per module, which is the amount typically expected to succeed in a 3-credit hour college class. Some students may need to spend more time in order to absorb the material so make sure you set aside enough time to review the material in advance, listen and or read the lectures, powerpoints, videos, etc. in order to complete the assignments.
- You are expected to complete materials during the scheduled week based on the due dates—if you fall behind and do not allocate enough time to complete your work, it is difficult to catch up. Your success in this course is based on how much effort you apply to completing the work.

Assessment:

Your understanding of the course materials will be evaluated through various methods, including group presentations, discussions, assignments, quizzes, and projects. You will be expected to:

- Develop a thorough understanding of the material.
- Evaluate and analyze the concepts critically.
- Apply the knowledge in practical, real-world situations.

***It is also important to review blackboard postings to receive course announcements and changes.**

Required Course Materials:

- **Text (Not Optional): Strategic Management: Concepts and Cases: Competitiveness and Globalization by Michael A. Hitt and Duane Ireland, 13th edition**
- **Available as an e-book to purchase directly or thru the bookstore**

- **Computer Hardware:** In order to participate in online sessions, you will need a computer with an internet connection, a microphone, and speakers/headphones. To complete the class work, you will need appropriate software installed on the computer.



- **Simulation Game (Not Optional):**
- **Strategy Simulation Game**-each student will need to purchase the Strategy Simulation: Value Champion by Norman T. Sheehan. Here is the coursepack URL: <https://hbsp.harvard.edu/import/1196663>.
- **Computer Hardware:** In order to participate in online sessions, you will need a computer with an internet connection, a microphone and speakers/headphones. To complete the class work, you will need appropriate software installed on the computer.
- **Software:** You will want to download Zoom, which is a free application. You will be using it to record presentations to upload to the discussion board. You will want to use it to meet with your teams. You may also request zoom meetings with the instructor if needed.
- **Supplemental Material:** Students may be asked to evaluate case studies, which will be discussed in class. Also, additional material may be provided as the topic warrants. Information from these additional materials may appear on examinations.
 - I also recommend that all students subscribe to at least one trade journal i.e., the Wall Street Journal, The Economist, (Bloomberg) Business Week - and other business publications. The information gleaned from reading these publications will keep you current on business activities, help with discussion in class, and help inform you for your career path.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. Students should ask questions and communicate with the instructor either online or off-line.
4. Students should remember that online and hybrid courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
5. For online courses, students should keep current on class recordings.
6. All materials will be made available through Blackboard or through online links.

Grading Policy:

	Weighting
Individual	75%
Quizzes	25%
Assignments & Discussion	40%
Strategy Simulation	10%
Group Project	25% total
Presentation	10%
Written Report	<u>15%</u>
Total	100%

Grade Scale:

A: Excellent	(90-100)
B: Good	(89.99-80)
C: Satisfactory	(79.99-70)
D: Passing	(69.99-60)
F: Failing	(59.99-0)

Group Project Overview:

Students will be assigned to groups and work various assignments thru the semester. The big deliverable will be on a comprehensive strategic management project throughout the course. Each team will be assigned a company to analyze. Your team will act as a consulting team and evaluate your company's strategic environment, formulate strategies, and propose implementation plans.

All Paper Submission Guidelines:

All major assignments (e.g., group projects) should conform to the following APA formatting standards: double-spaced, 12-point font, Times New Roman, Calibri or similar, 1-inch margins, with all citations included on a reference list. Big project submissions should follow **APA guidelines** but are exempt from the APA prescription of inclusion of an abstract for the individual case assignment. Plagiarism will not be tolerated, and all works used in coursework must be cited in the body of the paper as well as in a reference page at the conclusion of each document. Cover page, reference, graphs, charts, etc....are not part of the page count. If you are not familiar with guidelines on plagiarism, see the instructor or download the guidelines in from the Purdue owl online website and review their sample paper.

APA Citation Information: <http://owl.english.purdue.edu/owl/>

(This site gives examples of how to format a paper in APA and provides examples. The case analysis and group paper must be done in APA form). It is suggested that you download the sample paper on this site and follow the guidelines. APA format means citing your sources within the body of the text as well as including a reference section. Any work not remitted under these parameters will receive a 0.

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

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

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails until final grade is received.
3. 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.
4. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 2 business days (Monday-Friday).
5. The instructor reserves the right to change the listed assignments and class schedule. Students will be given advance notice and an announcement will be posted to blackboard if the listing of course assignments changes. Students are expected to read all assignment instructions carefully before attempting the assignment.
6. All assignment submissions must be uploaded to Blackboard by the due date and time. If for some reason blackboard is not working you can email in the assignment until it can be loaded in Blackboard. (This ensures that your work is submitted).
7. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Class Attendance and Participation:

A vital part of every student's education is regular attendance of class meetings (for online class this means group meetings and online discussions). Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. You are also expected to participate in group projects. ***Team participation is required in order to pass the course.**

Students are responsible for the materials covered in class. The course covers a lot of material, and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and

visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

This is a capstone course and as such it is intensive and challenging, and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one hour of class period per week. On average expect to spend 4-8 hours per week on this course, which is the amount typically expected to succeed in a 3-credit hour college class. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

TENTATIVE CLASS SCHEDULE 4370-Fall 2024

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.

Please keep in mind that a traditional class meets twice a week. Therefore, each week’s assignments are the equivalent of 2 sessions. Assignments for each week, unless specified otherwise, will be due at the end of the week on Sunday before midnight. Please check the due dates, which are also listed in the content folder.

Week	Module	Course Topic/Activity	Chapter	Assignments
Week 1 Aug 26th	Module 1	<p>Session 1: Introduction to Strategic Management</p> <ul style="list-style-type: none"> • Overview of strategic management • Importance of strategic thinking and planning • Course expectations and structure 	Make sure you can access your e-book!	<ul style="list-style-type: none"> • Student Information Assignment • Class Ice Breaker Introduction Discussion “Two Truths and A Dream • Watch video: What is Strategic management and why is it important? (12 mins) • Watch video: The role of strategy in business (5 mins) • Read History of Strategy Article • Register for Simulation

				<ul style="list-style-type: none"> • Review Career Tips
Week 2 Sept 2nd	Module 2	<p>Session 2: Vision, Mission, and Objectives</p> <ul style="list-style-type: none"> • Defining vision, mission, and objectives • Role of vision and mission in guiding strategy • Setting SMART objectives 	Chapter 1, Introduction to Strategy & Strategic Management	<ul style="list-style-type: none"> • Watch videos: <ul style="list-style-type: none"> ○ Introduction to strategy and concepts ○ What is strategy ○ What's the difference between mission & vision • Mission & Vision Assignment • Watch video: Understanding competitive advantage • Reflection Assignment: Building a Competitive Advantage. • Team Assignment Discussion (online section please remit. In person, we will do it in class)
Week 3 Sept 9th	Module 3	<p>Session 3: External Environment Analysis</p> <ul style="list-style-type: none"> • PESTEL analysis • Porter's Five Forces model • Swot • Analyzing industry attractiveness 	Chapter 2, Analyzing the External Environment of the Firm	<ul style="list-style-type: none"> • Watch videos: <ul style="list-style-type: none"> • Michael Porter's 5 Forces • Pestel & SWOT • External Analysis (Porter's 5 Forces) Assignment Due • Case Study: Telsa • Personal SWOT Assignment

<p>Week 4 Sept 16th</p>	<p>Module 4</p>	<p>Session 4: Internal Environment Analysis</p> <ul style="list-style-type: none"> • Resource-based view (RBV) • VRIO framework • Core competencies and capabilities 	<p>Chapter 3, Assessing the Internal Environment of the Firm</p>	<ul style="list-style-type: none"> • Watch videos: <ul style="list-style-type: none"> • Resource Based View • How to do a VRIO analysis • Fortune 500 Analysis Assignment • Case Study: Proctor & Gamble • Group activity: Pick your team's company for the company analysis. • Simulation Practice Decision 1 Quiz (modules 1-4)
<p>Week 5 Sept 23rd</p>	<p>Module 5</p>	<p>Session 5: Strategic Formulation</p> <ul style="list-style-type: none"> • Types of Business-level strategies: Cost Leadership, Differentiation, Focus • Creating a competitive advantage 	<p>Chapter 4, Business-Level Strategy: Creating and Sustaining Competitive Advantages</p>	<p>Watch videos:</p> <ul style="list-style-type: none"> ○ Corporate vs business strategy” ○ How Apple Creates A Competitive Advantage • Business Level Strategy Assignment • Case Study Part 1: Business Level Strategy Netflix • Simulation Practice Decision 2 • Group activity: Formulating business-level strategies. (If in person section this assignment is

				due the day we meet. If online go to the discussion for participation)
Week 6 Sept 30th	Module 6	Session 6: Competitive Rivalry and Dynamics	Chapter 5, Competitive Rivalry & Competitive Dynamics	<ul style="list-style-type: none"> • Watch video “Michael Porter’s 4 Generic Strategies” • Competitive Strategic Action Assignment • Case Study: Nvidia • Simulation Decision 1 (game is reset) • Current Event Discussion Bonus
Week 7 Oct 7th	Module 7	Session 7: Corporate-Level Strategy <ul style="list-style-type: none"> • Understanding Diversification, vertical integration, and global expansion 	Chapter 6, Corporate-Level Strategy Understanding Diversification, vertical integration, and global expansion	<ul style="list-style-type: none"> • Case Study: Netflix Part 2 • Reflection Assignment • Simulation Practice Decision 2 • Group discussion: Advantages and disadvantages of diversification and vertical integration. (If in person section this assignment is due the day we meet. • (If online go to the discussion

				for participation).
Week 8 Oct 14th	Module 8	Session 8: Mergers & Acquisitions <ul style="list-style-type: none"> • Key considerations in mergers & acquisitions 	Chapter 7, Mergers & Acquisitions	<ul style="list-style-type: none"> • Watch video on “Mergers & acquisitions” • Merger & Acquisition Assignment • Case Study: Disney and 21st Century Fox • Simulation Decision 2 • Quiz 2 (modules 5-8)
Week 9 Oct 21st	Module 9	Session 9: Global Strategy <ul style="list-style-type: none"> • Strategies for competing in global markets • Cultural considerations in international strategy • Managing global operations • What is the value chain and how does it impact firm performance? 	Chapter 8, International Strategy: Creating Value in Global Markets	<ul style="list-style-type: none"> • Watch these videos: • Global Strategic management Video: • Entry Strategies • Value Chain • Case Study: Starbucks • Simulation Decision 3 • Value Chain Discussion • Group activity: Case Analysis Developing a Global Strategy (if in class section due the day we meet. If online go to the discussion) • Case Analysis Discussion Developing a Global Strategy (for online sections)

				post to discussion. In person be prepared in class).
Week 10 Oct 28th	Module 10	<p>Session 10: Cooperative Strategies</p> <ul style="list-style-type: none"> • Types and benefits of cooperative strategies (alliances, joint ventures, partnerships) • Benefits of Cooperative Strategies • Challenges of Cooperative Strategies 	Chapter 9 Cooperative Strategies	<ul style="list-style-type: none"> • Cooperative Strategy Assignment • Simulation Decision 4 • Hot Seat Discussion • Bonus Opportunity Assignment • Group Case Analysis: Formulating cooperative strategies for business growth (If in class section due the day we meet. If online go to the discussion) • Case Analysis Discussion Business Growth (for online sections post to discussion. In person be prepared in class).
Week 11 Nov 4th	Module 11	<p>Session 11: Strategic Control, Corporate Governance, and Ethical Decision Making</p> <ul style="list-style-type: none"> • Importance of strategic control and corporate governance • Risk Management • Importance of ethical decision making 	Chapter 10, Strategic Control and Corporate Governance	<ul style="list-style-type: none"> • Watch videos: • Corporate Governance • Agency Theory • Case Study: Unilever • Reflection Assignment • Simulation Decision 5

				<ul style="list-style-type: none"> • Navigating High Risk Countries Discussion • Corporate Governance & Ethics Discussion • Quiz 3 (modules 9-11)
Week 12 Nov 11th	Module 12	<p>Session 12: Creating Effective Organizational Structures and Cultures to Adapt to Change</p> <ul style="list-style-type: none"> • Types of organizational structures • How to create a good corporate culture • How to implement change management to adapt to dynamic markets 	Chapter 11, Creating Effective Organizational Designs	<ul style="list-style-type: none"> • Watch videos: • Organizational Structures • Corporate culture • Organizational Culture: • Corporate Culture • 5 Steps to Creating a Positive work Culture: • Change Management • Reflection Assignment • Org Culture Discussion • Group Company Presentations Due • Company Discussion (for online sections post to discussion. In person be prepared in class).
Week 13 Nov 18th	Module 13	<p>Session 13: Leadership Styles and Their Impact on Organizations</p> <ul style="list-style-type: none"> • Types of Leadership styles 		<ul style="list-style-type: none"> • Read the Most Overpaid CEOs of 2023 • Watch videos:

		<ul style="list-style-type: none"> • How leaders influence organizations • Developing your leadership style 	Chapter 12, Strategic Leadership: Creating a Learning Organization	<ul style="list-style-type: none"> ○ Interesting Leadership Link ○ Leadership Styles Explained • Leadership Assessment & Reflection Assignment • Case Study: Leadership • Simulation Decision 6 Final Round • Simulation Reflection • Leadership Discussion • Vote Best Company Presentation • Group Company Discussion (Finish up posting to presentations if you are in the online section)
<p>Week 14 Nov 25th (no in person class this week)</p> 	Module 14	<p>Session 14: The role of innovation, entrepreneurship, and CSR in modern business</p>	Chapter 13, Managing Innovation and Fostering Corporate Entrepreneurship *see PowerPoints	<p>Watch videos:</p> <ul style="list-style-type: none"> ○ What is CSR? ○ How to Come Up with Innovative Business Ideas ○ Entrepreneurial Mindset • Case Study: Integrating Innovation and CSR at GreenTech • Group activity: Developing a CSR strategy

				<p>for a hypothetical company (if in person due the day of class)</p> <ul style="list-style-type: none"> • Case CSR Discussion (for online sections post to discussion. In person be prepared in class). • Bonus Networking Activity
Week 15 Dec 2nd		<ul style="list-style-type: none"> • Wrap Up • Study Day Dec 6th 		<ul style="list-style-type: none"> • Team Company Written Report (Due 12/4) • Team Evaluations (Due 12/4) • End of Semester Reflection & Self Evaluation Assignment (Due 12/4) • Quiz 4 (modules 12-14) (Due 12/5)
Week 16 Dec 8th		<ul style="list-style-type: none"> • Final Exams Dec 8-13th 		

Activities are color coded:

*Black-Blackboard activities

*Orange-Discussion in Blackboard

*Red-Quizzes

*Purple- simulation game

*Green-Team activities

****Note that the dates and topics indicated above are only tentative and the specific topics and assignments may change throughout the semester. All changes to the syllabus will be announced in blackboard. **The instructor reserves the right to modify course schedule.**

****Remember to Always Review Your Notes & Make Connections!!**

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 located 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 and their instructors as soon as possible.

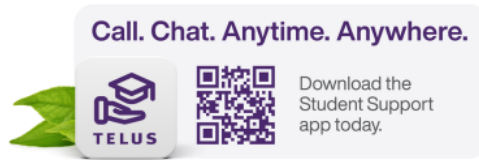
Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the *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 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 tamusa.edu/studentcounseling

Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').

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 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://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](#)) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

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 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 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, sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB

439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

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, gender identity, gender expression, 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, sexual orientation, 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 (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html>)

No Use of Generative AI Permitted

Mgmt 4370 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.

Important Dates:

August 26	First day of class
September 2	Labor Day Holiday
November 11	Last day to drop with an automatic “W”
November 19	Last day to drop a course or withdraw from the University
November 27	Study Day – No classes
November 28-30	Thanksgiving Holiday – No classes
December 5	Last day of classes
December 6	Study Day – No classes
December 7-13	Final exams

The complete academic calendar is available online:

<https://www.tamusa.edu/academics/academic-calendar/index.html>.