



DEPARTMENT OF MANAGEMENT AND MARKETING

MGMT 4370-605 STRATEGIC MANAGEMENT (Online)
Fall 2024

Instructor: Dr. Ozbek [Ph.D. in Strategic Management, M.S. in Business, M.B.A. in Business Administration, M.S. in Management Science, B.S. in Computer Engineering.]

Office number: Business Library Hall (BLH) 341-E

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Office hours: TTh 11 am-2 pm by appointment. [Let me know what day and time you would like to meet me including the topic you would like to discuss via email in advance.]

Virtual office hours: <https://tamusa.zoom.us/j/84148410644>

Class location & time: Online - Asynchronous.

*“There is nothing more important than our good health – that’s our principal capital asset.”,
Arlen Specter*

“Good companies will meet needs; great companies will create markets.”, Philip Kotler

Required e-textbook & online simulation:

- Dess, G. G., et al. 2023. **Strategic Management: Text & Cases**, 11th edition, McGraw-Hill. (You can register for the CONNECT “full” edition of this textbook via Blackboard; registration support video: <http://video.mhhe.com/watch/UZnyThhiZgbh3pKQFBiQUZ>). Any technical issues/questions should be directed to McGraw-Hill Connect Customer Service (800-331-5094 , 800-338-3987 or [Student Support | McGraw Hill \(mheducation.com\)](#) .)
- **Value Champion** Strategy Simulation by Harvard Business School Publishing: Your online registration is required (<https://hbsp.harvard.edu/import/1202156>). Any technical issues/questions should be directed to HBSP Customer Service (800-545-7685 or custserv@hbsp.harvard.edu). [Unless you make the full payment, your registration will not be completed.]

Our “ultimate” goal in this class is:





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- 1. Critically read and fully understand your syllabus from the first day of this semester.**
- 2. Purchase the CONNECT full version (not the trial version) of your McGrawHill textbook as well as your online HBSP simulation from day one of this semester.**
- 3. Create your own calendar listing all your assignments along with their due dates based on the "tentative" course schedule provided on pp. 9-10.**
- 4. Complete all your assignments in a timely manner, and do not procrastinate. This is one of the best ways to show the instructor how hardworking you are.**
- 5. The instructor does not accept late assignments; thus, please do not request reopening chapter quizzes/simulation rounds, etc.**
- 6. If you think you may need some extra time to complete an assignment, make sure to communicate your request/issue with the instructor prior to the deadline (not after).**
- 7. Only email the instructor from your "jaguar.tamusa.edu" email account, not via Blackboard.**
- 8. If you have any "special" situation that needs to be communicated with the instructor, you can schedule a meeting with him during his office hours to discuss it in detail (not in the email).**
- 9. While taking your exams, the instructor will use Proctorio provided by McGrawHill as a "security" tool; thus, it is completely your responsibility to make sure that your electronic device is compatible with this software. (While reviewing the CONNECT Orientation Videos in the first week of this semester, you will have an opportunity to test whether Proctorio works with your electronic device. Contact ITS & McGrawHill Tech Support for further assistance.)**
- 10. If you have any concerns about possible technical difficulties due to the quality of your electronic device, internet connection, etc., it may be a wise idea to take your exams on campus so that you can request immediate assistance from ITS whenever necessary.**
- 11. If you are experiencing any technical difficulties in registering for your online textbook and/or simulation, make sure to contact their customer services.**
- 12. The instructor does value professionalism, which is also considered "vital" important in the corporate world. Make sure to always use a professional tone during all your communications with him and all your classmates.**
- 13. Whatever your situation may be, make sure to always tell your instructor the truth by avoiding any sorts of false statements so that he will help you as best as he can.**
- 14. Make sure that your job schedule, family trips, travels, etc. do not conflict with your deadlines.**
- 15. Remember that the instructor makes all his decisions about your requests/questions based on this very principle of "FAIRNESS TO ALL STUDENTS!"**



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Course “catalog” description:

“This is a capstone course for graduating seniors majoring in business. The course integrates various analytic tools and processes involved in the formulation and implementation of strategic choices in organizational settings. Students will learn to integrate their functional knowledge and understanding of the business environment with the concepts and theories of strategic management to determine effective ways to resolve complex business problems.”

Strategic Management (*SM*) is a field of study that evaluates the overall performance of corporations. The underlying premise of strategy is that if an organization wants to be successful, both effective and efficient practices based on well-established theories will have to be formulated and implemented by top management team (TMT) members. Therefore, the focus in this *SM* course is on how to formulate and implement strategies at the both business-unit and corporate level. Since TMT members (a.k.a. executives) make very critical decisions in organizations, they are responsible for knowing everything in their business units/divisions including accounting, finance, business law, marketing, supply chain, human resources, etc. Thus, while taking this course, you may see some “familiar” topics from your previous classes so that you will refresh your knowledge prior to joining the workforce in addition to learning many distinct concepts and theories.

Main topics in this class include the following:

- The definitions of competitive advantage and strategic management,
- The analysis of both external and internal environments of the firm,
- The importance of both tangible and intangible resources of the firm including the resource-based view,
- Competitive dynamics within the firm including value creation process,
- Characteristics of (and differences between) business- and corporate-level strategies,
- Analyzing firm performance via financial ratios analyses,
- Understanding qualities of entrepreneurs along with entrepreneurial strategies,
- Main pillars of strategic control as well as the critical role of corporate governance.

Overall, this course will provide you with a great learning opportunity of critically analyzing organizations by using a strategic “lens”, developing strategic solutions to organizational problems, and being able to make better strategic decisions to improve your organization’s performance. As future top managers in organizations, you will find all these concepts fascinating via improving your *SM* perspective throughout this course. In general, this class is designed to be **challenging, fun, interesting, and require you to think.**



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Instructor's educational philosophy:

I view teaching as a partnership with my students. I take my responsibility very seriously to assist my students in learning. Now, I hold the assumption that *you're taking this course to learn and are fully motivated to develop yourself both personally and professionally*. In other words, I would like you to consider this capstone course your "biggest and perhaps the latest" opportunity to improve yourself prior to joining the corporate world. My job will be to assist you in your learning efforts as best as possible and your job will be to put all your effort as strong as possible. Having a positive mindset with the idea that "***I am ready and excited for learning new concepts in this class and do know that all this new information will help me improve myself in the field of strategic management***" is going to be the very first step for your success in this class. Studying your syllabus from the very first day and communicating with me timely throughout the semester are two other critical "pre-conditions" of your success. Please also keep in mind that **FAIRNESS and INTEGRITY** are the two main principles that I follow in all my classes. During this one-semester-long academic "journey", **I am always willing to help** based on these two very principles.

Course objectives:

1. Developing a strategic management orientation to *effectively analyze* broad and challenging organization-wide problems,
2. Developing managerial and organizational skills to *efficiently solve actual problems* that companies are experiencing during their business operations,
3. Developing a clear understanding of how your position, as a *prospective top executive*, relates to the overall performance of your organization by integrating business skills and knowledge that you have already developed or obtained,
4. Making you a *knowledgeable and confident "about-to-graduate" student* who will represent TAMUSA as best as possible in his/her future endeavors.

Student learning outcomes:

1. Listing key attributes of strategic management,
2. Explaining primary dimensions of external and internal environments of the firm,
3. Defining the concept of strategic competitiveness via resource-based view theory,
4. Assessing the firm performance via financial ratio calculations,
5. Explaining the role of human capital on organizational performance,
6. Distinguish between business-level and corporate-level strategies,
7. Explaining diversification modes as well as their distinct characteristics,
8. Listing key dimensions of entrepreneurial orientation,
9. Assessing the vital role of corporate governance for organizations.



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Course requirements:

- *Mid-term and final exams (20+30 points)*: Both exams are non-cumulative (unless stated otherwise by the instructor) and include true-false and multiple-choice questions. They will be taken online. Based on our “security” measures in online test-taking, you will not be able to go back to your previous questions; thus, before confirming your answers, make sure that it is your final answer. All questions are based on PowerPoint slides, required textbook, handouts, and any additional information provided by the instructor. **(See exam due dates on pp. 9-10.)**
- *Chapter quizzes (10x2.5 points)*: You will take a total of ten online quizzes for all assigned chapters. Your chapter slides are to be posted on the Blackboard. **(See chapter quiz due dates on pp. 9-10.)**
- *Reflection paper and presentation [R.P.P.] (5+5 points)*: In this paper, you will make three points to explain how our class will (has already) contribute(d) to your future success in the professional world. This is a three-full-page long, 1-in. all margins, 1.5-spacing paper to be submitted as a PDF file. While writing this paper, you may talk about some specific concepts/practices that you’ve learned in this class including their impacts on your professional career. Alternatively, you may explain why you have found strategic management important/interesting including some possible benefits in your professional life. In addition, you will make a two-minute-long presentation on your reflection paper by standing up without reading anything from anywhere. Assume that as a new hire of this Fortune 500 consulting company, you are explaining the critical importance of Strategic Management to its top management team; and you have been asked to stand up and not use any notes during your speech. Make sure to also remember that practicing at least twice prior to your actual video recording and then posting it on the Blackboard will be a wise idea. (If you need assistance with your videorecording and posting it, you will need to contact the IT department.) You may find the presentation evaluation rubric **on p. 16. (See R.P.P. due dates on pp. 9-10.)**
- *Homework assignments (5x2 points)*: There are two homework assignments, which are to be posted on the Blackboard. Your submissions will be done as PDF files on the same platform. **(See submission due dates on pp. 9-10.)**
- *Online simulation exercise (5 points)*: You will play a total of eight rounds including two competition and six practice rounds. The first two practice rounds followed by debriefs are to be played during our e-meeting. Your company performance results from the trial



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rounds will have no effect on your simulation grade. The grading scale is as follows: (See simulation due dates on pp. 9-10.)

- *Submitting decisions for each round: 0.5 pts. (a total of 4 pts.)*
- *Making profit in both competition rounds: 1 pt.*
- *Making profit in only one competition round: 0.5 pts. (no profit at all: 0)*

[IF YOU MISS YOUR DEADLINES IN THIS SIMULATION, THERE WILL BE NO MAKE-UP OPTIONS!]

Grading policy: Class grades will be decided based on the following: (Midterm letter grades will be decided solely based on your midterm exam grade.)

- Mid-term and final exams: **20+30**
- Reflection paper & presentation (R.P.P.): **5+5**
- Ten chapter-based quizzes: **10x2.5**
- Harvard online strategy simulation play and performance: **5**
- Homework assignments: **10**

A = 90–100 (a.k.a. “You rock” grade),
B = 80–89 (a.k.a. “Doing good” grade),
C = 70–79 (a.k.a. “Doing so-so” grade),
D = 60–69 (a.k.a. “Barely passing” grade),
F = 59 and below (a.k.a. “Danger zone” grade).

**None of your grades in this course will be rounded. Basically, you will see all your grades in decimals throughout the semester on the Blackboard and no rounding will occur. At the end of the semester, however, if your two-digit non-decimal final grade ends with number 9, you will be receiving a higher letter grade. For instance, if your final course grade is something between 79.0 and 79.9, you will receive a B grade instead of a C, which is a “practice” that I like to follow to further support the GPA of my students.)*

A VERY IMPORTANT REMINDER: This class is fully online and it totally requires your full attention and dedication.

Thus, if you want to be successful in this course, I will urge you to **TIMELY** read your textbook and study your course materials (chapter slides, handouts, and all other resources posted on the Blackboard) as well as complete all your assignments.

REGARDING YOUR ASSIGNMENTS: All McGrawHill-based online assignments (chapter quizzes and exams) can be found under the “Content” tab on the Blackboard whereas all other assignments (homework and R.P.P.) will be uploaded under the “Course content” tab on the Blackboard.



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OTHER IMPORTANT POLICIES:

Class attendance policy: In this fully online course, **your attendance will be checked by the instructor via the number of assignments you have completed.** More specifically, if you do not complete three or more consecutive assignments (e.g., chapter quizzes 3 and 4 as well as financial ratios homework), you will be dropped from the course immediately.

Assignment submission policy: All the assignments need to be submitted by the due date and time. Late work will not be accepted and will receive a zero grade unless you have a university-granted official excuse. On the other side, for instance, due to your “special” situation, if you have not been able to submit your assignment timely and are still interested in completing it, the instructor will assess your situation upon your request and may offer you a **“one-time” exception** to do so with a 20% of deduction of your grade.

Proper English policy: I recommend you get help and advice from the Writing Center (<https://www.tamusa.edu/student-resources/academic-success-center/writing-center/index.html>) before submitting your assignments. At this level of a course, grammar errors, typos, and unorganized sentence structures are not acceptable. In addition, you are required to use “proper” English. For instance, **instead of using “things” and “like”, you should use “factors” and “such as.”** Using this sort of informal language in your assignments will result in some deduction in your grade.

Make-up exam policy: There will be no make-up exams unless there is an emergency health situation documented by a doctor’s official letter, *or* the death of an immediate family (parent/ sibling/ grandparent) documented by a doctor’s official letter, *or* a special situation accepted by the University such as a participation in an authorized University activity, *or* a legal proceeding that requires your presence. In general, I strongly recommend you take your exam at its scheduled time. Please make sure to remember that it is your responsibility to arrange a time for the make-up exam and to ensure that an agreed upon time and date falls within the week of the original exam date.

Blackboard policy: I will post the course PowerPoint slides and any other supportive course materials as well as announcements or changes to the syllabus that may come up during the semester on this online educational platform. It is your responsibility to check it regularly to be informed of any changes or additional materials.

Communication policy: All your email communications with me should be via your “jaguar.tamusa.edu” email address. Since I do not monitor emails sent via Blackboard, please do not send me any messages there. Besides, make sure to **check your email at least once a day.**

Academic integrity violations policy: Simply put, scholastic dishonesty, which primarily includes cheating, plagiarism, and collusion, will not be tolerated in this course. In other words, I have a “zero tolerance” policy regarding any incidents related to academic integrity. All your work in this course must be your individual effort, which means that no collaboration is allowed for any assignments in this class. In particular, if I suspect that you have been assisted by another student to complete your work (individual assignments and/or exams) required for this course or you have aided another student to



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complete his/her work (individual assignments and/or exams) or you have used some information from a reference without citing it or you have used any unpermitted materials during the exam, you will earn a zero grade for that assignment and I will report the incident to *my Department Chair, my Dean, and the Office of Student Rights and Responsibilities* right away. In addition, you are required to go to <https://catalog.tamusa.edu/undergraduate/academic-policies-procedures/dishonesty/> and read it very carefully. And finally, **you are not allowed to use/cite any papers provided by “essay writing/selling” and/or “presentation providing” companies in any of your assignments** (e.g., www.ukessays.com, www.slideshare.net, www.essay48.com, www.essaypro.com, etc.). Using these sorts of “references” will make your work invalid, which means earning a zero grade, and be considered PLAGIARISM!

Artificial Intelligence (AI) Policy: [**No Use of Generative AI Permitted**] MGMT 4370 assumes that all work submitted by students will be generated by the students themselves. (In this course, there is no assignment that requires group work.) Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person/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.

Questions about your grades: Remember that my hope is to see you earn the highest possible grade for an assignment/ exam based on the quality of work that you’ve provided. If you feel that I have made a mistake in grading any of your exams/ assignments, please do the following before talking to me: Carefully review your assignment or examination and look for the correct answer in your textbook and PowerPoint slides; compare them with your response; write down what you think the error is; and make an appointment to meet with me and then we will review the assignment or exam together. If I agree that there is a mistake, your grade will be happily adjusted; however, reviewing your work does not guarantee a grade adjustment.

Other general university policies: They can be seen at the end of this syllabus (pp. 11-15).

All written assignments must be submitted as PDF files.

If you have any concerns/ issues about anything related to this class, the most effective and efficient way to resolve them will be via directly communicating with your instructor in a professional and timely manner.

Regarding the Value Champion simulation, the “top” three performers based on their cumulative profit in both competition rounds will be recognized via *Certificate of Achievement*.



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TENTATIVE 4370 Course Schedule (*)

DATES	CHAPTER	TOPIC	ASSIGNMENTS DUE
Aug 27	Welcome to MGMT 4370!	Introduction to syllabus and administrative matters	We will meet at noon via Zoom to discuss your syllabus (**) Connect Orientation Videos review due midnight Aug 29
Aug 27-Sep 2	Chapter 1	SM: Creating competitive advantages	Chapter-1 Smartbook quiz due midnight on Sep 2
Sep 3-9	Chapter 2	Analyzing external environment of the firm	Chapter-2 Smartbook quiz due midnight on Sep 9
Sep 10-16	Chapter 3	Analyzing internal environment of the firm	Chapter-3 Smartbook quiz due midnight on Sep 16
Sep 17-23	Chapter 4	Recognizing a firm's intellectual assets	Chapter-4 Smartbook quiz due midnight on Sep 23 Simulation registrations due midnight Sep 20
Sep 24-26	FINANCIAL RATIOS HW	Calculating company performance via using financial ratios	FINANCIAL RATIOS homework due midnight on Sep 26
Sep 27-30	HUMAN CAPITAL HW	Analyzing a video by Mark Murphy in the context of human capital	HUMAN CAPITAL homework due midnight on Sep 30
Oct 1	Midterm Exam	Midterm exam (50 minutes)	Midterm exam due between 6am & 10pm
Oct 8-14	Chapter 5	Business-level strategy	Chapter-5a Smartbook quiz due midnight on Oct 14
Oct 15-21	Chapter 5 (cont.)	Business-level strategy	Chapter-5b Smartbook quiz & Simulation tutorial reviews due midnight on Oct 21 (nothing to submit for this)
Oct 22-28	HBSP Simulation	Value Champion strategy simulation (NOTE: For each set of two runs, you will be playing the same runs of 1 & 2. For instance, 3 rd and 4 th runs refer to the second play of runs 1 and 2.)	Simulation_1 st and 2 nd trial runs due Oct 22 [We will meet via Zoom at noon to play both trial rounds in class (**)] Simulation_3 rd and 4 th trial runs due Oct 24 @ midnight Simulation_5 th and 6 th trial runs due Oct 26 @ midnight

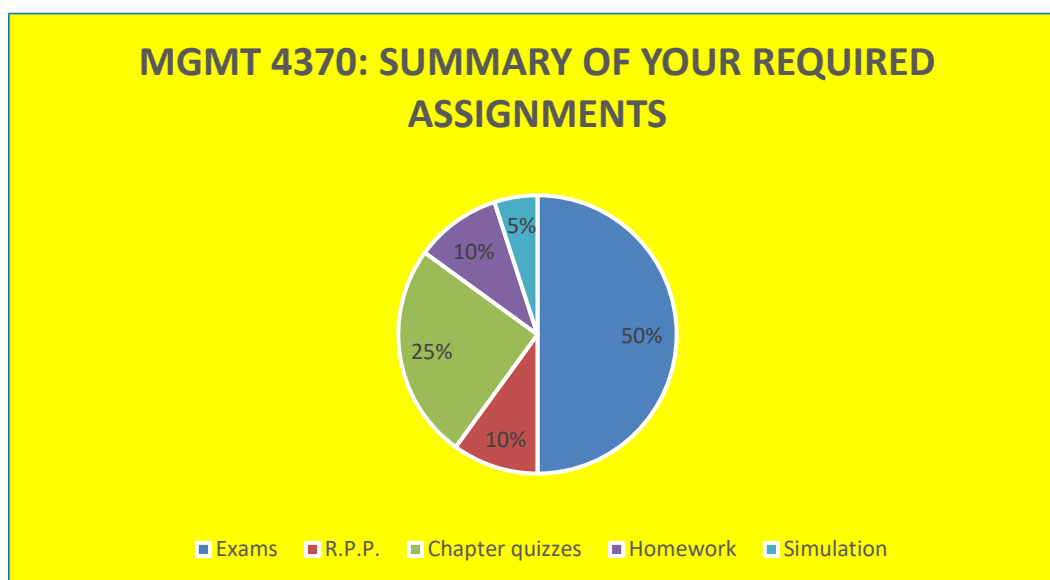


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			Simulation_both competition runs due Oct 28 @ midnight
Oct 29-Nov 4	Chapter 6	Corporate-level strategy	Chapter-6a Smartbook quiz due midnight on Nov 4
Nov 5-11	Chapter 6 (cont.)	Corporate-level strategy	Chapter-6b Smartbook quiz due midnight on Nov 11
Nov 12-18	Chapter 8	Entrepreneurial strategy	Chapter-8 Smartbook quiz due midnight on Nov 18
Nov 19-25	Chapter 9	Strategic control and corporate governance	Chapter-9 Smartbook quiz due midnight on Nov 25
Nov 26	R.P.P. final edits	Email your R.P.P. clarification questions to the instructor	R.P.P. clarification questions due
Dec 3	R.P.P.	Reflection papers & presentations	R.P.P. due midnight
Dec 10	Final exam	Final exam (70 minutes)	Final exam due between 6am & 10pm

(*) The instructor **reserves the right to make any changes** to this calendar (as well as syllabus) when necessary, to better serve the educational needs of MGMT 4370 students.

(**) None of the Zoom meetings are mandatory, but very strongly recommended. If you are unable to attend, however, you will be required to watch the Zoom video recording sent by the instructor.



Librarian to contact: You should feel free to contact the business librarian Ms. Rachel Pecotte (rachel.pecotte@tamusa.edu) if you need any assistance in finding course-related resources and/or materials to complete your assignments successfully.



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APPENDIX

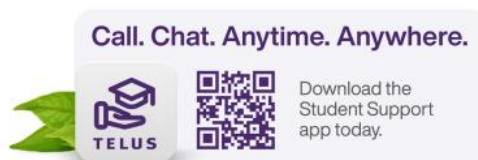
IMPORTANT UNIVERSITY POLICIES AND RESOURCES

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



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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.



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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



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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.



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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>).

AI policy: No Use of Generative AI Permitted

MGMT 4331 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>.



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--- Reflection Paper Presentation Evaluation Rubric ---

Questions	Max. scores
Clarity and comprehensiveness of the presentation (e.g., introduction of your three talking points, equal time distribution among your points, conclusion)	2.5
Fluency of the presenter's speech (e.g., not reading it from anywhere, not making frequent pauses)	1.0
Standing up during the presentation (Note: If you are unable to stand up due to some medical condition, you will have to inform me via email in advance) as well as enthusiasm and positivity of the presenter showing his/her proudness of the work completed (e.g., showing a smiley face full of excitement)	0.5
Eye contact with the "audience" and using the body language (Note: Make sure to stand from your camera at an appropriate distance that your body language can be clearly observed)	0.5
Timing (2 mins: +/- 15 secs OK)	0.5
TOTAL POINTS (Note: If your presentation is either longer than 2.5 minutes or shorter than 1.5 minutes, there will be an additional 1-pt. deduction.)	5