



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 4370.605 Strategic Management
Department of Management and Marketing, College of Business

Course Syllabus

Class Meeting Time:	Asynchronous
Class Meeting Place:	Blackboard
Class Duration:	August 25, 2025 – December 12, 2025
Instructor:	Dr. Douglas H. Carter Office: BLH 441 N - and online. Tel: 210-784-2712 – please don't leave messages. You will get much faster reply by using email. E-Mail: dhcarter@tamusa.edu Student emails will receive a reply within two business days.
Course Website:	https://tamusa.blackboard.com/
Office Hours:	Office hours: Mondays 2-4:00 PM, Tuesdays 2-5pm Wednesdays 2-4pm and by appointment on Thursdays and Fridays.

Syllabus last updated 02 September 2025

Catalog Course Description: Domestic and international strategic planning using case studies and simulation.

Course Objectives: This course will introduce students to the concept of strategic management. Among the major topics in this class, we will discuss the history and evolution of strategy and strategic management, the necessity of continued, rigorous environmental analysis, top management team decision-making and strategy making, corporate social responsibility, ethics, globalization, competitive advantage, and global competitiveness.

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.

This course has historically been referred to as “business policy” and its original purpose was to help the student “integrate” the knowledge he/she had developed in other courses in the Business Administration Program. Business Policy traditionally had little content of its own. In recent years, however, it has become increasingly apparent that general managers (including top executives) not only apply knowledge from a wide variety of functional areas (e.g., accounting, marketing, finance) but also perform activities that require knowledge and skills not addressed in those areas. It has become acknowledged, therefore, that

there is a unique body of knowledge that is not taught in functional courses and that should be taught in a course such as this. Topics such as the nature of managerial work, strategy formulation, strategy implementation, organization design, managerial ethics, and recognition of stakeholder concerns are examples. In addition, the development/refinement of skills in oral and written communication, and the ability to conceptualize and integrate ideas and information are important objectives of this course.

Strategy

“Strategy is the great work of the organization. In situations of life or death, it is the Tao of survival or extinction. Its study cannot be neglected.”

• Sun Tzu, *The Art of War*

Strategy is a very old concept that dates back to the very earliest organizations, whether those organizations were hunting parties or nation-states. The first strategy scholar was probably Sun Tzu who wrote *The Art of War* somewhere around the beginning of the 5th Century B.C.

At the time of Sun Tzu, strategy literally meant the difference between life and death. Today, it means the difference between the survival and failure of the organization.

Every organization (and every one of you) must answer two questions:

1. Where do we want to be?
2. How will we get there?

In terms of competition, every organization has really only two choices (1) Do it better (cheaper, more efficiently, etc.), or (2) Do it differently; but there are an incredible number of variations that may be applied to implement those choices.

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

1. Demonstrate an understanding of the strategic management process.
2. Demonstrate an understanding of the reasons why some companies are successful, and others fail.
3. Demonstrate an ability to integrate the business skills you have already developed and knowledge you have obtained. Much of this course is structured to stimulate the job that many of you will have in the future – a staff manager responsible for helping to develop recommendations on the strategic issues that face your organization.
 - a. Demonstrate skill in understanding, and knowledge to solve actual problems that are being experienced by today’s organizations.
 - b. Demonstrate an ability to apply problem solving and analysis skills to assess/describe relevant business environment conditions: political/legal, demographic, economic and competitors (both domestic and global).

- c. Demonstrate an ability to apply problem solving and analysis skills to assess/describe key internal business functions: management (including culture & mission), marketing, operation/production, R&D, IT and finance/accounting.
 - d. Demonstrate an ability to integrate in a critical and reflective manner management theory/concepts learned in the undergraduate program to solve complex and challenging managerial problems.
4. Demonstrate an awareness of the manner in which an organization can address the issues of social responsibility.
 5. Demonstrate an ability to use teamwork skills to facilitate the accomplishment of group goals similar to those found in business organizations.
 6. Demonstrate an ability to use business communication skills to present written reports.

By the end of this course, you should be able to (1) analyze a given business situation, (2) identify the significant problems or issues, and (3) propose and justify explicit solutions that are realistic, effective, and efficient.

Achieving the Objectives

You will be required to complete four (4) activities in order to achieve the identified objectives as follows:

1. Study and demonstrate understanding of each of the Ten (10) chapter readings. You should note that a significant portion of the total effort in this course will be directed toward a competitive strategy computer simulation that will utilize all of these chapters, along with everything else that you have studied in your business education. (Individual Assignments)

2. Online McGraw-Hill *Connect* © assignments, including a chapter quiz over each chapter. These assignments and quizzes are designed to help you master the complicated subject matter in this strategy capstone class. (Individual Assignments)

3. Complete a strategy analysis/research paper utilizing artificial intelligence, as well as traditional research tools. Specifications for this paper will be posted in Blackboard at the appropriate time. (Team Assignment)

4. You will compete with the other students in this class in an online strategy simulation. All students **must register online for the BSG simulation. All additional details on the simulation can be found on the Blackboard “Course Content” link, and at: <http://www.bsg-online.com/>. The strategy simulation will consist of Two “practice” rounds, and Eight (8) regular rounds that will become part of your grade. The simulation is a team-based project. (Team Assignments)**

- a. Additionally, you will take two quizzes over the BSG Strategy Simulation. Each quiz will become a part of your grade in this class. **(Individual Assignments)**
- b. There is also a comprehensive examination (really a third quiz) in BSG. **(Individual Assignments)**

- c. Complete a set of “Peer Evaluations” **(Individual Assignments)**
 - d. The two quizzes and the comprehensive examination are individual assignments.
- 4. Complete an individual “Reflection Paper” over the class meeting each week.
 - 5. Complete three assignments, based on the Reflection Papers utilizing Artificial Intelligence (AI) tools, such as Claude or ChatGPT.
 - 6. As a member of your BSG team, prepare a written “Annual Report to Shareholders.” Specifications for this paper will be posted in Blackboard at the appropriate time. **(Team Assignment)**

AACSB Assessment:

The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

COVID-19:

Due to the current pandemic environment, all university personnel (faculty, students and staff, etc) are required to adhere to mandated procedures and guidelines as communicated through university communications. Please see addendum at end of syllabus for more information.

Required Materials:

- **Textbook:** *Strategic Management: Text & Cases*, 11th Edition, by Gregory Dess, Gerry McNamara, Alan B. Eisner, and Seung-Hyun Lee.
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have PowerPoint [lecture] slides, multimedia materials and other supplementary materials in Blackboard.
 - All class communications will be through Blackboard and students should monitor this several times a day.
 - Midterm and Final Examinations will be administered in Blackboard
- **Software:** You will be required to use BSG Strategy Simulation Game (McGraw-Hill) for the strategy simulation, and related assignments – which will constitute a significant portion of your course grade.
- **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.
- **Time Expectation for coursework:** You are expected to spend 4-8 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignment/exams are due.

Other Recommended / Reading Materials:

I strongly encourage you to read the Wall Street Journal, The Economist, (Bloomberg) Business Week and other business publications.

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 on Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
5. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will **not** be granted for lack of availability of internet connections.
6. Students should remember that online and hybrid courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.
7. For online synchronous courses, there will be online class sessions as indicated. Students are expected to attend the online session at the given time. If a student is unable to attend a session, instructor ***may*** make the recording of the session available for the student to view. All materials will be made available through Blackboard or through online links.

Grading Policy:

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

Connect Orientation Video	50
Smart Book 2.0 Student Overview	50
Smart Book Chapter Assignments (9@ 50 Points each)	450
Chapter Assessment (Quiz) (9@ 100 points each)	900
BSG Quizzes (2 @ 100 Points each)	200
BSG Strategy Simulation	300
BSG Comprehensive Final	50
Annual Report to Shareholders (Written)	200
Three-Year Strategic Plan (in BSG) (2 @ 100 points each)	200
Class Meeting Reflection Papers (12@ 50 points each)	600
Artificial Intelligence (AI) Assignments (2 @ 50 Points each)	100
Peer Evaluations (2 @ 50 points each)	100
Strategy Research/Analysis Paper (1 @ 200 points each)	200
Total Points	3400 (100%)

- ✓ Extra Credit Opportunity **may** be provided at the discretion of the instructor.

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

Examinations and Quizzes:

All examinations or quizzes in this class will be through McGraw-Hill Connect and BSG.

Assignments/ Research papers:

There will be multiple assignments in this class. In addition to the quantitative assignments in McGraw-Hill “Connect, you will also write weekly Reflections Papers (including two using AI), and, as part of a team, write one strategy research/analysis paper using both AI and traditional research tools. Once the BSG Strategy Simulation begins, there will be weekly decision rounds, which may take several hours each. Additionally, there is one (1) assigned Three-Year-Strategic Plan. Finally, you will need to complete a comprehensive “Annual Report” to the Shareholders of your Company.

Online individual / Group Activities: Each week you will have a variety of homework assignments that highlight various topics and learning styles in each chapter. You will have seven days to cover these assignments. At the end of each week, these assignments will be closed, and another set of homework assignments will be opened. Additionally, you should recognize that there will be two Peer Evaluations that may be used to adjust the individual score versus the team score. Note: There is a 50-point penalty for failure to complete each peer evaluation.

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 extraordinary 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: Modify based on your course. Brief description of expected class conduct. May link to Student Handbook or Student Code of Conduct policies 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. Attendance may be taken by an appropriate method by the instructor.
2. It is the students’ responsibility to obtain and be able to use the required materials and software for this class.
3. Students 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 till final grade is received.
4. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
5. Using computers or phones (except for a valid urgent need) during class for a purpose not related to class is disruptive. All cell phones and gadgets should be turned OFF.

6. 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.
7. 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 student e-mail messages and voice messages within 2 business days (Monday-Friday).
8. All assignment submissions must be uploaded as instructed by the due date and time. Submission window may close or be marked late, even if it is 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 face-to-face/hybrid classes/online synchronous classes). Any absences tend to lower the quality of a student's work, and frequent or persistent absences may result in a failing grade. 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.

The course 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. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

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 extraordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide documentation either before or within a few days of the missed assignment/quiz/exam.

Fall 2024 MGMT 4370 Class Schedule

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.

Week of:	Chapter/Activity
----------	------------------

08/25-08/31	Introduction to course. Discussion of "Why Strategy Matters" Discussion of Artificial Intelligence (AI) in the current business environment. Discussion of Paradigms and Critical Thinking.
09/01-09/07	Chapter 1: Chapter <i>Strategic Management: Creating Competitive Advantages</i> .
09/08-09/14	Discussion: Chapter 2: <i>Analyzing the External Environment & Industry Analysis</i> Discussion: BSG Simulation
09/16 – 09/21	Discussion: Chapter 3- <i>Assessing the Internal Environment of the Firm</i>
09/23 – 09/28	Discussion: Chapter 4- <i>Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources</i>
09/29 – 10/05	Discussion: Finish Chapter 4 AI Paper Class Meeting
10/06 – 10/12	Discussion: Chapter 5: Business-Level Strategy: Creating and Sustaining Competitive Advantages.
10/13 – 10/19	Chapter 6: <i>Corporate-Level Strategy: Creating Value through Diversification</i> .
10/20 – 10/26	Discussion: (Begin) Chapter 7: <i>International Strategy: Creating Value in Global Markets</i>
10/27 – 11/02	Discussion: Finish Chapter 7 AI Paper Class Meeting
11/03 -11/09	Discussion: Chapter 8: <i>Entrepreneurial Strategy and Competitive Dynamics</i>
11/10 – 11/16	Discussion: Finish Chapter 8 AI Paper Class Meeting
11/17 – 11/23	Discussion Chapter 11: <i>Strategic Leadership: Creating a Learning Organization and an Ethical Organization</i>
11/24 – 11/30	Discussion: Finish Chapter 11
12/01 – 12/05	Class Wrap-Up Meeting*
12/12	Annual Report to Shareholders DUE

University Policies:

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.

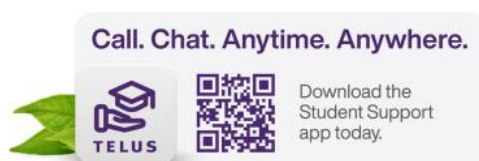
Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a

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>).

Broader Use of Generative AI Permitted Within Guidelines

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

NOTE: Guidance for how to cite AI-generators, like ChatGPT, can be found here <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

Important Dates:

Fall 2025 Regular 16-Week Session

August 25 First day of class

September 1 - Labor Day Holiday – No classes

September 10 - Census Date

November 14 Last day to drop with an automatic “W”

November 25 Last day to withdraw from the University

November 26 Study Day – No classes

November 27-29 Thanksgiving Holiday – No classes ‘

December 4 - Last day of classes

December 5 - Study Day – No classes

December 6-12 Final exams

December 16 Commencement

The complete academic calendar is available online: <https://www.tamusa.edu/academics/academic-calendar/index.html>