



TEXAS A&M UNIVERSITY
SAN ANTONIO

MGMT 5335-601, CRN 12841, Advanced Strategic Management, Fall 2025

Department of Management & Marketing, College of Business

Course Syllabus

Class Meeting Time & Place: Online Asynchronous

Class Duration: 8/25/2025-12/12/2025

Instructor Contact Information: Stephanie Black, Ph.D., Assistant Professor

Office phone: 210-784-2555

Office: BLH 341 M

E-mail: sblack@tamusa.edu

STUDENT HOURS

Monday–Friday, 10:00 AM–4:00 PM (in person or virtually, by appointment).

If these hours are not convenient, please let me know, and I will do my best to accommodate you. To ensure a dedicated time slot, please make an appointment.

I also welcome students to schedule a personal chat—not just for class-related questions, but also so I can get to know you better and support your academic and career goals.

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

CATALOG COURSE DESCRIPTION

A capstone course with a focus on the integrative and multi-functional nature of strategic decision making in business organizations including coverage of contemporary problems and trends in the business environment. To be taken in the last semester of a student's MBA program. Prerequisite(s): 24 hours of graduate business courses or final semester of graduate study.

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COURSE OBJECTIVES

Students will:

- Develop an understanding of strategic decision-making models and tools.
- Apply strategic analysis to real-world business situations.
- Integrate cross-functional knowledge to make informed managerial decisions.

STUDENT LEARNING OUTCOMES

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

1. Demonstrate comprehensive understanding of the strategic management process.
2. Apply strategic problem-solving and analysis skills to generate business decisions.
3. Integrate management theories and concepts critically to address complex managerial challenges.
4. Recognize and evaluate how organizations address social responsibility and ethical considerations.
5. Communicate effectively through professional written reports and oral presentations.

AACSB ASSESSMENT

The College of Business received AACSB accreditation in Spring 2023. Student performance in this course may contribute to program-level outcome assessments. Students are expected to maintain high standards of rigor and demonstrate mastery of the course outcomes.

REQUIRED MATERIALS

Textbooks (Optional): Students without prior exposure to strategy or business decision-making courses are encouraged to consult one or more of the following:

- *Foundations of Strategy* by Robert M. Grant & Judith J. Jordan, Wiley.
- *Strategic Management: Concepts and Cases: Competitiveness and Globalization* by Michael A. Hitt & Duane Ireland, 13th edition.
- *Strategic Management* by Dess, McNamara, Eisner & Lee.
- *Strategic Management and Competitive Advantage* by Barney & Hesterly.
- *Strategic Management: Competitiveness & Globalization* by Hitt, Ireland & Hoskisson.

Required Cases & Articles:

Harvard Business School cases and articles will be provided through Blackboard. Access is granted for six months from purchase. Students are responsible for registration and technical support through Harvard Business Publishing (1-800-810-8858 or techhelp@hbsp.harvard.edu).
Harvard Coursepack: <https://hbsp.harvard.edu/import/1320758>

Simulation: Students will purchase a simulation through the Harvard site as well.

Supplemental Materials:

Students are encouraged to subscribe to at least one business publication (e.g., *Wall Street Journal*, *The Economist*, *Bloomberg Businessweek*) to stay informed about current business trends.

Additional readings may be provided through class handouts or Blackboard.

COURSE REQUIREMENTS

1. **Blackboard Access:** All course materials, announcements, and communications will be posted on Blackboard. Students are expected to monitor Blackboard daily.
2. **Time Commitment:** This is a 16-week, 3-credit-hour asynchronous course requiring approximately 10 hours per week. Deadlines must be followed; this is not a self-paced course.
3. **Participation:** Students are expected to actively engage in discussions and team projects. Absences require proactive communication with the instructor.

4. **Assignment Submission:** Students are responsible for ensuring timely and correct submission of all assignments.
5. **Exams:** Exams may be proctored on-campus or online using approved proctoring software. Students must schedule exams in advance.
6. **Communication:** Include “Mgmt 5335” in the subject line of all emails. Professional tone and full identification are required. The instructor will respond within 1 working day; if no response is received within 72 hours, follow up is required.
7. **Software & Hardware:** Microsoft Office is required. Students need a reliable computer and internet connection. Microphone and speakers/headphones are optional.
8. **Use of AI Tools:** Any use of generative AI (e.g., ChatGPT, Bard, Gemini) must include full disclosure in an appendix, with proper citations. Unauthorized use is considered academic dishonesty.
9. **Ground Rules:**
 - Complete readings and assignments on time.
 - Participate respectfully and reflectively in discussions.
 - Agree to disagree and provide constructive feedback.
 - Engage fully and enjoy the learning experience.

GRADING POLICY

Test	Weighting
Final Exam	10% total
Individual Contribution	60% total
Discussion, Assignments, Cases, Quizzes	55%
Simulation	5%
Group Contribution	30%total
Company Presentation	5%
Group Paper	20%
<u>Group Case Study Presentation</u>	<u>5%</u>
Total	100%

Grade Scale:

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

Make-up and Late Assignment/Exam Policy

- **Assignments:** Late submissions accepted only under extraordinary circumstances; up to 20% deduction per day late.
- **Exams:** Make-ups allowed only for extenuating circumstances with advance notice. Students are responsible for requesting make-ups via Blackboard.

- **Proctored Exams:** Students may schedule remote proctored exams through Examity or on-campus testing facilities. All students must follow technical and scheduling requirements.
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EXERCISES & CASES

Each week, you will:

- Complete assigned readings
- Listen to a lecture
- Engage in a case study or related activity

Preparation is key. You are expected to read the assigned materials and watch the lecture **before** working on the case. This ensures you can contribute meaningfully to the discussion. As this is an online class, discussions will be done in the Blackboard discussion forums.

Case Leadership

- Some cases will be led by the instructor; others by student teams.
- In team-led cases, your group will:
 - Summarize key points
 - Answer guiding questions from the instructor
 - Pose an additional discussion question for the online forum

Cases focus on **strategic decision-making** and applying concepts to real-world business challenges. Information may be incomplete or ambiguous—just like in real life. Your task is to analyze what’s available, make reasonable assumptions, and recommend a course of action.

Strong case analyses should integrate:

- Assigned readings
- Class discussions
- Prior coursework & professional experience
- Independent research & critical thinking

There may not be a single “correct” answer—what matters is **your reasoning, evidence, and decision-making process**. Debate and differing viewpoints are encouraged.

Case Discussion Process

We will approach each case through four stages:

1. **Assessment** – Identify the main issue, review financials, clarify current strategy and business model.
 2. **Analysis** – Apply relevant tools, concepts, and frameworks.
 3. **Action** – Present options, select a recommendation, and outline implementation steps.
 4. **Appreciation** – Reflect on lessons learned and open questions.
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INDIVIDUAL CLASS CONTRIBUTION

Your contribution is guided by the **4 Ps**:

- **Preparation** – Complete readings, prepare a written case outline.
- **Presence** – Attend all sessions. (Participate online for asynchronous class)
- **Promptness** – Arrive on time. (Participate online for asynchronous class)
- **Participation** – Engage actively and constructively.

*As this is an online class, it is expected that students participate as much as possible in the discussion and with your group activities.

High-quality participation means:

- Linking analysis to course concepts
- Asking thoughtful questions
- Building on others' ideas respectfully
- Offering relevant facts, examples, or experiences
- Encouraging contributions from others
- **Quality matters more than quantity.**

GROUP ACTIVITIES

1. Group Case Facilitation

Each team will lead one assigned case discussion (30 minutes total, including Q&A).

Purpose:

- Deepen understanding of strategy through active analysis
- Build discussion facilitation skills
- Practice thinking on your feet

Requirements:

- Begin with a **2-minute compelling story** to frame the case
- Connect key themes (e.g., sustainability, innovation, corporate governance, global strategy)
- Present **three alternative recommendations**—do not choose one
- Include charts, trends, and data with citations
- Engage class members (presentation, Q&A, or activities)
- Submit slides **1 day prior** to the session
- Avoid “divide and conquer” silos and present as a unified team

Evaluation Criteria:

- Organization & flow
- Depth of analysis
- Quality of evidence
- Critical thinking & big-picture understanding
- Creativity & engagement
- Integration of course themes
- Visual design quality
- Lessons learned
- Q&A effectiveness

2. Group Project: Company Research Paper & Presentation

Each group will research an assigned **global company** and deliver:

- A written report
- A recorded formal presentation (as consultants to the Board of Directors)

Purpose:

- Apply strategic frameworks to a real-world company
- Analyze from country, industry, and firm levels
- Strengthen professional research, writing, and presentation skills

Requirements:

- Research company background, strategy, and global operations
- Conduct country & industry analysis

- Address global themes: sustainability, technology, innovation, entrepreneurship, public policy
- Present **three strategic options** (no single recommendation)
- Incorporate relevant course material
- Equal participation from all members
- Non-participation = course failure

PAPER SUBMISSION GUIDELINES

- Double-spaced, 12-pt font (Times New Roman or Calibri), 1-inch margins
- APA 7th edition format for in-text citations & references, which includes dois
- No abstract required for individual cases
- Cover page, charts, and references are not counted toward page length
- Plagiarism will result in a zero—cite all sources
- APA resources: [Purdue OWL](#)

CLASS CONDUCT AND CIVILITY CODE

Assignments And Class Schedule:

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.

TENTATIVE CLASS SCHEDULE FALL 2025

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.

Date	Assigned Readings	Homework & Topic of Discussion
8/25 Week 1	<p>Article: Porter, M. E. (1996). <i>What Is Strategy?</i> Harvard Business Review. In HBR's 10 Must Reads.</p> <p>Article: Casadesus-Masanell, R. (2014). <i>Strategy Reading: Introduction to Strategy</i>. HBR.</p> <p>Article: <i>History of Strategy</i>.</p> <p>Activity: Case analysis workshop</p>	<p>Course Introduction & Strategy Refresher</p> <ul style="list-style-type: none"> • Review Syllabus • Introduction Ice Breaker Discussion Assignment • Lecture:, What is Strategy and why is it important? Strategic thinking at the MBA level, overview of course, case analysis best practices. • Team Assignments
Sept 1 Week 2	<p>Article: Porter., M. (2008). <i>The Five Competitive Forces That Shape Strategy</i>. (24 pgs). In HBRs 10 Must Reads.</p>	<p>External Environment & Industry Analysis</p> <ul style="list-style-type: none"> • Lecture: Strategy Development, Porter's Five Forces, PESTEL, Industry Lifecycle. • Case 1: <i>Netflix, Inc. 2023</i> (HBS)

	<p>Article: Casadesus-Masanell (2014). <i>Strategy Reading: Industry Analysis</i>. HBR.</p> <p>Article: Pangarkar, N. & Prabhudesai, R. (2025). Using Porter's 5 Forces Analysis to Drive Strategy.</p>	<ul style="list-style-type: none"> Activity on Reading-Industry Analysis on Porter's 5 Forces
Sept 8 Week 3	<p>Article: Barney, J. (1991). <i>Firm Resources and Sustained Competitive Advantage</i>. Journal of Management.</p> <p>Article: Oberholzer-Gee, F. (2016). <i>Strategy Reading: Sustaining Competitive Advantage</i>. HBR</p> <p>Article: Collis, D. J., & Montgomery, C. A. (2008). <i>Competing on Resources</i>. HBR. (20 pgs)</p>	<p>Internal Analysis & Competitive Advantage</p> <ul style="list-style-type: none"> Lecture: Resource-Based View (RBV), VRIO, core competencies. Case 2: <i>Apple Inc. in 2023—sustaining competitive advantage</i>. HBS. Personal SWOT Analysis Assignment Online Discussion: Internal Analysis & Competitive Advantage
Sept 15 Week 4	<p>Article: McGrath, R. & McGrath, R. (2013). <i>Transient Advantage</i>. HBR</p> <p>Article: Nanda, A. (2021). <i>Crafting Strategy</i>. HBR.</p> <p>Article: Anand, B, & Collis, D. (2014). <i>Why Multibusiness Strategies Fail and How to Make Them Succeed</i>. HBR</p>	<p>Business-Level Strategy</p> <ul style="list-style-type: none"> Lecture: Cost leadership, differentiation, focus strategies. Case 3: <i>Nestle Health Science: Building a healthy future towards 2030 (2025)</i>. HBS Team 5: moderates this case, does an internal analysis on this Swiss company, and an industry analysis on health and wellness industry. Business Strategy Discussion
Sept 22 Week 5	<p>Article: Martin, R. (2017). <i>Strategic Choices Need to Be Made Simultaneously, Not Sequentially</i>. HBR.</p> <p>Article: Collins, J., Porras, J. (1996). <i>Building Your Company's Vision</i>. HBR</p> <p>Article: Van Den Steen, E. (2022). <i>Creating and Sustaining Competitive Advantage</i>. HBR</p>	<p>Corporate-Level Strategy</p> <ul style="list-style-type: none"> Lecture: Diversification, synergy, portfolio management. Case 4: <i>Responding to Aggressive Competition Huawei's entry in the Networking Equipment Industry (2024)</i>. HBC. Team 3: moderates this case, does an internal analysis on this Chinese company and an industry analysis on the information and communications technology industry. Activity on Reading-reflection
Sept 29 Week 6	<p>Article: Eccles, R, Lanes, K, & Wilson, T. (1999) <i>Are You Paying Too Much for That Acquisition</i>. HBR</p> <p>Optional Article: Geland et al. (2018). <i>One Reason Mergers Fail: The Two Cultures Aren't Compatible</i>. HBR</p> <p>Article: Milosevic, M. Rau, K., & Steelman, L. (2025). <i>A Guide To Building a Unified Culture After A Merger or Acquisition</i>. HBR</p>	<p>Mergers, Acquisitions, & Joint Ventures</p> <ul style="list-style-type: none"> Lecture: M&A strategy, valuation, integration risks. Case 5: <i>The Renault-Nissan-Mitsubishi Strategic Alliance: Past Accomplishments and Future Challenges (2019)</i>. HBR Team 4 moderates this case, does an internal analysis on this company and an industry analysis automotive industry. Activity on Reading

	<p>Article: Kanter, R. & Kanter, (2009) Mergers That Stick. HBR</p>	
Oct 6 Week 7	<p>Article: Ghemawat, P. (2001). <i>Distance Still Matters: The Hard Reality of Global Expansion</i>. HBR.</p> <p>Article: Jacobides, M. (2019). <i>In the Ecosystem, What's your Strategy</i>. HBR</p> <p>Article: Porter, M. (1990) <i>The Competitive Advantage of Nations</i>. HBR.</p>	<p style="text-align: center;">Global Strategy</p> <ul style="list-style-type: none"> • Lecture: CAGE framework, global integration vs. local responsiveness. (Discuss Costco in China). • Case 6: Belfast Distillery Company: Reviving an Iconic Spirits Brand and Taking It Global • Team 2: moderates this case, does an internal analysis on this Irish company and an industry analysis on alcohol industry • Activity on Reading
Oct 13 Week 8	<p>Article: Harding, D., & Rovit, S. (2004). <i>Building Deals on Bedrock</i>. HBR.</p> <p>Article: Johnson, M., Christensen, C., & Kagermann, <i>Reinventing Your Business Model (2008)</i>. HBRs 10 Must Reads. (same from module 2)</p> <p>Article: Rigsby, D., First, Z. (2025). <i>The Power of Strategic Fit</i>. HBR</p>	<p style="text-align: center;">Simulation</p> <ul style="list-style-type: none"> • Lecture: Strategic Simulation • DigiStrat: The Digital Services Strategy Simulation. (2 practice and 6 real rounds) • Practice round 1 & 2 • Activity on Reading
Oct 20 Week 9	<p>Article: Yu, D. & Hang, C. (2009) <i>A Reflective Review of Disruptive Innovation Theory</i>.</p> <p>Article: Kim, C. & Mauborgne, R. (2002). <i>Blue Ocean Strategy</i>. In HBRs 10 Must Reads.(same from module 2).</p> <p>Article: Csaszar, F., Karp, R., & Roche, M. (2025). <i>When to Innovate and When to Imitate</i>. HBR.</p> <p>Article: Hill, L., Tedards, E, Swan, T. (2021). <i>Drive Innovation with Better Decision-Making</i>. HBR</p>	<p style="text-align: center;">Innovation Strategy</p> <ul style="list-style-type: none"> • Lecture: Disruptive innovation, first-mover vs. fast-follower, ambidexterity, and Blue Ocean Strategy. (Discuss Tesla and Marvel in examples). • Case 7: Solageo: Extending Global value Chains to Rural Markets in Developing Countries. • Team 1: moderates this case, does an internal analysis on this Hong Kong company and an industry analysis on solar/ clean energy industry. • Round 1 DigiStrat • Activity on Reading
Oct 27 Week 10	<p>Article: Lansit, M., & Lakhani, K. (2019). <i>Competing in the Age of AI</i>. HBR</p> <p>Article: <i>AI Ethics Strategy Lessons From H&M Group (2025)</i>. HBR</p> <p>Article: <i>How 6 Companies Approached Digital Transformation (2025)</i>. HBR</p>	<p style="text-align: center;">Digital Strategy & AI</p> <ul style="list-style-type: none"> • Lecture: AI, platform economics, network effects. • Case 8: Artificial Intelligence: Stich Fix-A Blue Ocean Retailer in the AI World (2019). • Team 6: moderates case, does an internal analysis on this U.S company and an industry analysis on fashion, personal styling industry (note this company is also in furniture industry if your team wants to add this). • Round 2 DigiStrat • Activity on Reading

Nov 3 Week 11	<p>Article: Porter, M. E., & Kramer, M. R. (2011). <i>Creating Shared Value</i>. HBR.</p> <p>Article: Belk Olson, A. (2024). <i>Why Isn't Your Strategy Sticking?</i> HBR</p> <p>Article: Zeng (2018). <i>Alibaba and The Future of Business</i>. HBR</p>	<p>Sustainability & CSR Strategy</p> <ul style="list-style-type: none"> • Lecture: Shared value, triple bottom line, circular economy • Case 9: Alibaba Caniano's Smart Green Logistics Strategy: Good for the Earth, Good for the Business (2021). • Round 3 DigiStrat • Activity on Reading
Nov 10 Week 12	<p>Article: McNulty, E. & Marcus, L. (2020) <i>Are you Leading Through the Crisis or Managing the Response?</i> HBR.</p> <p>Article: Bene, G. & McDannold, J., Musumei, B., (2025). <i>How to Rescue a Failing Strategy</i>. HBR.</p> <p>Article: Cohen, J. (2024). <i>5 rules for Companies Navigating Geopolitical Volatility</i>. HBR</p>	<p>Crisis Management & Strategic Risk</p> <ul style="list-style-type: none"> • Lecture: Strategic risk, resilience, crisis communication. • Case 10: Airport Blues: passengers Grounded by Microsoft-CrowdStrike Outage. (2024) HBR • Team 7: moderates this case, does an internal analysis on this company and an industry analysis on airline industry. • Round 4 DigiStrat • Activity on Reading
Nov 17 Week 13	<p>Article: Jensen, M. C. (2001). <i>Value Maximization, Stakeholder Theory, and the Corporate Objective Function</i>.</p> <p>Article: Milosevic, D. (2017). <i>Value Maximization, Stakeholder Theory, and the Corporate Objective Function</i>.</p> <p>Article: Shwartz, M. (2013). <i>Developing and Sustaining and Ethical Corporate Culture: The Core Elements</i>. HBR</p> <p>Optional Article: Cheng, J. (2023). <i>Introduction to Corporate Governance</i>. HBR.</p>	<p>Corporate Governance & Ethics</p> <ul style="list-style-type: none"> • Lecture: Governance structures, stakeholder vs. shareholder primacy. • Case 11: Nissan Motors: Corporate Governance Failure (2020). HBR. • Team 8: moderates this case, does an internal analysis on this company and an industry analysis on automotive industry. • Round 5 DigiStrat • Activity on Reading
Nov 24 Week 14	<p>Article: Kaplan, R. & Norton, D. (2005). <i>The Balanced Scorecard Measures That Drive Performance</i>. HBR</p> <p>Article: <i>Using the Balanced Scorecard as a Strategic Management System</i>. In</p>	<p>Strategy Execution & Value Creation</p> <ul style="list-style-type: none"> • Lecture: Balanced Scorecard & Strategy Execution, • Case 12: Fleury Group: value Creation and Value Capture in the Supplementary Health Market (2024) • Team 9: moderates this case, does an internal analysis on this company and an industry analysis on health supplement industry.

	<p><i>HBRS 10 Must Reads. (same from module 2)</i></p> <p><i>Article: Nielsen, g. Martin, K., * Powers, E. The Secrets to Successful Strategy Execution. In HBRS 10 Must Reads. (same from module 2)</i></p> <p><i>Article: Mankins, M. & Steele, R. Turning Great Strategy into Great Performance. In HBRS 10 Must Reads. (same from module 2)</i></p>	<ul style="list-style-type: none"> • Activity: Execution plan workshop (TBD) • Round 6 DigiStrat (Final Round) • Activity on Reading
Dec 1 Week 15		<p>Capstone Strategy Presentations & Wrap Up</p> <ul style="list-style-type: none"> • Group Presentations & Peer Evaluations Due • Vote Best Team Presentation • Reflection: Linking MBA core courses to strategic decision-making.
Dec 7 Week 16	Final Exams Dec 7-12	<p>Final Exam</p> <ul style="list-style-type: none"> • Assessment: Final integrative case exam.

*Blue article provided in Blackboard

*Purple article needs to be purchased.

*Green=group activity

**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 class.

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

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,

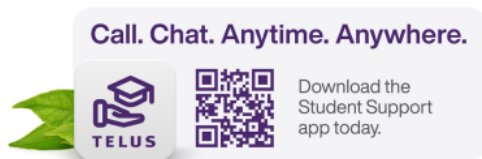
physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the Tools section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120. All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit <http://tamusa.edu/studentcounseling>

Crisis support is available 24/7 by calling the SCC at 210-784-1331.

Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/>.

Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. Non-Emergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title

IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended 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.

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.

Young Jaguars: can support parenting students with daycare who meet this criteria: Must be enrolled in classes at TAMUSA in the current semester. Must be Pell eligible or a single parent. They serve children ages 3 to 12-years-old. Children must be enrolled in Pre-K-3 through 6th grade youngjaguars@tamusa.edu (210) 784-2636.

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>)

Use of Generative AI Permitted Under Some Circumstances or With Explicit Permission

There are situations and contexts within this course where you may be asked to use artificial intelligence (AI) tools to explore how they can be used. Outside of those circumstances, you should not use AI tools to generate content (text, video, audio, images) that will end up in any student work (assignments, activities, discussion responses, etc.) that is part of your evaluation in this course. Any student work submitted using AI tools should clearly indicate with attribution what work is the student's work and what part is generated by the AI. In such cases, no more than 25% of the student work should be generated by AI. 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). If any part of this is confusing or uncertain, students should reach out to their instructor for clarification before submitting work for grading. Use of AI-generated content without the instructor's permission and/or proper attribution in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

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>