



DEPARTMENT OF MANAGEMENT AND MARKETING

**MGMT 4370-900 STRATEGIC MANAGEMENT (*Hybrid*)**  
**Fall 2025**

**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

**Email:** [oozbek@tamusa.edu](mailto:oozbek@tamusa.edu)

**Office hours:** Tue: 10-11 am, 1-2 pm; Thu: 4-7 pm. [Let me know when 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:** BLH 266 & Tue: 11 am-12:15 pm.

*“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. 2024. **Strategic Management: Text & Cases**, 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 \(mheducation.com\)](http://StudentSupport|McGrawHill(mheducation.com)) ).
- **Value Champion** Strategy Simulation by Harvard Business School Publishing: Your online registration is required ( <https://hbsp.harvard.edu/import/1327598> ). Any technical issues/questions should be directed to HBSP Customer Service (800-545-7685 or [custserv@hbsp.harvard.edu](mailto:custserv@hbsp.harvard.edu) ).

**Our “ultimate” goal in this class is:**

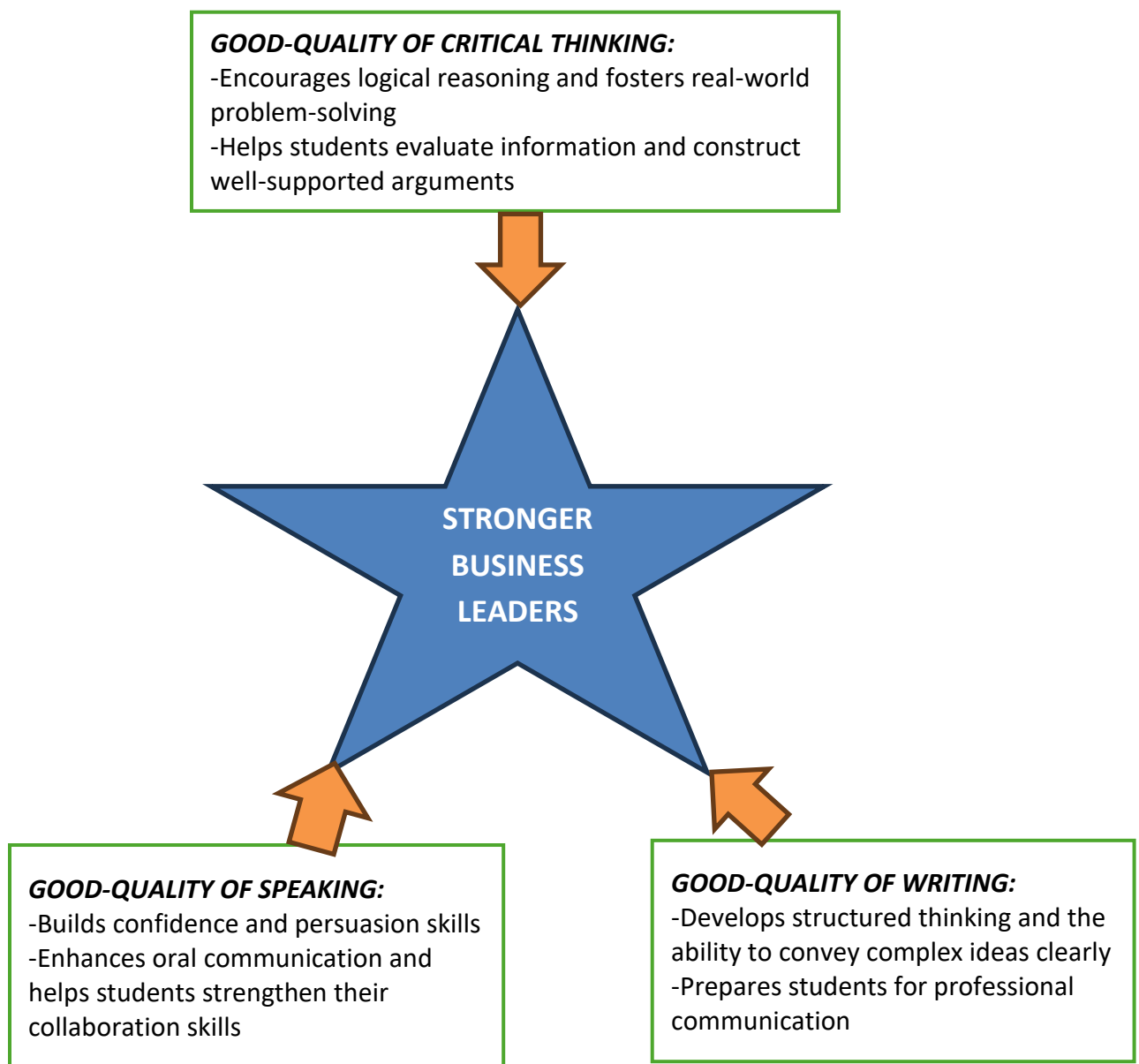




## DEPARTMENT OF MANAGEMENT AND MARKETING

**HERE IS WHAT WE WILL BE DOING IN THIS CLASS: IMPROVING YOUR WRITING, SPEAKING, AND CRITICAL THINKING SKILLS AS PROSPECTIVE BUSINESS LEADERS WHO CAN SUCCEED IN THE FIELD OF STRATEGIC MANAGEMENT**

[Source: The conceptual diagram below has been created by Dr. Ozbek via partnering with ChatGPT.]





## DEPARTMENT OF MANAGEMENT AND MARKETING

### **"15 KEYS" TO SUCCESS IN MGMT 4370**

1. Believe in yourself and have a positive attitude from day one in class.
2. Critically read and fully understand your syllabus from the first day of this semester. Make sure to understand that you will have to successfully fulfill many responsibilities in this course if you want to pass it. Besides, if you think that in-person attendance is going to be an issue for you, it may be a good idea to reconsider taking this course online.
3. 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.
4. Print out the "tentative" course schedule provided on pp. 11-12 and enter all your due dates in your own calendar.
5. Complete all your assignments in a timely manner, and do not procrastinate. This is one of the best ways to show the instructor how much you care about this class.
6. The instructor does not accept late assignments; however, 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 its deadline.
7. Only email the instructor from your "jaquar.tamusa.edu" email account, not via Blackboard. I do not monitor messages sent via Blackboard.
8. If you have any "special" situation that needs to be communicated with the instructor, you can always schedule an in-person meeting with him during his office hours to discuss in detail.
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.
11. While taking your online exams, if you experience any technical issues, you will need to contact McGrawHill Tech Support immediately and then notify the instructor about your issue. (Unfortunately, the instructor cannot assist you with your technical issues.)
12. The instructor does value professionalism. Thus, 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 always makes all his decisions based on this very principle of "FAIRNESS TO ALL STUDENTS BY PROTECTING INTEGRITY IN THE CLASSROOM."



## DEPARTMENT OF MANAGEMENT AND MARKETING

### 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 both the 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 and the value creation process,
- Characteristics of (and differences between) business- and corporate-level strategies,
- Analyzing firm performance via financial ratios analysis.

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.**



## DEPARTMENT OF MANAGEMENT AND MARKETING

### 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.



## DEPARTMENT OF MANAGEMENT AND MARKETING

### Course requirements:

- **Mid-term and final exams (20+25 points):** Both exams are non-cumulative (unless stated otherwise by the instructor) and may 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. **(NOTE: I very strongly recommend you have made your chapter summaries on a weekly basis so that before taking your exams, you will have all your good-quality study notes “ready to go” for your studies.)**
- **Smartbook quizzes (8x2 points):** You will take a total of eight online quizzes based on all assigned textbook chapters. All these quizzes, which are due a day before the class by midnight, will assist you in having a general idea of each chapter prior to coming to the class.
- **Case quiz (4 points):** This assignment is to be posted on the Blackboard. You will submit it as a PDF file on the same platform.
- **Homework assignments (2x4 points):** Both assignments are to be posted on the Blackboard. You will submit them as a PDF file on the same platform.
- **“W.I.N.” (What is In the News) paper and presentation (5+5 points):** The details on the format of your paper and presentation evaluation rubric can be found at the end of this syllabus. You may only **use an online newspaper/business magazine article published in 2024-25.** (Using an “older” article will result in a 20% deduction of your paper grade.) You may use ONLY ONE small index card (e.g., 4x6 or 5x7) during your **2-minute-long presentation**; however, you can only use that card **as a guide**, which means that you should not read it thoroughly. On this index card, you may have up to 15 words, which serve as your reminders. (Your index card is to be returned to the instructor at the end of your presentation. Using more than 15 words on this index card or just not turning it in will result in a 20% deduction of your presentation grade.) These presentations will start **with Chapter 1**. I will post the schedule for these presentations on Blackboard. (IMPORTANT NOTE: If you are *absent or late or not prepared* for the day you’ve been assigned to present, you will earn a zero grade for both your presentation and paper.)



## DEPARTMENT OF MANAGEMENT AND MARKETING

- *Strategy in My Life [S.M.L.] diagram and presentation (4+4 points):* You will choose only three questions from the last slide titled “**Reflection on Career Implications**” of any chapter slides and answer them based on your personal/professional lives. The details on the format of your diagram and presentation evaluation rubric can be found at the end of this syllabus. You may not use any notes during your **1.5-min.-long** presentation.
- *Online simulation exercise and report (5+4 points):* You will play “unlimited” practice rounds and two competition rounds. The first two practice rounds followed by debriefs are to be played during class. Afterwards, you are required to play at least two more practice rounds. Your company performance results from practice rounds will have no effect on your simulation grade. The format of your simulation report can be found on the last page of this syllabus. The grading scale is as follows:
  - *Submitting decisions for at least four practice rounds (two in class and then two ‘at least’ on your own): 2 pts. (less than that: 0)*
  - *Submitting decisions for two competition rounds: 1 pt. (less than that: 0)*
  - *Making profit in both competition rounds: 2 pts.*
  - *Making profit in only one competition round: 1 pt. (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+25
- Eight chapter-based quizzes: 8x2
- Case study quiz: 4
- Two HW assignments: 4+4
- W.I.N. paper and presentation: 5+5
- Value Champion strategy simulation performance and report: 5+4
- S.M.L. diagram and presentation: 4+4

**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).





## DEPARTMENT OF MANAGEMENT AND MARKETING

*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 my students’ GPA.*

*Furthermore, the instructor may use his “discretionary” bonus points for those students who have excelled in their class contribution along with exemplary professionalism. For instance, if your final course grade is 86.5 and you have possessed/shown both qualities throughout the semester, the instructor may assign you with an A letter grade instead of a B, which is another “distinct” practice that I like to follow.*

### OTHER IMPORTANT POLICIES:

**Continuous and logical class contribution:** Everybody is expected to speak in this class. The instructor will ask you questions by calling your name. Your responses are expected to be both logical and comprehensive. Although there is no “direct” numerical evaluation of your class contribution, it will make you eligible for receiving my “very strong” letter of recommendation for your graduate school/ full-time employment applications. (See the participation evaluation rubric on **p. 18**). If a student has lacked professionalism (e.g., constantly using his/her cell phone during class time, coming to class late, leaving the class early, not paying attention to the lecture, etc.), he/she will not be eligible to ask for my reference letters. (If you are interested in **hearing my feedback on your class contribution**, you can meet me during my office hours right after your midterm exam. This meeting will also be considered an important indication of your “true” interest in this class.)

**Class attendance:** Attendance is required. I will take attendance at random times. Having **two absences or more will result in you being dropped from the course** immediately, which means that you can have up to one absence without having any effect on your final grade. If you are going to miss the class and there is an assignment due that day, you will need to email it to me as a Word/Pdf document by the due date and time. For those days when you are absent, it is completely your responsibility to talk to your classmates, ask for their class notes, cover all that information on your own, and ask me your questions during my office hours.

**Professionalism:** I expect you to act professionally. This primarily includes avoiding any disruptive behaviors and conversations (e.g., chitchatting and giggling) with classmates except at designated times, paying full attention to the lecture, coming to and leaving the class on time, actively attending in-class exercises, avoiding constant usage of cell phones, and using a professional tone with classmates and the instructor. If any of these issues occur, you will be considered unprofessional, which directly disqualifies you from asking for my letter of recommendation in the future. [NOTE: Remember that **“disruptive behavior” negatively affects three parties in this class: yourself, your classmates, and the instructor.** Thus, for the overall success of this classroom, it is very important to “stay focused.”]





## DEPARTMENT OF MANAGEMENT AND MARKETING

**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. 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:** Blackboard is an online educational tool that we will frequently use during the semester to communicate. 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. It is your responsibility to check it regularly to be informed of any changes or additional materials. You are also required to ***check your emails at least once a day***. All your emailing communications with me should be via your “@jaguar.tamusa.edu” account. Otherwise, you won’t receive any response.

**Electronic devices policy:** You may use your notebooks, laptops, tablets, etc. for taking notes purposes only. Any other usage (e.g., browsing the internet, doing other work, online shopping, social media, watching videos/live news/sports games, etc.) of these electronic devices is strictly prohibited. You may NOT use your cell/smart phones constantly except those times when allowed by the instructor and in case of emergencies. (If there are any emergencies that require you to check your phone constantly, you are required to inform the instructor at the beginning of the class.) If you carry any of these electronic devices, all of them must be completely muted for the duration of the class. Using any of these devices except their allowed course-related purpose will be considered “disruptive” behavior. Continuation of these issues may result in being removed from the classroom.

**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 individual assignments in



## DEPARTMENT OF MANAGEMENT AND MARKETING

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 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 and Dean as well as 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](http://www.ukessays.com), [www.slideshare.net](http://www.slideshare.net), [www.essay48.com](http://www.essay48.com), [www.essaypro.com](http://www.essaypro.com), etc. ). Using these sorts of “references” will make your work invalid, which may require you re-do your assignment.

### **AI policy:** *Customized 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 **except using direct “copy & paste statements. In other words, you may not submit any work directly generated by AI without your intellectual contributions in it.** 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.

**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 on pp. 13-17.

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.

Those students who have made the highest three cumulative profits in the competition rounds of Value Champion simulation will be recognized via *Certificate of Achievement* in class.

**A VERY IMPORTANT REMINDER:** Since this class only meets once in person per week, I urge you to effectively utilize the second half of your “3-credit-hours” in this course via doing your homework, reading your textbook, reviewing and summarizing your course material, etc. Not doing so might result in a failure of your exams. Furthermore, I strongly encourage you to put additional two hours of studying (at least) per week for this course.



## DEPARTMENT OF MANAGEMENT AND MARKETING

### TENTATIVE 4370 Course Schedule (\*)

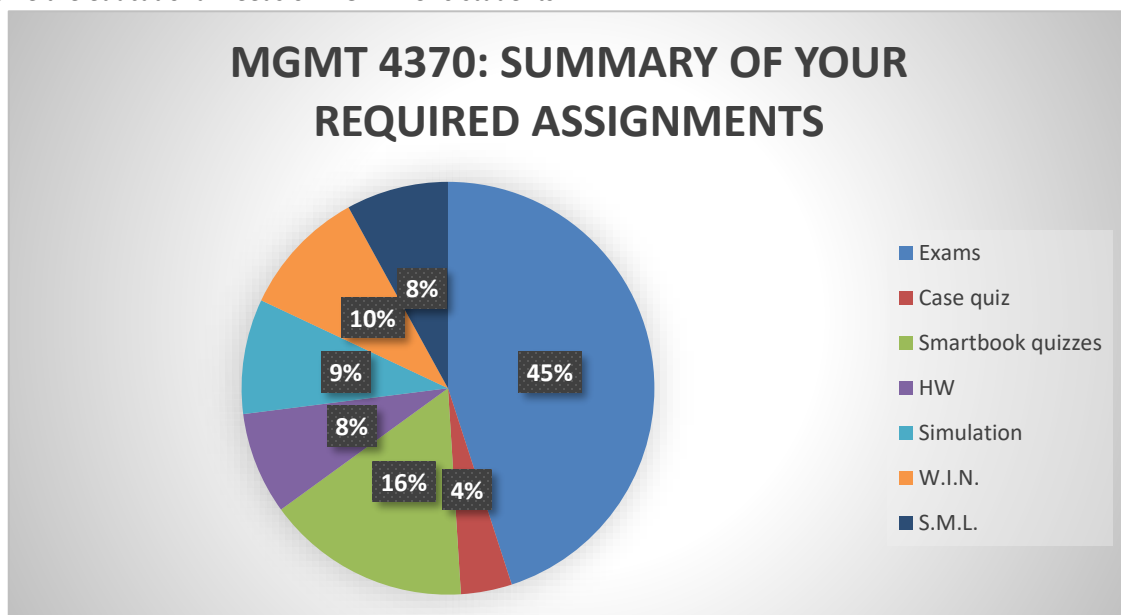
DATES	CHAPTER	TOPIC	ASSIGNMENTS DUE
Aug-26	Welcome to MGMT 4370!	Introduction to syllabus and administrative matters	<b>Read your syllabus before coming to class</b> <b>Complete your simulation registration online</b>
Sep-2	Chapter 1	SM: Creating competitive advantages	Chapter-1 Smartbook quiz due midnight on Sep-1 W.I.N. for C-1 papers & presentations due
Sep-9	Chapter 2	Analyzing external environment of the firm	Chapter-2 Smartbook quiz due midnight on Sep-8 W.I.N. for C-2 papers & presentations due
Sep-16	Chapter 3	Analyzing internal environment of the firm	Chapter-3 Smartbook quiz due midnight on Sep-15 W.I.N. for C-3 papers & presentations due
Sep-23	Case study	Case quiz <b>(NO IN-PERSON MEETING)</b>	Case Quiz due midnight on Sep-23 via Blackboard submission
Sep-30	Homework	Homework <b>(NO IN-PERSON MEETING)</b>	HW due midnight on Sep-30 via Blackboard submission
Oct-7	Midterm Exam	Online midterm exam <b>(NO IN-PERSON MEETING)</b>	Midterm Exam between 11 am-12:15 pm (in 50 min.s)
Oct-14	Chapter 4	Recognizing a firm's intellectual assets Case discussion	Chapter-4 Smartbook quiz due midnight on Oct-13 W.I.N. for C-4 papers & presentations due
Oct-21	Chapter 5	Business-level strategy	Chapter-5a Smartbook quiz due midnight on Oct-20 W.I.N. for C-5 papers & presentations due
Oct-28	Chapter 5 (cont.)	Business-level strategy	Chapter-5b Smartbook quiz due midnight on Oct-27 <b>Simulation tutorial reviews due (nothing to submit here)</b>



## DEPARTMENT OF MANAGEMENT AND MARKETING

Nov-4	Simulation	Value Champion simulation	1 <sup>st</sup> and 2 <sup>nd</sup> trial rounds due in class on Nov-4  Unlimited trial rounds due between Nov 5 and Nov 7 (at least four must be played)  1 <sup>st</sup> and 2 <sup>nd</sup> competition rounds due midnight on Nov 10
Nov-11	Chapter 6	Corporate-level strategy	Chapter-6a Smartbook quiz due due midnight on Nov-10  W.I.N. for C-6 papers & presentations due
Nov-18	Chapter 6 (cont.)	Corporate-level strategy	Chapter-6b Smartbook quiz due due midnight on Nov-17  <b>Simulation reports due in class</b>
Nov-25	Homework	Homework <b>(NO IN-PERSON MEETING)</b>	<b>HW due midnight on Nov-25 via Blackboard submission</b>
Dec-2	Presentations	Strategy in My Life (S.M.L.) Wrap up...	S.M.L. conceptual diagrams & presentations due
Dec-9	Final Exam	Online final exam <b>(NO IN-PERSON MEETING)</b>	<b>Final Exam between 10-11:50 am (in 60 min.s)</b>

(\*) 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.





## DEPARTMENT OF MANAGEMENT AND MARKETING

### APPENDIX

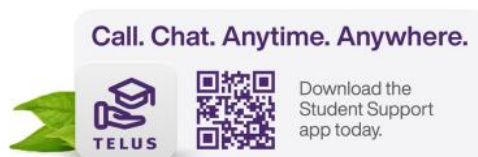
#### IMPORTANT UNIVERSITY POLICIES AND RESOURCES

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](mailto: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](mailto: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](http://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.*





## DEPARTMENT OF MANAGEMENT AND MARKETING

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](mailto:military.va@tamusa.edu) or (210)784-1397.



## DEPARTMENT OF MANAGEMENT AND MARKETING

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](mailto: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.





## DEPARTMENT OF MANAGEMENT AND MARKETING

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](mailto: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.



## DEPARTMENT OF MANAGEMENT AND MARKETING

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>).

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





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



## DEPARTMENT OF MANAGEMENT AND MARKETING

### APPENDIX

#### ---Class Participation Evaluation Rubric (\*)---

<i><b>Evaluation</b></i>	<i><b>Explanation</b></i>
<b>Exemplary</b> 	<p>The student proactively and regularly contributes to class discussion &amp; initiates discussion on issues related to class topics. He/she informs the class about the “most recent” corporate news related to the subject being covered in class.</p> <p>Comments are always insightful &amp; constructive; he/she uses appropriate terminology. Comments are well-balanced between general impressions and thoughtful criticisms.</p>
<b>Proficient</b> 	<p>The student proactively contributes to class discussion &amp; responds to direct questions.</p> <p>Comments are mostly insightful &amp; constructive; he/she mostly uses appropriate terminology. Occasionally comments are too general or not relevant to the discussion.</p>
<b>Developing</b> 	<p>The student makes few contributions to class discussion &amp; seldom volunteers but still responds to direct questions.</p> <p>Comments are sometimes constructive, with occasional signs of insight. He/she sometimes uses appropriate terminology; comments are not always relevant to the discussion.</p>
<b>Unacceptable</b> <b>NO</b> 	<p>The student rarely or never contributes to class discussion &amp; fails to respond to direct questions.</p> <p>Comments are uninformative, lacking in appropriate terminology; comments are not relevant to the discussion.</p>
<p><b>As stated before:</b></p> <p>If a student's <i>class contribution</i> has been evaluated as <u>exemplary</u> along with the same level of <i>professionalism</i> and he/she needs some extra points to receive a higher letter final course grade, the instructor may choose to do so. This practice is solely <b>at the instructor's discretion</b>.</p> <p><b>Definition of professionalism:</b> It “involves consistently achieving high standards, both in the work you do and the way you behave.” (<a href="https://www.mindtools.com/av44li2/professionalism">https://www.mindtools.com/av44li2/professionalism</a>)</p>	

(\*) Source-1: <https://www.cmu.edu/teaching/assessment/examples/cfa/tools/participationrubric-cfa.pdf>

(\*) Source-2: [https://bestpracticeslegaled.files.wordpress.com/2011/05/class\\_discussion\\_rubric.pdf](https://bestpracticeslegaled.files.wordpress.com/2011/05/class_discussion_rubric.pdf)



## DEPARTMENT OF MANAGEMENT AND MARKETING

### --- W.I.N. Paper Format ---

- This is a *4-page-long, double-spaced, 1-in. all margins* paper based on a concept you've chosen from your textbook and a related article you've found online.
- In this paper, you may NOT use any direct quotations except the concept definition from your textbook.
- Here are your guidelines for this paper:
  - In the very beginning of your **first page**, you will provide me with the textbook definition of your concept as a direct quotation followed by the page number.
  - Then, in your **first two pages**, you will explain why this concept is important in the field of strategy by providing three reasons based on your readings of the textbook (and other sources).
  - In your **third page**, you will provide me with a summary of your article and explain how your concept has been used in that organization along with its performance implications via providing some numerical info.
  - In your **fourth (last) page**, you will provide me with a conclusion paragraph as well as list both references, which are your textbook (and other sources if any) and an online article in the APA format.

### --- W.I.N. Presentation Format ---

- 1<sup>st</sup> minute: you will define your concept and explain **why** it is important via providing three reasons.
- 2<sup>nd</sup> minute: you will introduce your article and explain **how** this concept has been used along with its performance implications including some numerical info. And then, you will conclude.

### --- W.I.N. Presentation Evaluation Rubric ---

#### PRACTICE, PRACTICE, & PRACTICE!!!

Questions	Max. scores
Clarity and comprehensiveness of the presentation based on the criteria on p. 6	2.5
Showing enthusiasm and proudness for the work you've completed	0.5
Using body language appropriately & Eye contact with the audience	0.5
Using a small index card as a reminder only	0.5
Timing of the speech (2 mins: +/- 15 secs OK)	0.5
Fluency of the speech (e.g., not making frequent pauses)	0.5
<b>TOTAL POINTS</b> (NOTE: Making a shorter/longer presentation, which refers to either less than 1.5 minutes OR more than 2.5 minutes, will result in an additional 1-pt. deduction.)	<b>5</b>



DEPARTMENT OF MANAGEMENT AND MARKETING

**THE SAMPLE FORMAT FOR YOUR “W.I.N.” PAPER**

**PAGES#1&2**

Concept definition of the textbook: “direct quote” (p. #??)

Why important?

- Reason 1
- Reason 2
- Reason 3

*(all in your own words)*

*---2.5 points---*

*[3/4 paragraphs]*

**PAGE#3**

Article analysis

- Summary of article
- Usage of concept in this context along with its performance implications via also adding numerical info

*(all in your own words)*

*---1.5 points---*

*(2/3 paragraphs)*

**PAGE#4**

Conclusion

- Your overall understanding

*(all in your own words)*

*---0.5 points---*

*(1 paragraph)*

Your references: (use APA)

[1] textbook

[2] article

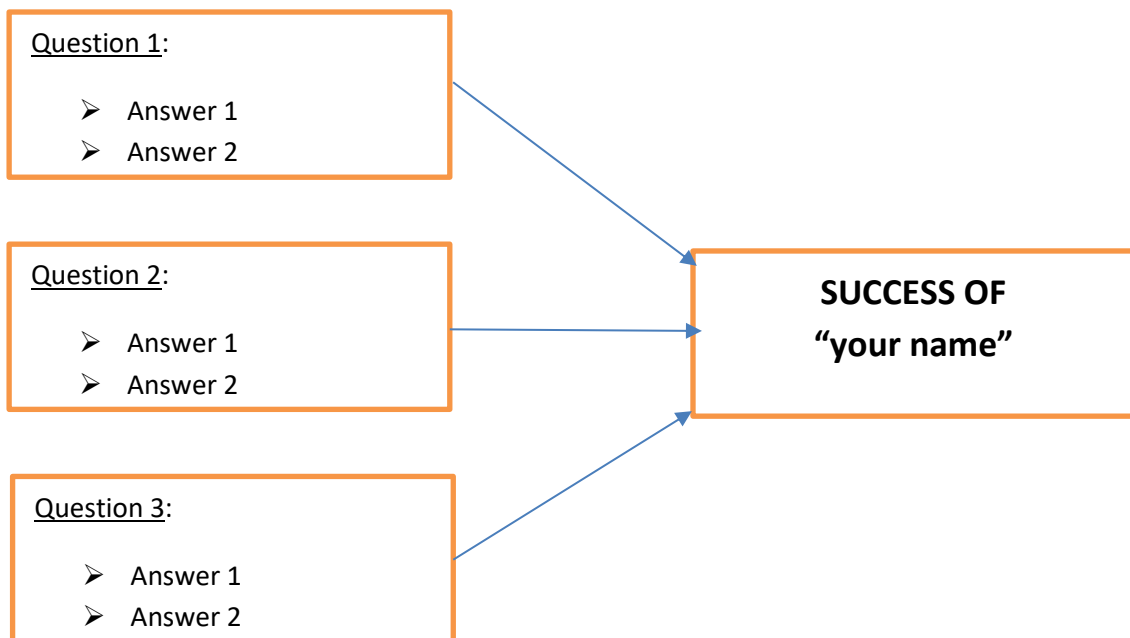
*---0.5 points---*



## DEPARTMENT OF MANAGEMENT AND MARKETING

### --- S.M.L. Diagram Format ---

- The “landscape” layout will be used.
- Per question, you will provide two answers. Each answer may include 3-4 sentences.
- During your presentation, you will only explain one answer of your choice to each question.



### --- S.M.L. Presentation Evaluation Rubric ---

**PRACTICE, PRACTICE, & PRACTICE!!!**

<b>Questions</b>	<b>Max. scores</b>
Clarity and comprehensiveness of the presentation based on your diagram	2.5
Using body language appropriately & Eye contact with the audience	0.5
Timing of the speech (1.5 mins: +/- 15 secs OK)	0.5
Showing enthusiasm and proudness for the work you've completed & Fluency of the speech (e.g., not making frequent pauses)	0.5
<b>TOTAL POINTS</b> (NOTE: Making a shorter/longer presentation, which refers to either less than a minute OR more than 2 minutes, will result in an additional 1-pt. deduction.)	<b>4</b>



## DEPARTMENT OF MANAGEMENT AND MARKETING

### --- The Format of Simulation Paper ---

- This is a two-page-long report (1.5-spacing and 1-in. all margins) to be submitted as one double-sided print. While writing this report, make sure not to leave any unnecessary spaces on your pages so that you can provide me with more details.
- In the first half of page one, **create a table** to report major financial variables including net sales, total operating expenses, and profit in both competition rounds.
- Then, answer the following two questions on the next page and a half:
  - What sorts of **strategies** did lead to different (better/worse) **outcomes** in your competition rounds? (Here, I expect to see a detailed explanation **of your “results” section** including the effects of your decisions on the company performance. Two/three paragraphs along **with numbers** based on your results would suffice.)
  - What **lesson(s)** did you take from this simulation? What did you find the **most valuable/interesting** about this simulation? (Making one point for each question and explaining both in a paragraph would suffice.)

#### PAGE#1

Table of major financial variables

---1 point---

The strategies you’ve used

(all in your own words)

---2 points---

(2/3 paragraphs)

#### PAGE#2

The strategies you’ve used (cont.)

...

The lesson(s) taken and why it is interesting/valuable

(all in your own words)

---1 point---

(1 paragraph)