TEXAS A&M UNIVERSITY
SAN ANTONIO

College of Business
MBA 5123-001 Decision Analysis
Fall 2026
Course Syllabus

Class Meeting Time and Place:	On-Campus, BLH 155, Fridays, 6:00 p.m. to 9:45 p.m.
Class Duration:	11/6/2026 - 12/11/2026
Instructor:	Dr. Amy C. Lewis Office: BLH 341-B E-Mail:aclewis@tamusa.edu Student emails will receive a reply within two business days.
Course Website:	http://tamusa.blackboard.com/
Office Hours:	W: 9:00 am -3:00 pm, or by appointment

Catalog Course Description: The focus of the course is the study of statistical methods and a management science approach to improve the decision-making process. Tools used for framing problems and performing logical analyses for decision-analytic modeling in Excel will be introduced. Specific subjects such as probability distributions, decision trees, linear programming, and sensitivity analysis will be covered throughout the semester.

Prerequisites: Admission to the 11-month MBA program.

Course Objectives: The objective of the course is to improve students' understanding of quantitative reasoning ability and provide them with knowledge of a coherent approach to the decision-making process.

Student Learning Outcomes: Upon successful completion of this course, students will:

1. Understand the strategic importance and influence of business decision-making process.
2. Understand the principles of statistical analysis.
3. Understand how to apply the statistical model and use the various applications to solve the problem.
4. Acquire and sharpen critical thinking about business decision-making by analyzing the sensitivity analysis.

AACSB Assessment:
The College of Business is AACSB accredited. As part of the accreditation maintenance 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.

Required Materials:

- **Blackboard:** Connect to http://tamusa.blackboard.com. Supplementary materials may be provided in Blackboard. Students should monitor announcements in Blackboard regularly.
- **Calculator**
- **Time:** You are expected to spend 4-8 hours per week for the course, outside of class meetings. Based on the background, some students may require more time. Time spent may be longer when assignment/exams are due.

Recommended Materials (Available on Blackboard)

- **Textbook(e-book)**: Business Analytics. 6th Edition by Camm, Cochran, Fry & Ohlmann (ISBN-13: 979-8-214-05736-1)

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, and class attendance using the following weights:

Attendance, Participation	**10%**
In-class assignments	**20%**
Homework	**10%**
Quizzes	**30%**
Final Exam	**30%**

The final letter grades will be assigned as follows: Above 90% □ A; 80-89.99% □ B; 70-79.99% □ C; 60-69.99% □ D; Below 60% □ F. This course has a requirement of a grade of C as a minimum grade for satisfactory completion of this course.

Attendance: Attendance is required. Roll will be taken at least twice during each class, before and after the break. Students who leave before the class ends will not receive attendance credit. Any instance of proxy attendance (signing in for someone else or having someone else sign in for you) will be considered misconduct, and both students involved will receive zero attendance credit. Class absences will be excused only under pre-approved circumstances or for documented illness. Students are responsible for making up any missed work and for obtaining the assignment from the missed class.

Participation: Everyone enrolled in this 5-week class is expected to follow all rules of common courtesy during classroom lectures and discussions in class. Classroom participation includes asking questions, participating in class discussions and problem-solving, and paying attention to the lecture.

In-class problems: We will have 4 in-class problem sets, which can be completed either individually or in your assigned teams. You must be present when the assignment is turned in to receive credit.

Homework: You will have 4 homework assignments, due as a hard copy at the start of class. These will be graded pass/fail

Quizzes: There will be 3 quizzes at the beginning of class sessions. Makeup quizzes will not be allowed unless there is a pre-approved absence. These will be open notes but must be completed independently.

Final exam: There will be a mandatory final exam. The exam will include multiple-choice questions, short-answer questions, and problem-solving questions. The exam materials will come from lecture notes and class discussions. Questions will emphasize understanding and application of concepts and topics covered in class. You are allowed a single page of handwritten notes to help you on the exam. No make-up or late submissions will be offered/accepted unless for a pre-approved absence.

Fall 2026, MBA 5123:001, Class Schedule

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. I reserve the right to amend, alter, change, delete or modify the provisions of the schedule. All the changes will be announced in class/Blackboard, and you are responsible for the announcements made in class/Blackboard.

Week	Date	Topics
Week 1	Nov 6	Descriptive Statistics and introduction to probability (Chapter 2, Chapter 5) • In class Problem Set 1

Week 2	Nov 13	Normal Distributions, using Z-scores, empirical rule, and introduction to sampling (Chapter 5, Chapter 7) • Homework 1 due at start of class • Quiz 1 at Start of Class • In Class problem set 2
Week 3	Nov 20	Central limit theorem, confidence intervals, intro to hypothesis testing (Chapter 7) • Homework 2 due at Start of Class • Quiz 2 at start of class • In class problem set 3
Week 4	Nov 27	Thanksgiving break—no class
Week 5	Dec 4	Chi-square tests and Decision Analysis (Chapter 7 and Chapter 17) • Homework 3 due at start of class • Quiz 3 at start of class • In class problem set 4
Week 6	Dec 11	Final Exam • Homework 4 Due at start of class • In class final from 6:00 – 8:00

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

1. Students should check the Course Calendar, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. 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 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.

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

1. Students are expected to be in class on time and to remain until the end of the class.
2. Attendance may be taken at the beginning or the end of the class.
3. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
4. Students must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep your own copies of all computer files and e-mails till final grade is received.
5. Talking while the instructor is lecturing is extremely disruptive and discourteous to the instructor and other students.
6. 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 and headphones removed.
7. For any questions about the exams and assignments, a student should contact the instructor, before the day they are due, so the instructor may have enough time to provide feedback.
8. 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 within 48 hours during weekdays (Monday-Friday).

Anyone violating these policies may be subject to disciplinary actions.

Generative Artificial Intelligence (AI): This course assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.

IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Persons 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) 7841307, 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 (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-areport.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 communicate, in advance if possible, and special circumstances (e.g., upcoming deployment, drill requirements, disability accommodations). You are also encouraged to visit the Patriots' Casa in-person room 202, or to contact the Office of Military Affairs with any questions at military@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 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; 210-7842061; 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, 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, University Catalog and to comply with them, as well as 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 an environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notification.

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. Behaviors that infringe 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-andresponsibilities/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).