



MGMT 5335-601-202710, CRN 12841, Advanced Strategic Management, Fall 2026 Syllabus

Department of Management and Marketing, College of Business

Class Modality: Synchronous, Tues 7:30-8:45

Class Duration: August 24, 2026 – Dec 11, 2026

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

Instructor Information

Instructor: Stephanie Black, Ph.D.

Office: BLH Building 341M

Office Phone: 210-784-2555

Email: sblack@tamusa.edu

Student Hours:

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

Students needing alternative meeting times or formats (e.g., phone, Zoom with captions) are encouraged to contact the instructor.

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.

Prerequisites: 24 hours of graduate business coursework or enrollment in the final semester of graduate study. Students who do not meet prerequisites must contact the instructor immediately.

COURSE OBJECTIVES

By the end of this course, students will be able to:

1. Explain commonly used strategic decision-making models and analytical tools.
2. Apply strategic analysis techniques to real-world business scenarios.

3. Use knowledge from multiple business disciplines to support effective managerial decision-making.
4. Evaluate strategic alternatives in complex and uncertain environments.
5. Develop evidence-based strategic recommendations.
6. Design implementation plans and performance measures.
7. Communicate recommendations to executive audiences.

STUDENT LEARNING OUTCOMES

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

1. Diagnose strategic problems using multiple analytical tools.
2. Evaluate industry attractiveness and competitive positioning.
3. Assess internal resources and organizational capabilities.
4. Develop evidence-based strategic recommendations.
5. Design implementation plans and performance metrics.
6. Communicate recommendations to executive audiences.

REQUIRED MATERIALS

Textbooks (Optional)

Students who have not previously completed coursework in strategy or business decision-making are encouraged to consult one or more of the following optional textbooks:

- Grant, R. M., & Jordan, J. J. *Foundations of Strategy*. Wiley.
- Hitt, M. A., Ireland, R. D. *Strategic Management: Concepts and Cases – Competitiveness and Globalization* (13th ed.).
- Dess, G., McNamara, G., Eisner, A., & Lee, S. *Strategic Management*.
- Barney, J. B., & Hesterly, W. *Strategic Management and Competitive Advantage*.
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. *Strategic Management: Competitiveness and Globalization*.

These texts are intended as supplemental resources and are not required for course completion.

Required Cases and Articles

Required cases and articles will be provided through Blackboard via Harvard Business Publishing.

- Access to Harvard Business Publishing materials is granted for six months from the date of purchase.

- Students are responsible for completing registration and resolving any technical issues directly with Harvard Business Publishing.

Harvard Business Publishing Support:

Phone: 1-800-810-8858

Email: techhelp@hbsp.harvard.edu

Harvard Course pack Link: <https://hbsp.harvard.edu/import/1440004>

This course pack does not include the simulation. Cost of course pack is: \$143.33

Simulation Requirement

Students are required to purchase and participate in a course simulation. Additional details and instructions will be provided in Blackboard. You do not have to purchase this until later in the course.

Supplemental Materials

- Students are encouraged to follow at least one reputable business news source (e.g., *The Wall Street Journal*, *The Economist*, or *Bloomberg Businessweek*) to remain informed about current business trends.
- Additional readings or resources may be provided through Blackboard or instructor announcements.

COURSE REQUIREMENTS

1. **Blackboard Access**

Blackboard is the official platform for this course. All course materials, announcements, assignments, and communications will be posted there. Students are expected to check Blackboard regularly.

2. **Time Commitment**

This is a 16-week, 3-credit-hour synchronous course. Students should expect to spend approximately 9-10 hours per week on course activities, including class meetings, readings, preparation, assignments, group work, and independent research.. This course follows scheduled deadlines and is not self-paced.

3. **Participation**

Active participation is an essential component of this course.

Students are expected to:

- Complete assigned readings and cases before class.
- Participate in case discussions.

- Contribute to team activities.
- Ask and answer substantive questions.
- Provide constructive feedback.
- Participate in their assigned team's case leadership.
- Contribute meaningfully to the consulting project.

Simply attending class does not constitute participation.

If circumstances prevent participation, students must communicate proactively with the instructor.

4. Team Participation

This course requires substantial collaborative work.

Students are expected to contribute meaningfully to their assigned team throughout the semester. Individual grades may be adjusted based on peer evaluations, instructor observations, and evidence of contribution.

Failure to participate meaningfully in required team activities may result in failure of the course.

5. Assignment Submission

Students are responsible for submitting all assignments on time and verifying successful submission.

6. Exams

Exams may be administered on campus or online using approved proctoring software. Students are responsible for scheduling exams according to provided instructions.

7. Communication Expectations

- Include "Mgmt 5335" in the subject line of all course-related emails.
- Emails should use a professional tone and include the student's full name.
- The instructor will typically respond within one working day to messages sent in blackboard. If you do not hear back within 48 hours you may follow up on my personal email at SBlack@tamusa.edu.
- If no response is received within 72 hours, students should follow up.

8. Technology Requirements

- Microsoft Office is required.
- Students must have access to a reliable computer and internet connection.
- A microphone and speakers or headphones are recommended but optional.
- You must have a working camera for classes and it be on during the class session.

9. Use of Artificial Intelligence (AI) Tools

Generative AI tools may be used in this course when the instructor explicitly identifies an activity as an appropriate context for AI experimentation, analysis, or learning.

Outside those circumstances, students should not use AI tools to generate content that becomes part of evaluated student work unless the instructor has explicitly permitted such use.

When AI use is permitted:

1. Students must clearly identify where and how AI was used.
2. Students remain responsible for the accuracy, originality, and integrity of submitted work.
3. Students must cite AI-generated material that informed their work when required by the assignment.
4. No more than **25% of submitted student work may be generated by AI**, unless a specific assignment provides a different written instruction.
5. Students should retain appropriate records of significant AI assistance when requested.
6. Students should not represent AI-generated work as entirely their own.

AI should be treated as a tool for learning—not as a substitute for entrepreneurial judgment.

Students should be able to explain and defend the ideas, evidence, calculations, decisions, and conclusions contained in their work.

If students are uncertain whether a particular use of AI is permitted, they should ask the instructor **before submitting the work**.

10. Course Ground Rules

Students are expected to:

- Complete readings and assignments by stated deadlines.
- Prepare for cases before class.
- Participate respectfully in discussions.
- Provide constructive feedback.
- Engage thoughtfully with differing viewpoints.
- Contribute positively to the learning environment.
- Meet team responsibilities.
- Communicate professionally with classmates and the instructor.

Course Philosophy

This is a **strategic decision-making course**, not simply a course in memorizing strategic frameworks.

Students will be expected to:

- Analyze incomplete information.
- Challenge assumptions.
- Defend strategic recommendations.
- Consider competing perspectives.
- Make decisions under uncertainty.
- Connect analysis to action.
- Communicate as strategic professionals.

The goal is to develop the ability to move from:

ANALYSIS → DIAGNOSIS → CHOICE → IMPLEMENTATION → RESULTS

The strongest work will not necessarily identify one "correct" answer. It will demonstrate **sound strategic reasoning, evidence-based judgment, feasibility, and the ability to defend a recommendation.**

Grading Policy

Assessment Weights

• Individual Contribution:	65%
○ Participation, Discussion, & Assignments:	55%
○ Strategy Simulation:	5%
• Group Contribution:	35%
○ Consulting Project Milestone 1: Strategic Situation Analysis	5%
○ Midterm Consulting Strategic Briefing	5%
○ Consulting Project Milestone 2: Strategy & Implementation Plan	5%
○ Final Group Consulting Report:	10%
○ Executive Board Presentation	5%
○ Group Case Leadership (Team Moderates a case)	5%
Total:	100%

Grading 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 Policy

- **Assignments:** Late submissions are accepted only under extraordinary circumstances and may incur a deduction of up to 20% per day.
 - **Exams:** Make-up exams are permitted only for documented extenuating circumstances and require advance notice.
 - **Proctored Exams:** Students may schedule remote proctoring through approved services (e.g., Examity) or use on-campus testing centers. All technical and scheduling requirements must be followed.
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Discussions, Activities, and Case Studies

Each week, students will:

- Complete assigned readings
- View a recorded lecture
- Participate in a case analysis, activities related to the topic
- Students are expected to review all assigned materials before engaging in case discussions. Online discussions will take place through Blackboard discussion forums.

Case Leadership Requirements

Each assigned team will:

1. Provide a brief framing of the case.
2. Identify the central strategic issue.
3. Apply relevant strategic concepts or frameworks.
4. Develop one or more strategic questions for the class.
5. Facilitate discussion.
6. Encourage participation from classmates.
7. Provide a brief conclusion identifying the team's strategic takeaway.

Recommended Format

10–12 minutes total

- 2–3 minutes — Case framing
- 3–4 minutes — Strategic analysis
- 4–5 minutes — Class discussion
- 1 minute — Strategic takeaway

Teams should use visuals when helpful, but **case leadership is not intended to be a lengthy PowerPoint presentation.**

Case Leadership Evaluation

Case leadership will be evaluated on:

- Preparation and understanding of the case
 - Strategic analysis
 - Quality of discussion questions
 - Facilitation
 - Engagement of classmates
 - Professionalism
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Discussions, Activities, and Case Studies

Each week, students will:

- Complete assigned readings.
- Prepare assigned cases.
- Participate in strategic analysis activities.
- Participate in team discussions.
- Apply strategic frameworks to real-world business problems.

Cases are designed to reflect real-world strategic decision-making where information may be incomplete or ambiguous.

Students are expected to analyze available information, make reasonable assumptions, and develop supported recommendations.

Case Discussion Framework

Cases will generally be approached using four stages:

1. Assessment

Identify the key issue, relevant facts, financial considerations, and strategic context.

2. Analysis

Apply relevant strategic frameworks and tools.

3. Action

Develop and justify strategic alternatives and implementation steps.

4. Appreciation

Identify lessons learned, implications, and remaining questions.

Individual Contribution

Individual contribution is evaluated using the **4 Ps**:

Preparation

Completion of readings, cases, and written preparation.

Presence

Active engagement during class.

Promptness

Timely completion of activities and assignments.

Participation

Constructive and substantive contributions to discussions and team activities.

Quality of participation is emphasized over quantity.

Strong participation includes:

- Connecting discussion to course concepts.
 - Asking thoughtful questions.
 - Building respectfully on others' ideas.
 - Providing relevant examples.
 - Challenging assumptions constructively.
 - Encouraging peer participation.
 - Defending recommendations with evidence.
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GROUP ACTIVITIES

1. Group Case Facilitation

Each team will serve as the case leadership team once during the semester. Case leadership is a required component of the course and contributes to the individual participation grade.

Purpose:

- Deepen strategic understanding
- Develop facilitation and analytical skills

Key Requirements:

- Begin with a brief case framing
- Connect to major course themes
- Use data and visuals with citations
- Engage classmates through discussion or activities
- Submit slides one day prior
- Present as a cohesive team

Evaluation Criteria:

- Organization and clarity
- Depth of analysis
- Use of evidence
- Critical thinking
- Engagement and creativity
- Integration of course themes
- Executive Strategy Consulting Challenge

Executive Strategy Consulting Challenge

Overview

Students will work in teams as **external consulting teams** hired by the executive leadership and Board of Directors of a major company.

Teams will apply strategic management concepts and tools from the course to:

1. Evaluate the company's competitive position.
2. Identify a significant strategic challenge or opportunity.
3. Diagnose the strategic situation.

4. Evaluate strategic alternatives.
5. Develop a strategic recommendation.
6. Design an implementation plan.
7. Identify performance measures and risks.

The project will culminate in an **Executive Board Presentation and Final Consulting Report**.

Consulting Project Structure

The consulting project is designed as **one continuous project** rather than a series of unrelated assignments.

Each submission builds on the previous submission.

Milestone 1 — Strategic Situation Analysis (5%)

Teams will establish the foundation for their consulting project.

Include:

- Company overview
 - Strategic issue or opportunity
 - PESTEL
 - Five Forces
 - VRIO
 - Value Chain
 - Key strategic findings
 - Initial diagnosis
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Midterm Executive Board Presentation (5%)

Teams will present their preliminary strategic diagnosis.

Include:

1. Strategic issue
2. External analysis
3. Internal analysis
4. Strategic diagnosis
5. Strategic alternatives
6. Preliminary recommendation

The purpose of the midterm briefing is to receive feedback before completing the final strategy.

Milestone 2 — Strategy & Implementation Plan (5%)

Teams will develop their recommended strategy and begin designing implementation.

Include:

- Recommended strategy
 - Innovation/business-model implications
 - AI/digital strategy
 - Stakeholder considerations
 - Governance and ethics
 - Key risks
 - Implementation priorities
 - Performance measures
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Final Consulting Written Report (10%)

The final report will integrate the team's work from throughout the semester.

Required Components

1. Executive Summary
2. Company Overview
3. Strategic Issue
4. External Analysis
 - PESTEL
 - Five Forces
5. Internal Analysis
 - VRIO
 - Value Chain
6. Strategic Diagnosis
7. SWOT/TOWS
8. Strategic Alternatives
9. Recommended Strategy
10. Innovation/Business Model Implications
11. AI/Digital Strategy
12. International Considerations, when applicable
13. Stakeholder Analysis
14. Governance and Ethics
15. Risk Assessment

16. Implementation Roadmap
17. Balanced Scorecard/Performance Measures
18. References

Executive Board Presentation (5%)

Teams will present their final strategy to the class as an executive consulting team.

Presentation

8–10 minutes

Executive Board Questioning

4–5 minutes

The presentation should focus on the **strategic decision**, rather than simply repeating the written report.

Teams should communicate:

- The strategic problem
- What the analysis reveals
- What the company should do
- Why the recommendation is superior to alternatives
- How the strategy should be implemented
- Major risks
- How success will be measured

Class members will serve as the **Executive Board** and will question presenting teams regarding:

- Strategic logic
 - Evidence
 - Feasibility
 - Financial implications
 - Implementation
 - Risk
 - Stakeholder consequences
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Individual Accountability for Team Projects

Although consulting projects are completed in teams, **individual accountability remains important.**

Individual grades may be adjusted based on:

- Peer evaluations
- Instructor observations
- Evidence of individual work
- Case leadership performance
- Participation in team meetings and activities
- Quality and timeliness of assigned contributions

All team members are expected to contribute meaningfully to research, analysis, preparation, and presentation.

Failure to participate meaningfully in required group work may result in course failure.

Class Conduct and Course Schedule

The instructor reserves the right to modify assignments or the course schedule as needed. Any changes will be communicated in advance through Blackboard announcements.

****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.

TENTATIVE CLASS SCHEDULE – Fall 2026

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
1	8/24	Course Introduction	Required: - Porter, M. E. (1996). <i>What Is Strategy?</i> HBR 10 Must Reads (20	None	Icebreaker discussion; Company & Strategic Issue

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
		Strategic Thinking & Competitive Advantage Essential Question: What separates strategy from operational effectiveness?	pgs) (provided) - Casadesus-Masanell, R. (2014). <i>Introduction to Strategy</i> . HBR (39 pgs) -Rumelt, R. (2011). <i>The perils of bad strategy</i> . <i>McKinsey Quarterly</i> , 1(3), 1-10. (provided) Optional Reading: <i>History of Strategy</i> . (provided)		Activities: • Course introduction • Ice Breaker; • Consulting team formation • Consulting Milestone 1 introduced
2	8/31	Understanding the Industry and the External Environment Essential Question: Is this an attractive industry and what external trends will shape our future? Tools: • Porter's Five Forces • PESTEL • Industry Life Cycle	Required: - Porter, M. (2008). <i>The Five Competitive Forces That Shape Strategy</i> . HBR 10 Must Reads (24 pgs) (provided) - Pangarkar, N. & Prabhudesai, R. (2025). <i>Using Porter's 5 Forces Analysis to Drive Strategy</i> . HBR (15 pgs) (provided)	Netflix, Inc. (2023). HBS	Instructor moderates case, Netflix case analysis; external environment assignment
3	9/7	Internal Analysis: Resources, Capabilities &	Required: - Barney, J. (1991). <i>Firm Resources and Sustained Competitive</i>	Apple Inc. in 2023 (2023). HBS.	Team 1 moderates case; Apple case analysis; Consulting Milestone 1 Due

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
		Competitive Advantage Essential Question What can our competitors NOT copy? Internal Analysis & Competitive Advantage Tools: • RBV • VRIO • Value Chain	<i>Advantage. Journal of Management (15 pgs) (provided)</i> - Collis, D. J., & Montgomery, C. A. (2008). <i>Competing on Resources</i> . HBR (20 pgs)		
4	9/14	Business-Level Strategy Tools: • SWOT, TOWS • Cost Leadership, Differentiation, Focus)	Required: - McGrath, R. (2013). <i>Transient Advantage</i> . HBR (12 pgs) - Mintzberg (1987). <i>Crafting Strategy</i> .	Keurig: A Return to Growth (2024). HBS.	Team 2 moderates case; Keurig case analysis; Personal SWOT Analysis.
5	9/21	Corporate-Level Strategy Tools: • Diversification • Synergy, Portfolio Management	Required: - Porter, M. E. (1989). <i>From competitive advantage to corporate strategy</i> . In <i>Readings in strategic management</i> (pp.	Responding to Aggressive Competition Huawei's entry in the Networking Equipment Industry (2024). HBS.	Team 3 moderates case; Huawei Case Analysis

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
			234-255). Palgrave, London. (provided) - Anand, B., & Collis, D. (2024). <i>Why Multibusiness Strategies Fail and How to Make Them Succeed</i> . HBR (20 pgs).		
6	9/28	Mergers, Acquisitions, & Joint Ventures Tools: - Acquisition Evaluation Matrix - Post-Merger Integration Checklist	Required: - Christensen, C. M., Alton, R., Rising, C., & Waldeck, A. (2011). The big idea: The new M&A playbook. <i>Harvard business review</i> , 89(3), 48-57.(Provided)	Microsoft's Acquisition of Activision Blizzard (2022). HBS.	Team 4 moderates; Case Analysis; M&A Group Assignment
7	10/5	Global Strategy Tools: - CAGE Framework - Entry Mode Matrix	Required: - Ghemawat, P. (2001). <i>Distance Still Matters</i> . HBR (20 pgs) - Porter, M. (1990) <i>The Competitive Advantage of Nations</i> . HBR.	Global Leadership in a Dynamic and Evolving Region: Molinas@The Coca Cola Company A (2017). HBS	Team 5 moderates case; Case Analysis; Global expansion assignment; Simulation Practice Round; Group Midterm Executive Board Presentation
8	10/12	Innovation & Disruption	Required: -Kim, W. C., & Mauborgne, R. (2005). <i>Blue Ocean</i>		Team 6 moderates case; Case analysis; Strategic

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
		(Disruptive Innovation, Blue Ocean Strategy canvas, First-Mover vs Fast-Follower) Tools: • Business Model Canvas • Innovation Portfolio	<i>Strategy From Theory to Practice.</i> HBR (18 pgs) (provided) - Csaszar, F., Karp, R., & Roche, M. (2025). <i>When to Innovate and When to Imitate.</i> HBR (15 pgs) -Christensen, C. M., McDonald, R., Altman, E. J., & Palmer, J. E. (2018). Disruptive innovation: An intellectual history and directions for future research. <i>Journal of management studies</i> , 55(7), 1043-1078. (provided)	Transforming a Titan (A) (2025). HBS.	innovation assignment; Simulation Round 1
9	10/19	AI and Digital Strategy Tools: • AI opportunity matrix • Digital maturity assessment	Required: - Iansiti, M., & Lakhani, K. (2019). <i>Competing in the Age of AI.</i> HBR (20 pgs) - AI Ethics Strategy Lessons From H&M Group (2025). HBR (15 pgs)	Case-DBS Bank Ltd.: AI and Digital Strategy (2023). HBS.	Team 7 moderates case; Case Analysis; AI & Digital Transformation Assignment; Simulation Round 2
10	10/26	Sustainability & Stakeholder Strategy	Required: - Porter, M., & Kramer, M. (2011). <i>Creating Shared </i>	Case-Patagonia: Challenging Consumerism Through A Refusal	Team 8 moderates case; Case analysis;

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
		Tools: - Shared Value Triple Bottom Line - Circular Economy, Stakeholder Map	<i>Value</i> . HBR (15 pgs) - Freeman, R. E., Wicks, A. C., & Parmar, B. (2004). Stakeholder theory and “the corporate objective revisited”. <i>Organization science</i> , 15(3), 364-369. (provided) - Korhonen, J., Honkasalo, A., & Seppälä, J. (2018). Circular economy: the concept and its limitations. <i>Ecological economics</i> , 143, 37-46. (provided)	to Co-brand Apparel	Simulation Round 3
11	11/2	Corporate Governance & Ethics Tools: - Governance Scorecard - Board Effectiveness Assessment	Required: - Schwartz, M. (2013). <i>Developing and Sustaining an Ethical Corporate Culture: The Core Elements</i> . HBR (12 pgs) - Cheng, J. (2023). <i>Introduction to Corporate Governance</i> . HBR (13 pgs)	Case-Governing OpenAI (A) 2025).HBS	Team 9 moderates case; Case analysis; Governance in Practice Assignment, and the future of business assignment; Simulation Round 4

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
12	11/9	Strategy Execution Tools: Balanced Scorecard	Required: - Kaplan, R., & Norton, D. (2005). <i>Balanced Scorecard Measures That Drive Performance</i> . HBR (20 pgs)(provided) - Powers, E., Nielsen, G., & Martin, K., & Powers, E. (2008). <i>Secrets to Successful Strategy Execution</i> . HBR (20 pgs)	Case-Amanco: Developing the Sustainability Scorecard (2008) HBS	Team 10 moderates case; Case Analysis; Simulation Round 5 Milestone 2-Strategic Implementation
13	11/16	Strategic Risk & Decision Making - Risk Matrix, Decision Tree, - Contingency Planning	Required: - McNulty, E. & Marcus, L. (2020). <i>Are You Leading Through the Crisis or Managing the Response?</i> HBR (15 pgs) - Bene, G., et al. (2025). <i>How to Rescue a Failing Strategy</i> . HBR (15 pgs) - Aven, T. (2015). <i>Implications of black swans to the foundations and practice of risk assessment and management. Reliability Engineering & System Safety</i> , 134, 83-91. (provided)	Case-Anne Mulcahy: Leading Xerox Through the Perfect Storm (2010). (HBS)	Team 11 Moderates case; Case analysis; Simulation Round 6 (Final Round); Simulation Reflection

Week	Date	Topic / Lecture	Readings (Required / Optional)	Case Study	Activities / Assignments
			-Kahneman, D., Lovallo, D., & Sibony, O. (2011). Before you make that big decision. <i>Harvard business review</i> , 89(6), 50- 60. (provided) Optional		
14	11/23	Executive Board Presentations and Class members serve as the Executive Board	No new readings	No Case Student Group Presentations Due (11/24)	Executive Board Presentation; Peer assessment; Executive Board Review due 11/29
15	11/30	Consulting Written Report Due 11/30			Group Papers Due 11/30; Peer feedback; Final Reflection Due 12/6
16	12/7 12/11 12/16	Finals End of Term Grades Posted			

IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us

<https://www.tamusa.edu/Disability-Support-Services/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services and their instructors as soon as possible.

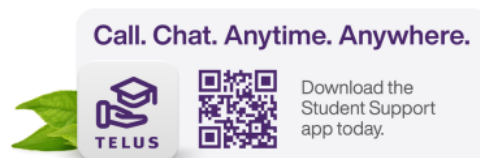
Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the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

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit tamusa.edu/studentcounseling

Crisis support is available 24/7 by calling the SCC at 210-784-1331 (after-hours select option '2').

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



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

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

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

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on “Writing, Language, and Digital Composing Center” to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics/>.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral (<https://www.tamusa.edu/university-policies/Student-Rights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots’ Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, gender expression, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable accommodations to pregnant students as would be provided to a student with a temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to

pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K).

Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, [Student Code of Conduct](#), on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.

3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated.

Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academic-integrity.html>)

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.

Key Dates For Fall 2026 Semester:

The complete academic calendar is available online:

<https://www.tamusa.edu/academics/academic-calendar/current-year/Fall-2026.html>

Date	Day	Event
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August 21	Friday	Last day to withdraw from all classes to receive a 100% refund of tuition and fees
August 24	Monday	First class day
August 28	Friday	Last day to withdraw from all classes to receive an 80% refund of tuition and fees
September 9	Wednesday	Census Date - Students not paid in full or enrolled in a payment plan by 4:59PM may be dropped for non-payment
November 13	Friday	Last day to drop with an automatic grade of "W"
November 25	Wednesday	Study day - No Classes
November 26 - November 28	Thursday - Saturday	Thanksgiving Holiday - No Classes / University Closed
November 30	Monday	Last day to withdraw from the university
December 4	Friday	Last day of scheduled classes for weekday classes
December 5 - December 11	Saturday - Friday	Final examinations
December 11	Friday	End of term
December 15	Tuesday	Commencement
December 16	Wednesday	All grades due by noon
December 17	Thursday	Grades available in JagWire