



DEPARTMENT OF MANAGEMENT AND MARKETING

**MGMT 4370-900 STRATEGIC MANAGEMENT (*Hybrid*)**  
**Fall-2026**

**Instructor:** Dr. Ozbek [Ph.D. in Business Administration with Strategic Mgmt. concentration, M.S. in Business, M.B.A., M.S. in Mgmt. Science, B.S. in Computer Engineering.]

**Office number:** Business Library Hall (BLH) 341-E

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

**Office hours:** T: 9-11 am, 1-3 pm; Th: 9-11 am (via Zoom). [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 156 & Tue: 11 am-12:15 pm.

*“A vision without a strategy remains an illusion.”, Lee Bolman*

*“Good companies will meet needs; great companies will create markets.”, Philip Kotler*

**Required e-textbook and simulation:**

- Dess, G. G., et al. 2025. **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/1446927> ). 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:

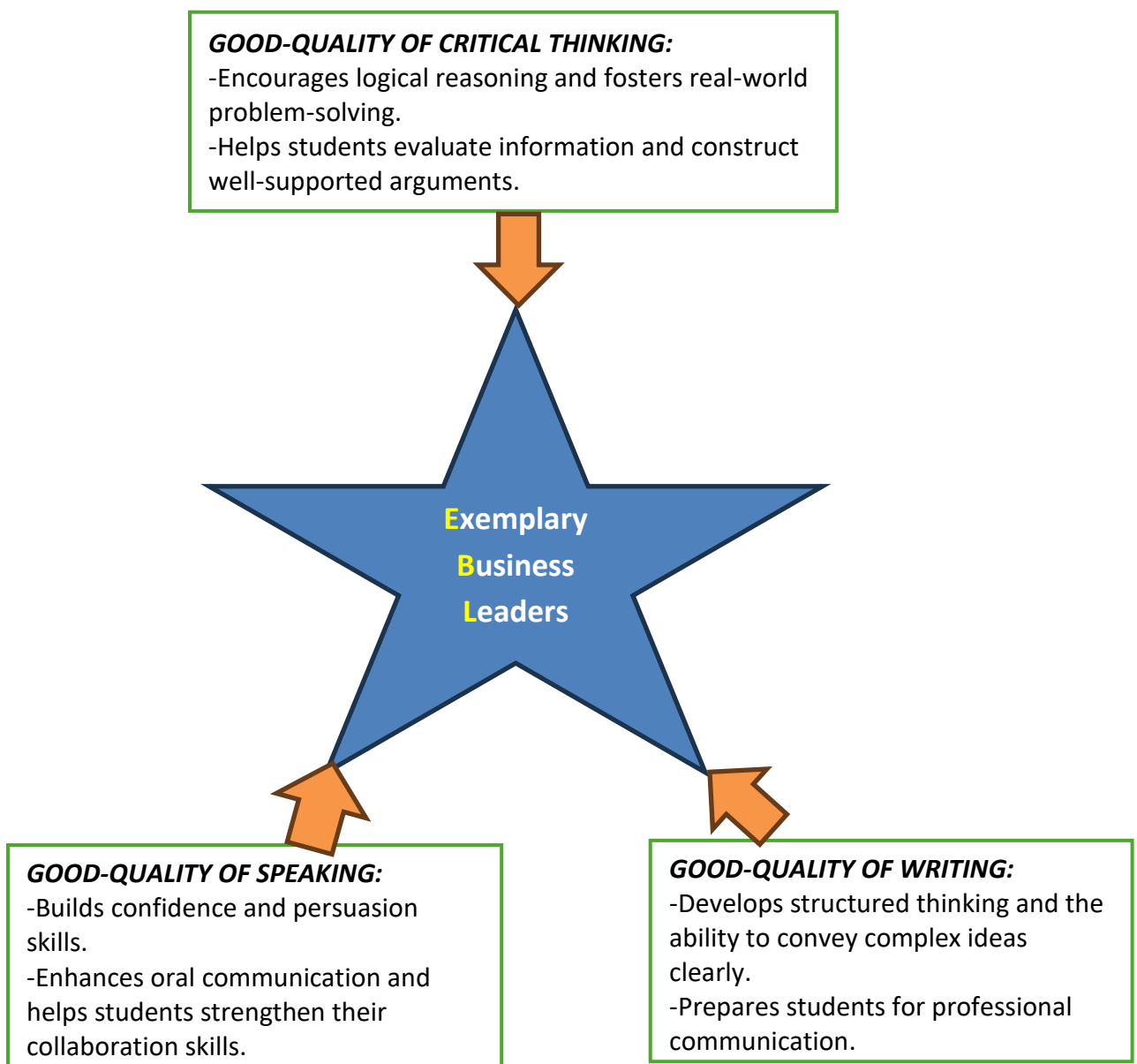




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**OUR MOTTO IN THIS CLASS:** IMPROVING YOUR WRITING, SPEAKING, AND CRITICAL THINKING SKILLS AS PROSPECTIVE “EXEMPLARY” BUSINESS LEADERS WHO CAN SUCCEED IN THE FIELD OF STRATEGIC MANAGEMENT.

### \*\*\*THE E.B.L. (EXEMPLARY BUSINESS LEADERS) FRAMEWORK\*\*\*





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### 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.”*

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,
- Entrepreneurial orientation of the firms,
- Analyzing firm performance via financial ratios analysis,
- Critical role of corporate governance including its participants.

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 strategic management (SM) perspective throughout this course. In general, this class is designed to be **challenging, fun, interesting, and require you to think.**



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### Instructor's educational philosophy:

I view teaching as a **partnership** with my students, and I take seriously my responsibility to support your learning and development. I begin with the assumption that you are taking this course because you want to learn, challenge yourself, and grow both personally and professionally. ***My responsibility is to create meaningful opportunities for you to learn, think, and apply new ideas; your responsibility is to engage with those opportunities and put forth your best effort.***

I believe that a positive and curious mindset is an important first step toward success. Rather than simply learning new concepts, I encourage you to ask: ***“What can I learn from this, and how can I use it to become a better manager and business professional?”*** Familiarizing yourself with the syllabus from the beginning and communicating with me openly and promptly throughout the semester will also contribute greatly to your success.

Finally, **FAIRNESS and INTEGRITY** are two principles that guide my teaching and decision-making in every course. I will hold you to high standards, but I will also do everything I reasonably can to support your success. Throughout our academic journey together, ***I am always willing to help.***

### 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.
8. Discussing the importance of corporate governance detailing the roles of its “key” participants.



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**Course requirements: (All due dates are listed under your “tentative” course schedule.)**

- **Mid-term and final exams (20+20 points):** Both exams are non-cumulative (unless stated otherwise by the instructor). Each includes 40 true-false and multiple-choice questions. All questions are based on PowerPoint slides, required textbook chapters, handouts, worksheets, and any additional information provided by the instructor during the class. You may bring **one standard Letter-size sheet of paper (8.5 × 11 inches)** to the exam. Both sides may be used, and notes may be handwritten and/or printed. **Only this single sheet will be permitted during the exam; materials that do not meet these specifications may not be used.** (NOTE: You will need a scantron, which can be purchased at the campus bookstore.)
- **Smartbook quizzes (15 points):** You will take ten online quizzes based on all assigned textbook chapters, which serve as a great tool to prepare for your exams.
- **“S.A.W.” [Strategic Analysis Work] (10 points):** These assignments can be given either during class time or as “take home.” (NOTE: If they are given during the class time and you are absent from class, there will be no make-up options.)
- **“W.I.N.” [What is in the News] paper and presentation (10 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 the previous five years. You may use a small index card during your 90-second-long presentation; however, you can only use that card as a guide, which means that you should not read it thoroughly. These presentations will start **with Chapter 2**. I will post the schedule for these presentations on Blackboard. (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.)
- **Online simulation exercise and report (10 points):** You will play eight practice and two competition rounds. The first two practice rounds (not graded) followed by debriefs are to be played during class. Afterwards, you will play six more practice rounds and two competition rounds on your own. 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 the first two practice rounds: 1 pt. (less than that: 0)**
  - **Submitting decisions for the second two practice rounds: 1 pt. (less than that: 0)**
  - **Submitting decisions for the last two practice rounds: 1 pt. (less than that: 0)**
  - **Making profit in both competition rounds/ one round/ no round: 2 pts./ 1 pt./ 0 pt.**

**[Simulation rounds follow fixed deadlines. Therefore, missed rounds cannot be reopened!]**



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- *“S.M.E. (Strategic Management Essentials)” team project proposal, executive report, and presentation (15 points):* This is a group project (a.k.a. an executive briefing) based on reading a practitioner-oriented strategy book. Each team member reads at least 15-20 pages. This is an eight-page-long report (double-spaced, 1-inch all margins). Here is the general question you need to answer: *“Imagine the executive team of a company has asked you to read this book for them. What are the four/five ideas they need to know, and how should those ideas influence their strategic decisions?”*

Here is the “suggested” format of your proposal and report:

- **Page 1:** This is a cover page including your team name and logo (if you do not have them, you will need to create professional ones), name of our class, title of your report, names of “contributing” team members, and submission date.
- **Page 2:** Create a table of contents including page numbers.
- **Pages 3-7:** Write an introduction section (around a half page). Then, based on your readings, come up with four/five key insights for executives and explain how these insights can guide strategic directions of companies in today’s complex business environment.
- **Page 8:** Write a conclusion section (around a half page). Afterwards, list (cite) your book in the A.P.A. format as your reference.

Here are more details:

- This report should be written in your own words, which means that you may not use any direct quotations.
  - In your report, you may not use bullet points, which means you need to use full sentences & paragraphs. You may not use any pictures, “copy & paste” tables/graphs/statements; however, you may create your tables/graphs if necessary.
  - Your presentation (4-5 minutes) will be solely based on 8-10 PowerPoint slides. During your presentation, you may use a small index card as a reminder. The rubric for your presentation can be found at the end of this syllabus.
  - Your proposal should be read as the first full draft of your executive report. After receiving my feedback, you will revise and resubmit it as your final report.
- **Peer evaluations:** These scores will be directly incorporated with your S.M.E. assignment score. For instance, if your team gets a total of 14 points and you get 7 out of 10 from your peer evaluations, your group project grade will be “14x 0.7=9.8”. You will submit this form as hard copy **only if you assign any team member with a grade equal and less than 8**. Peer evaluations policy can be seen at the end of this syllabus.



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**Grading policy:** Class grades will be decided based on the following: (Midterm letter grades will be decided solely based on your midterm exam grade.)

- Exams: **40**
- W.I.N.: **10**
- S.A.W.s: **10**
- SmartBook online quizzes: **15**
- Value Champion simulation: **10**
- S.M.E.: **15**

★ **A = 90–100** ★

**B= 80–89, C= 70–79, D = 60–69, F= 59 and below.**

### **Important Note on Teamwork and Corporate Citizenship**

Group projects are designed not only to apply course concepts but also to build the professional collaboration skills expected of business undergraduates. **Good corporate citizenship** is strongly valued in our class, which means supporting one another and contributing positively to the team. You are not expected to either “like” or “dislike” your teammates—this is about working respectfully and efficiently toward a shared objective.

Every team member is responsible for contributing **timely, meaningful, and high-quality work** to the project. If a member fails to cooperate, communicate, or deliver their assigned tasks, the team should notify the instructor immediately so that their project is not being jeopardized. **Persistent nonparticipation** may result in removal from the team and an individual grade adjustment.

This policy reflects the professional standards expected in real organizations: **accountability, respect, professionalism, and commitment to collective success.**



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### OTHER IMPORTANT POLICIES:

**Class attendance:** Because we meet face-to-face only once each week, regular attendance is essential and required. (I will take attendance at random times.) Missing a class means missing discussions, applications, presentations, and team activities that cannot always be recreated independently. Thus, ***three absences will result in a formal attendance warning via email. Four absences will result in being dropped from the course immediately. (Two instances of significant late arrival and/or early departure will be counted as one absence.)*** 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.

**Continuous and logical class contribution:** Everybody is expected to speak in this class. The instructor may ask you questions by calling your name. Your responses are expected to be both logical and comprehensive.

**Discretionary bonus points for exceptional class contribution:** Active and thoughtful participation is an important part of our learning environment. Although class contribution is not assigned a separate numerical grade, the instructor may award a limited number of discretionary bonus points at the end of the semester to students who have demonstrated exceptional and sustained contributions to the learning experience of the class. Such contributions may include consistently offering thoughtful insights, making meaningful connections between course concepts and business situations, and constructively engaging with the ideas of others. These bonus points are not automatic or guaranteed and will be awarded solely for exceptional class contribution rather than simply for attendance or occasional participation.

**Final grade-boundary policy:** Individual assignment and assessment grades will not be rounded during the semester. At the end of the semester, however, I provide students with a one-point grade-boundary benefit: a final course average of 89.0–89.9 will receive an A, 79.0–79.9 will receive a B, 69.0–69.9 will receive a C, and 59.0–59.9 will receive a D, provided that the student has completed all required assignments and earned a passing grade on each of them. This policy is applied consistently to all students who meet these conditions; no additional rounding will occur.

**Professionalism:** Treat our classroom as a professional environment. Arrive prepared and on time, remain engaged, contribute respectfully, and avoid activities that distract you or others. Professionalism is demonstrated through preparation, communication, accountability, and respect.

**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.

**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. Because communication is one dimension of our **Exemplary Business Leaders** framework, written work will be evaluated for clarity, organization, grammar, and



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professional tone in addition to substantive content. For instance, *instead of using “things” and “like”, you should use “factors” and “such as.”*

**Make-up exam policy:** There will be no make-up exams unless there is an emergency health situation documented by a doctor’s official excuse, *or* the death of an immediate family documented by an official letter, *or* a special situation accepted by the University such as a participation in an authorized University activity documented by an official letter, *or* a legal proceeding that requires your presence documented by an official letter. 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:** I will post the course PowerPoint slides and any other supportive course materials on this online educational platform. It is your responsibility to check it regularly (at least once a day) to be informed of any changes or additional materials.

**Communication policy:** All your email communications with me should be via your “jaguar.tamusa.edu” email address. (My preferred method of written communication is via emailing me rather than sending me messages on the Blackboard.) If you are emailing me on behalf of your team, make sure to CC all your team members so that they are aware of my answers to your team-based questions.

**Electronic devices policy:** Technology should support learning rather than compete with it. ***Laptops, notebooks, and tablets may be used for course-related purposes.*** Please keep phones away during class except when needed for a class activity or an urgent matter. Constant use of your cell phone 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 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 may not 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. ). Doing so will make your assignment invalid.



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

**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.

**If you have any questions/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.**

**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 materials, etc. In general, I strongly encourage you to put additional two hours of studying (at least) per week for this course.**

**Librarian to contact:** You should feel free to contact our business librarian Ms. Stephanie Ray ([sray@tamusa.edu](mailto:sray@tamusa.edu)) if you need any assistance in finding course-related resources and/or materials to complete your assignments successfully.



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### TENTATIVE 4370-Hybrid Course Schedule (\*)

| DATES  | CHAPTER               | TOPIC                                               | ASSIGNMENTS DUE                                                                                                           |
|--------|-----------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| AUG-25 | Welcome to MGMT 4370! | Introduction to syllabus and administrative matters | <b>Read your syllabus before coming to class</b><br><a href="#">Complete your simulation registration online</a>          |
| SEP-1  | Chapter 1             | SM: Creating competitive advantages                 | Chapter-1 Smartbook quiz due midnight on OCT-5                                                                            |
| SEP-8  | Chapter 2             | Analyzing external environment of the firm          | Chapter-2 Smartbook quiz due midnight on OCT-5<br>W.I.N. for C-2 papers & presentations due<br><b>Group introductions</b> |
| SEP-15 | Chapter 3             | Analyzing internal environment of the firm          | Chapter-3 Smartbook quiz due midnight on OCT-5<br>W.I.N. for C-3 papers & presentations due                               |
| SEP-22 | Chapter 3 (cont.)     | Analyzing internal environment of the firm          | <b>Group book selections due, to be approved by the instructor during his office hours</b>                                |
| SEP-29 | Chapter 4             | Recognizing a firm's intellectual assets            | Chapter-4 Smartbook quiz due midnight on OCT-5<br>W.I.N. for C-4 papers & presentations due                               |
| OCT-6  | Exam                  | Midterm exam (in person)                            | ---                                                                                                                       |
| OCT-13 | Chapter 5             | Business-level strategy                             | Chapter-5a&b Smartbook quizzes due midnight on NOV-30                                                                     |
| OCT-20 | Simulation            | Value Champion simulation (WE WILL MEET VIA ZOOM!)  | <b>S.M.E. proposals due midnight via email</b><br><a href="#">(detailed instructions to be provided later)</a>            |
| OCT-27 | Chapter 5 (cont.)     | Business-level strategy (cont.)                     | W.I.N. for C-5 papers & presentations due                                                                                 |



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|                   |                     |                                            |                                                                                                                                                         |
|-------------------|---------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| NOV-3             | Chapter 6           | Corporate-level strategy                   | Chapter-6a&b Smartbook quizzes due due midnight on NOV-30<br><br><b>Team meetings with the instructor during office hours for his proposal feedback</b> |
| NOV-10            | Chapter 6 (cont.)   | Corporate-level strategy                   | W.I.N. for C-6 papers & presentations due<br><br><b>Simulation individual reports due in class</b>                                                      |
| NOV-17            | Chapter 9           | Strategic control and corporate governance | Chapter-9a&b Smartbook quizzes due due midnight on NOV-30<br><br>W.I.N. for C-9 papers & presentations due                                              |
| NOV-24            | Group presentations | S.M.E. presentations                       | <b>S.M.E. executive reports and presentations due</b>                                                                                                   |
| DEC-1             | Study day           | No class!                                  | ---                                                                                                                                                     |
| <b>DEC-8@noon</b> | Exam                | Final exam                                 | ---                                                                                                                                                     |

(\*) 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.

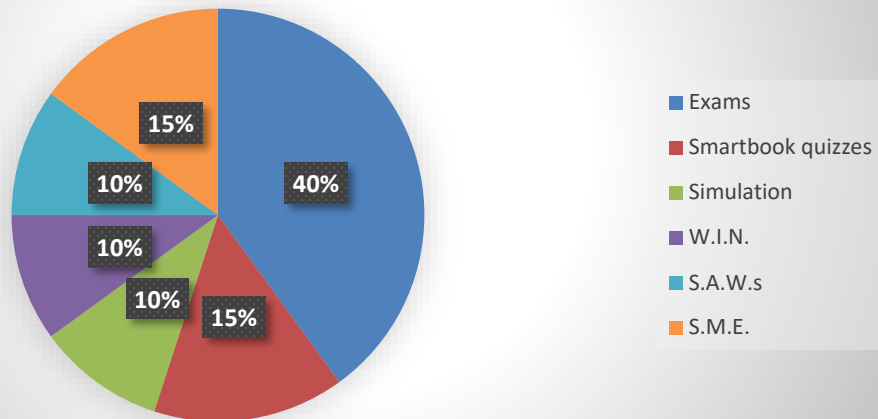
To make an appointment with the Writing Center, you can use this link below:

<https://www.tamusa.edu/student-resources/writing-center/How-To-Make-An-Appointment.html>



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**MGMT 4370-HYBRID: SUMMARY OF YOUR  
REQUIRED ASSIGNMENTS**





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PEER EVALUATION FORM

Team number/name: \_\_\_\_\_

Teamwork Grade Awarded

Student's Name

(Min:0; Max: 10; No decimals)

1. \_\_\_\_\_ (yourself) \_\_\_\_\_
2. \_\_\_\_\_ (student #1) \_\_\_\_\_
3. \_\_\_\_\_ (student #2) \_\_\_\_\_
4. \_\_\_\_\_ (student #3) \_\_\_\_\_
5. \_\_\_\_\_ (student #4) \_\_\_\_\_
6. \_\_\_\_\_ (student #5) \_\_\_\_\_

(You are required to submit this assessment form only if you have given a total grade of **8 and below**. You will also need to provide an explanation on the next page. This means that **if you have given either a 9 or 10, you are not required to submit this form.**)

**\*\*Peer Evaluation Rubric\*\***

| <i>Questions</i>                                            | <i>Max. Scores</i> |
|-------------------------------------------------------------|--------------------|
| He/ she attended all our team meetings.                     | 2                  |
| He/ she contributed to a fair share of our team's workload. | 2                  |
| He/ she met all deadlines set up by our team.               | 2                  |
| He/she positively contributed to all our team meetings.     | 2                  |
| The quantity of work he/ she completed was satisfying.      | 1                  |
| The quality of work he/ she completed was satisfying.       | 1                  |



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**PEER EVALUATION FORM (cont.)**

**Explanation for Yourself: ....**

**Explanation for Student #1: ....**

**Explanation for Student #2: ....**

**Explanation for Student #3: ....**

**Explanation for Student #4: ....**

**Explanation for Student #5: ....**

**ANY ADDITIONAL COMMENTS: ....**



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

- This is a *four-page-long, double-spaced, 1-inch all margins* paper based on a concept you've chosen from your assigned textbook chapter and an online article published in the previous five years.
- You need to use at least five references excluding your textbook, which means that there will be a total of at least six references (five external plus one textbook) cited in the A.P.A. format by properly using in-text direct/indirect quotations. (NOTE: [APA Style Common Reference Examples](#) ; [APA-Quoting-authors June-2025.pdf](#))
- The “rule of thumb” of using direct quotations is that they may take up to 15-20% of your page. Make sure that all your references are properly cited via using direct and/or indirect quotations within your manuscript. (NOTE: ***If you are not familiar with the difference between direct and indirect quotations, you may want to get help from the Writing Center.***) Not citing them properly will result in some additional point deductions.
- Overall, keep in mind that ***giving proper credit to your sources is a fundamental principle of academic integrity. Using information or ideas from another source without appropriate citation constitutes plagiarism!***
- Here are further guidelines while writing 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 in one sentence.
  - Then, in your **first two pages**, you will explain why this concept is important in the field of strategy by providing three/four reasons.
  - 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 facts.
  - In your **fourth (last) page**, you will provide me with a conclusion paragraph as well as a list of all references in the APA format.



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

- Define your concept and explain **why** it is important in the field of strategy. (~45 sec.)
- Introduce your article, discuss **how** this concept has been used in that company, provide some numerical info about its performance implications, and conclude. (~45 sec.)

(IMPORTANT NOTE: *You may use one small note/index card containing keywords or brief prompts. Reading a prepared script will negatively affect your presentation grade.*)



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

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

| <i>Questions</i>                                                                                                                                                                                                                                                                                              | <i>Max. scores</i> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Clarity and comprehensiveness of the presentation                                                                                                                                                                                                                                                             | 2.5                |
| Eye contact with the audience                                                                                                                                                                                                                                                                                 | 0.5                |
| Using body language appropriately                                                                                                                                                                                                                                                                             | 0.5                |
| Using a small note card (optional) as a reminder only                                                                                                                                                                                                                                                         | 0.5                |
| Timing of the speech (90 secs.: +/- 15 secs OK)                                                                                                                                                                                                                                                               | 0.5                |
| Fluency of the speech (e.g., not making frequent pauses)                                                                                                                                                                                                                                                      | 0.5                |
| <b>TOTAL POINTS</b> (NOTE: (Making too short/long presentations, which refers to less than 1 minute or more than 2 minutes, will result in some additional reduction of your presentation grade. Reading from your note card thoroughly will result in some additional reduction of your presentation grade.) | <b>5</b>           |



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

- This is a two-page-long report (double-spaced, 1-inch all margins) to be submitted as one double-sided print. While writing this report, make sure to avoid leaving any unnecessary spaces in your pages so that you can provide me with more information.
- 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 (a.k.a. final two) 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 in the simulation such as 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.)



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### GUIDELINES FOR S.M.E. TEAM PRESENTATIONS

- If you are *either absent, late, or not prepared* for the day you've been assigned to present, you will earn a zero grade for both your presentation and report.
- Make sure to do at least two practice sessions as a group prior to your presentation in class. During these practices, make sure to effectively follow my guidelines provided in the rubric below.
- The instructor will evaluate your performance both as a group and individually. This means that students in the same group may earn different grades based on their performance while presenting.
- You may use one small note card containing keywords or brief prompts. Reading a prepared script will negatively affect the presentation grade.

### --- S.M.E. Team Presentation Evaluation Rubric ---

| <b>Questions</b>                                                                                                                                                                                | <b>Max. scores</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Clarity and comprehensiveness of explaining "key" points from your report (e.g., introduction, clear flow of information based on your sections, conclusion)                                    | 2.0                |
| Equal time distribution among team members                                                                                                                                                      | 0.5                |
| Visibility and coherency of your slides (e.g., easy to follow, being readable)                                                                                                                  | 0.5                |
| Using body language appropriately and keeping eye contact with the audience                                                                                                                     | 0.5                |
| Typo/error-free slides and no full sentences on the slides; number of your slides                                                                                                               | 0.5                |
| Timing of the speech (4-5 minutes +/- 30 seconds OK)                                                                                                                                            | 0.5                |
| Fluency of the speech (e.g., not making frequent pauses, not using "like" and "thing" often)                                                                                                    | 0.5                |
| <b>TOTAL POINTS</b> (Making too short/long presentations, which refers to less than 3.5 minutes or more than 5.5 minutes, will result in some additional reduction of your presentation grade.) | <b>5</b>           |



## DEPARTMENT OF MANAGEMENT AND MARKETING

### IMPORTANT UNIVERSITY POLICIES AND RESOURCES

**University Email Policy and Course Communications:** All correspondence between professors and students must occur via university email accounts. You must have your Jaguar email account ready and working. If it is not working, contact the help desk at [helpdesk@tamusa.edu](mailto:helpdesk@tamusa.edu) or at 210-784-HELP (4357). If you don't hear back within 48 hours, contact them again. They have many requests during the first part of the semester, so you may need to follow up with them.

**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 at the [website](http://www.tamusa.edu/dss) or email us at [dss@tamusa.edu](mailto:dss@tamusa.edu). All students are encouraged to discuss their academic accommodation with Disability Support Services and their instructors as soon as possible.

**Academic Learning Center:** All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. 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. Online tutoring is also available for after hours and weekend assistance.

While tutoring hours may change based on tutor schedules and availability, the current tutoring hours for MATH in the ALC are as follows:

#### **Appointments available MATH Walk in Tutoring – No appointment needed**

|           | <b>Appointments available</b> | <b>Walk in Tutoring – No appointment needed</b> |
|-----------|-------------------------------|-------------------------------------------------|
| MONDAY    | 8 am – 6 pm                   | 9 am – 5 pm                                     |
| TUESDAY   | 8 am – 6 pm                   | 9 am – 5 pm                                     |
| WEDNESDAY | 8 am – 6 pm                   | 9 am – 5 pm                                     |
| THURSDAY  | 8 am – 6 pm                   | 9 am – 5 pm                                     |
| FRIDAY    | 8 am – 5 pm                   | 11 am – 4 pm                                    |

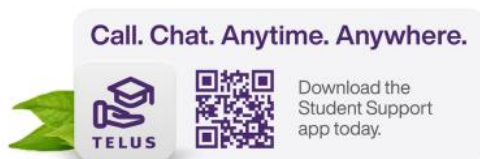
**Counseling/Mental Health Resources:** As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, visit our website, call 210-784-1331 or visit Madla 120 between the hours of 8:00 AM and 5:00 PM.

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. *Crisis support is available 24/7/365 by calling the SCC at 210-784-1331 or through the TELUS student support App.*

The TELUS Student Support App provides a variety of mental health resources to including 24/7/365 support for in the moment distress, crisis support, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



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**Emergency Preparedness:** JagE Alert is Texas A&M University-San Antonio's mass notification system. 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 on emergency response may be found at: [Emergency Operations Plan](#) and the [Emergency Action Plan](#). 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 by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (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.

**Jaguar Writing, Language, and Digital Composing Center (WLDCC):** The WLDCC provides support to graduate and undergraduate students in all three colleges as well as faculty and staff. Writing 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. The WLDCC offers face-to-face, synchronous online, and asynchronous digital appointments. Students can schedule appointments with the WLDCC in JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. Students wanting to work in realtime with a tutor can schedule an "Online Appointment." Students wishing to receive asynchronous, written feedback from a tutor can schedule an "eTutoring" appointment. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our [website](#). The WLDCC can also be reached by emailing [wldcc@tamusa.edu](mailto:wldcc@tamusa.edu).

**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 report](#) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources. A food pantry is available on campus; click [here](#) for hours and contact information.

**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.



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**Religious Observances:** Texas A&M University-San Antonio recognizes the wide variety 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 on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to 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, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or [titleix@tamusa.edu](mailto:titleix@tamusa.edu).

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 discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, 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 sex-based 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.

**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



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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.

**Young Jaguars** can support parenting students with daycare if students meet this criteria: (1) must be enrolled in classes at Texas A&M-San Antonio in the current semester, (2) must be Pell eligible or a single parent, (3) child(ren) must be aged 3 to 12-years-old, and (4) child(ren) must be enrolled in Pre-K-3 through 6th grade. Hours of operation is Monday-Thursday 3:30pm-9:00pm. For more information, please contact Young Jaguars at [youngjaguars@tamusa.edu](mailto:youngjaguars@tamusa.edu) or call (210) 784-2636.

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

### *Students' Rights*

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, 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, or disability. Conduct that infringes on the rights of another individual will not be tolerated.



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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](#) or visit the resources available in the [OSRR website](#)  
**Important Fall 2026 Dates:**

| Dates                    | Event                                                                                                           |
|--------------------------|-----------------------------------------------------------------------------------------------------------------|
| August 20                | Tuition & Fee Payments deadline                                                                                 |
| August 24                | First day of class                                                                                              |
| September 7              | Labor Day Holiday – No Classes / University Closed                                                              |
| September 9              | Census Date – Students not paid in full or enrolled in a payment plan by 4:59 pm may be dropped for non-payment |
| October 5 – October 16   | Midterm grading period                                                                                          |
| November 13              | Last day to drop with an automatic “W”                                                                          |
| November 25              | Study Day – No classes                                                                                          |
| November 26-November 28  | Thanksgiving Holiday – No Classes / University Closed                                                           |
| November 30              | Last day to drop a course or withdraw from the University                                                       |
| December 4               | Last day of classes                                                                                             |
| December 5 – December 11 | Final exams                                                                                                     |
| December 15              | Commencement                                                                                                    |
|                          |                                                                                                                 |

The complete [academic calendar](#) is available online

