



TEXAS A&M UNIVERSITY
SAN ANTONIO

Department of Management and Marketing, College of Business
MGMT 5335, Section 600, Advanced Strategic Management, Spring, 2024, CRN: 24290

Course Syllabus

Class Modality: Asynchronous, online

Class Duration: 1/21 – 5/13/2025

Instructor: Kathleen Welsh Ph.D.
Tel: 210-784-2330

Electronic Communication: Use Message link on Blackboard.
Student Messages will receive a reply within two business days.

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

Office Hours: Office Hours: M 11:00 am – 2:00 pm
T 12:30 pm – 2:00 pm and 3:30 – 5:00 pm

Modality: BB Message or Zoom personal meeting room at:

<https://tamusa.zoom.us/j/4812439501?pwd=T1pCdkM0OStocFdrSE1zK2lDakZZQT09>

Password: mgmt4370

****Scheduled information sessions will be held throughout the semester in the Zoom personal meeting room; a BB Announcement will be sent to notify students of dates. The sessions will be recorded and posted on BB for those who cannot attend.**

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.

Course Objectives: Students will learn about strategic decision making modeling, strategic analysis tools and strategic decision-making, and apply knowledge to real world business applications.

Student Learning Outcomes: After successful completion of this course, students will be able to:

1. Demonstrate an understanding of the strategic management process.
2. Demonstrate an ability to apply strategic problem solving and analysis skills to generate strategic business decisions.
3. Demonstrate an ability to integrate in critical and reflective manner management theory/concepts to address complex managerial issues.

4. Demonstrate an awareness of the manner in which an organization can address the issues of social responsibility.
5. Demonstrate an ability to use business communication skills to present written reports and presentations.

AACSB Assessment:

The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

Required Materials:

Textbook:

Strategic Management: Concepts and Cases, 17th ed. David & David. Prentice Hall.

Other Required / Recommended Reading Materials:

BB posted company/industry documents; online library databases as assigned.

Blackboard:

Connect to <http://tamusa.blackboard.com>. All course materials (Power Point slides, assignments, exam reviews and exams, supplemental material) are posted on BB under the **Course Content** tab.

All class electronic communications will be through Blackboard Messages and Announcements; students should monitor these sources on a regular basis for updates and responses.

Software:

You will be required to use Microsoft to complete various assignments. These products are available in the computer labs on campus. You will also be able to download the installation software from the Microsoft software center. You will receive your login name and password at your Jaguar email address.

Computer Hardware:

You will need a computer with an internet connection; a microphone and speakers/headphones are optional as this is an asynchronous class.

Course Guidelines/Policies for Success:

1. **Attendance and time commitment:** This is a 16-week, 3 credit hour asynchronous course with an estimated time commitment of 10 hours per week; variations depend on individual student pace and semester schedule for assignments/exam. **NOTE: Although this is an asynchronous class, this is NOT a self-paced class, there are required due dates.** It is highly recommended that students

follow the Planned Course Activity Schedule included in this syllabus for reference of due dates, as well as posted lectures intended to facilitate the learning experience.

2. **Communication:** Students should check Course Content, Announcements, and Messages systems in Blackboard on a regular basis. Students are encouraged to communicate with the instructor, as needed through the BB Messaging system, as well as during offices hours (via Zoom).
3. **Absences:** If a student misses assignment/exam due dates, it is his/her responsibility to contact immediately the instructor to determine the extent to which this will affect the student's ability to complete the course. Given that all assignments are provided in advance and are accessible in an online format there is an implicit expectation that all coursework will be completed by assigned due dates.
4. **Assignment Submission:** As noted, students should be mindful of assignment due dates and parameters regarding submission of late/missed assignments/exams. Late assignments are accepted; however, the grade will be reduced **up to 20% for each day** that the assignment is late. It is the student's responsibility to assure that assignments have been successfully submitted through the associated assignment link.
5. **Use of AI Tools:** If a student uses any information/output generated from a generative AI tool/application (e.g. Chat GPT, AI Chat, BARD, Gemini), complete disclosure of the AI tool used, uploaded files, prompts and results are to be provided as an appendix (i.e. full transparency is required). Citations are also to be presented in the body of the assignment; specific instructions related to how to provide the citation will be provided in the assignment instructions. ***Using a generative AI tool to generate content without proper attribution may be considered academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.***
Note: Generative artificial intelligence is (defined as) artificial intelligence capable of generating text, images, or other media, using generative models. Generative AI models learn the patterns and structure of their input training data and then generate new data that has similar characteristics. (source: [Wikipedia](#)).
6. **Ground Rules:** Students should employ Ground Rules as a means to be actively involved in the learning process:
 - Keep up with readings/preparation and submission of assignments in a timely manner as outlined in the Schedule of Course Activities
 - Listen/Read what others have to say & reflectively participate in critique assignments
 - Agree to disagree
 - Provide feedback throughout the semester, as well as with the exit survey assignment
 - Enjoy and learn!

Grading Policy:

The final course grade will be based on your performance on assignments, exams and class participation using the following weights:

Semester Assignments (3 at 250 pts each):

: Written Assignment (3 * 100)	300
: Key Facets: BB Group File Exchange (3 * 25)	75
: Critique of Group Key Facets (3* 125)	375
Exam: David text & assigned readings	200
Information assignment (15), exit survey (15), class interaction (20)	<u>50</u>
Total points:	1000

Grades based on the following point ranges: A = 891 to 1,000; B = 791 to 890; C = 691 to 790; D = 591 to 690; F = less than 590 points.

Semester Assignments: The semester assignments address three comprehensive topics; specific instructions for each assignment will be posted under the Course Content link, Semester Assignments. The first assignment will focus on a critique of seminal CSR viewpoints. The second and third assignment will provide MBA students with the opportunity to develop a comprehensive analysis and critique of strategic direction for a selected publically traded business. The assignments include data collection and analysis using provided company and industry documents. Key facets of the assignments will be submitted to the BB Group File Exchange and will be followed by a critique of various viewpoints presented by colleagues in the group. A list of group members will be posted on BB by February 4. Exams: One objective exam (60 m/c questions, 75 minutes) on material presented in the David text and assigned readings will be administered mid-semester. The exam is open book, open note. Students are expected to take the exam when scheduled. The exam will be posted under the Course Content link, Exam.

Make up and Late Assignment/Exam Policy:

Semester Assignments: A grade reduction up to 20% for each day that the assignment is late.

Exam: Make-ups may be given only if there are extenuating circumstances and at the discretion of the instructor. Advance notification (before the exam is closed) of a request for a make-up exam is required. It is the responsibility of the student to initiate a request; format to submit a request: BB Message.

Schedule of Course Activities (subject to revisions, which will be posted on BB)

This schedule should be used as reference for assignment/exam due dates and to provide information on proposed posted lectures and information sessions dates.

DATE	ACTIVITY	DUE DATES
	Module 1: Introductions/Getting Started	
Week 1: January 21	Zoom Online Information Session: 4:30 pm – 5:30 pm: Introduction/Course Overview (Assignments/ Course Documents)	
Week 2: January 28	Posted lecture: Chapters 1 and 2	
Deliverable Assignment	Student Information Form (note: this assignment is used to verify enrollment in the class)	Due: February 2
	Module 2: Chapter Lectures (3-4 & 10-11) and CSR Assignment	
Week 3: February 4	Posted lecture: Chapter 10; CSR Assignment Instructions Groups Posted: to be used to post File Exchange Assignments	
Week 4: February 11	Posted lecture: Chapter 4; Company Documents; Reading a 10k document	
Deliverable Assignment(s)	CSR Assignment CSR File Exchange: Key Points	Due: February 16 Due: February 16
Week 5: February 18	Posted lecture: Chapter 3 and 11; Industry Documents	
Deliverable Assignment	Summary/Critique of Group’s CSR Key Points	Due: February 23
	Module 3: Chapter Lectures (5-9), Exam and Data Collection Assignment	
Week 6: February 25	Posted lecture: Chapter 5; Data Collection Assignment Instructions; Present UPS 2024 Annual Report (expected to be publically available February 22).	
Week 7: March 4	Posted lecture: Chapter 6 (Select Analysis Tools); demonstrate CPM (from Chapter 4)	
Week 8: March 11	Spring Break	
Week 9: March 18	Posted lecture: Chapters 7-9	
Exam I Deliverable	Exam Chapters 1-11; key UPS facts	Exam posted: March 20-23 (inclusive)
Week 10: March 25	Zoom online information session: Q&A Data Collection Assignment: time tbd OR posted lecture	
Deliverable Assignment(s)	Data Collection Assignment Data Collection File Exchange: Key Points	Due: March 30 Due: March 30

	Module 4: Strategic Review and Recommendation (S R&R) Assignment	
Week 11: April 1	Posted lecture: S R&R Assignment	
Deliverable Assignment	Summary/Critique of Group's Data Collection Key Points	Due: April 6
Week 12: April 8	Zoom online information session: Data Collection Debrief; Q&A for S R&R Assignment, time tbd OR posted lecture	
Week 13: April 15	tbd	
Week 14: April 22	tbd	
Deliverable Assignment	Strategic Review and Recommendation Assignment	Due: April 27
	File Exchange: Strategic R and R: Key Points	Due: April 27
Week 15: April 29	Recorded lecture: Strategic R&R Debrief	
Deliverable Assignments	Summary/Critique of Group's Strategic R & R Key Points Exit Survey	Due: May 4 Due: May 4
Week 16: May 7-10	Exam Week: This class does not have a final exam	

Key Dates For Spring 2025 Semester

The complete academic calendar is available online:

2024-25 Academic Calendar:

<https://www.tamusa.edu/academics/documents/AY2025-Academic-Calendar.pdf>

IMPORTANT UNIVERSITY POLICIES AND RESOURCES

COVID-19 protocol: If you have COVID-19 symptoms, had exposure to COVID-19, and/or are confirmed to have COVID-19, refrain from coming to campus and self-report in the online COVID-19 Reporting Portal found at: https://redcap.link/TAMUS_COVID_PORTAL for further guidance.

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.

Counseling Resources

As a college student, there may be times when personal stressors interfere with your academic performance and/or negatively impact your daily functioning. If you or someone you know is experiencing life stressors, emotional difficulties, or mental health concerns at Texas A&M University – San Antonio, please contact the Student Counseling Center (SCC) located in Modular C, Room 166 (Rear entrance) or call [210-784-1331](tel:210-784-1331) between the hours of 8:00AM and 5:00PM, Monday – Friday. All mental health services provided by the SCC are free, confidential (as the law allows), and are not part of a student’s academic or university record. SCC provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information, please visit www.tamusa.edu/studentcounseling

In a crisis situation, please walk-in to the Student Counseling Center (SCC) any time between the hours of 8:00AM and 5:00PM, Monday – Friday, to be seen by a clinician. For after-hours support, please call 210-784-1331. Please contact UPD at 911 if harm to self or harm to others is imminent.

Jaguar Writing Center

The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Students can schedule appointments with the Writing Center in JagWire under the student services tab. 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/college-of-arts-and-sciences/language-literature-arts/english/writing-center/index.html>. The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

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 is an appointment based center where appointments are made through the Navigate platform. Students access Navigate through Jagwire in the Student Services tab. The Center is active on campus outreaching to students to highlight services offered. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu or calling (210)-784-1332. Appointments can also be made through JagWire under the services tab.

University Email Policy and Course Communications

All correspondence between professors and students must occur via University email accounts. You must have Jaguar email account ready and working. If it is not working, contact the help desk at 210-784-4357.

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 contact the Dean of Students (DOS@tamusa.edu) for support. In addition, you may notify the instructor if you are comfortable doing so.

Military Affairs

Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, about special circumstances (e.g., upcoming deployment, drill requirements, disability

accommodations). You are also encouraged to visit the Patriots' Casa in-person, Room 202, or to contact the Office of Military Affairs with any questions at military@tamusa.edu or (210)784-1397.

Religious Observances

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

Respect for Diversity

We understand that our students represent diverse backgrounds and perspectives. When we are equity-minded, we are aware of differences and inequalities and are willing to discuss them so we can act to resolve them. The University is committed to building cultural competencies, or the attitudes, skills, and knowledge that enable individuals and organizations to acknowledge cultural differences and incorporate these differences in working with people from diverse cultures. Respecting and accepting people different than you is vital to your success in the classroom, on campus, and as a future professional in the global community.

While working together to build this community we ask all members to:

- Share their unique experiences, values, and beliefs.
- Be open to the views of others.
- Honor the uniqueness of their colleagues.
- Value each other's opinions and communicate respectfully.
- Use this opportunity together to discuss ways in which we can create an inclusive environment in this course and across the A&M-San Antonio community.

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.

Drop Policy

You may drop the course with an automatic grade of W on or before the date listed in the academic calendar at www.tamusa.edu. The last date to drop a course, or withdraw from the University is also indicated in the academic calendar on the university website (www.tamusa.edu). If you wish to drop the class, you must submit the necessary paperwork to the proper authority. Students dropping a course are subject to all conditions listed in the university catalog.

Academic Accommodations for Persons with Disabilities

The Americans with Disabilities Act of 1990, as amended, and the Rehabilitation Act of 1973 are federal anti-discrimination statutes that provide comprehensive civil rights protection for individuals with disabilities. Title II of the ADA and Section 504 of the Rehabilitation Act require that students with disabilities be guaranteed equal access to the learning environment through the provision of reasonable and appropriate accommodations of their disability. If you have a disability that may require an accommodation, please

contact Disability Support Services (DSS) for the coordination of services. The phone number for DSS is (210) 784-1335 and email is dss@tamusa.edu.

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 in JagE Alert, will have the option to receive a text message, email, and/or phone call with instructions and updates. To register or update your information visit: <https://tamusa.bbportal.com/>.

More information about Emergency Preparedness and the Emergency Response Guide can be found here: <https://www.tamusa.edu/upd/index.html>.

Statement of Harassment and Discrimination

Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equality of 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, diversity, pluralism, 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, or gender expression. 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 helping create 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 has staff members trained to support survivors 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 university. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and other healthcare providers) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about an incident of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact the Student Counseling Center at (210) 784-1331, Modular C.

Students' Rights and Responsibilities

The purpose of the following statement is to enumerate the essential provisions of students' freedoms and responsibilities to learn at Texas A&M University-San Antonio. All students are required to follow all policies and regulations as set forth by The Texas A&M University System, including the A&M-San Antonio Student Code of Conduct.

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 procedure 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, genetic information, 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

5. A student has the responsibility to respect the rights and property of others, including other students, the faculty and staff, and the administration.
6. A student has the responsibility to be fully acquainted and compliant with the University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, and in the University Catalog.
7. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.

Violations of Academic Conduct (Section 14.5 Student Handbook)

As a member in an academic community, students at Texas A&M University-San Antonio are expected to exhibit a high level of honesty and integrity in their pursuit of higher education, be mature, be self-directed and be able to manage their own affairs. Students who are unwilling to abide by these basic expectations will find themselves facing academic and/or disciplinary sanctions. Students are expected to share in the responsibility and authority with faculty and staff to challenge and make known acts that violate the Texas A&M University-San Antonio Code of Conduct. For more information, please visit the Office of Student Rights & Responsibilities website <http://bit.ly/TAMUSAStudentRR>.

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. Academic misconduct includes, but is not limited to, cheating, plagiarism, prohibited use of artificial intelligence, multiple submissions, collusion, lying and bribery. For more information, refer to the Student Code of Conduct, Article III: Conduct Rules and Regulations. Texas A&M University-San Antonio faculty has the discretion to impose grade penalties as deemed necessary.

Faculty members are required to report such serious breaches of academic honesty to their chair, their dean and the Office of Student Rights and Responsibilities. In cases of academic misconduct, students may be subject not only to grade sanctions in courses but to disciplinary action. Grade sanctions may be imposed only by faculty members, but suspension or expulsion may be imposed only by the Vice President for Student Affairs. If a student wishes to appeal the decision of suspension or expulsion due to violations of academic

misconduct, they must initiate their appeal as outlined within the Student Code of Conduct. Extenuating circumstances may cause the University to deviate from the defined time frames.

All student term papers and other written assignments are subject to analysis by anti-plagiarism and anti-AI software. Posting of any class work given to student, or solutions, or discussion, on publicly accessible forums, social media, or artificial intelligence is not permissible.

Considering the potential consequences of academic misconduct, it is obviously in students' best interests to avoid even the appearance of such behavior. If a student is unclear whether a specific act might constitute academic misconduct, please she/he should contact the instructor for an assessment of the situation.