



TEXAS A&M UNIVERSITY
SAN ANTONIO

Department of Management and Marketing, College of Business

MGMT 4370:605 Strategic Management, Spring, 2025 CRN: 24298

Course Syllabus

Class Modality: Online Synchronous/Hybrid

Class Meeting Time: T 11:00 a.m. – 12: 15 p.m. on Zoom at:

<https://tamusa.zoom.us/j/85486623467?pwd=oNpN10hY9hXVcXzEHYzRXOYMhPur1b.1>

Meeting ID: 854 8662 3467

Password: 4370at11

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:

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

Catalog Course 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. Prerequisite(s): Completion of the College of Business prerequisites; Must be completed in the final semester of the BBA program. TSI Restriction(s): Reading, Math, and Writing

Course Objectives: Students will learn about strategic decision making modeling, strategic analysis tools and strategic decision-making, and apply knowledge to analyze a publically traded company.

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 ability to think critically through the application of problem solving and analysis tools used to assess/describe relevant external and internal business environment conditions.
3. Demonstrate an awareness of the manner in which an organization can address the issues of sustainability and globalization.
4. Demonstrate ability to access on-line databases.
5. Demonstrate ability to use business communication skills to present written and oral reports.

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.

Course Guidelines/Policies for Success:

- 1. Attendance and time commitment:** This is a 16-week, 3 credit hour synchronous hybrid course which meets weekly as scheduled online for 1 ¼ hours and for 1 ¼ hours asynchronously to view posted learning content (e.g. review PP slides, view posted videos, read assigned publications in addition to the text). The course also requires time commitment to prepare for class, complete assignments and study for exams. An additional time commitment of approximately 6-8 hours per week is expected to successfully complete the course. All class sessions will be delivered online via the Zoom link provided under the Course Content tab in Blackboard. Students are expected to attend all class sessions and are responsible for completing all assignments/exams in a timely manner. Although there is an opportunity for students to view select recorded class sessions, given that the knowledge gained in this course will oftentimes be generated by class discussions/exercises, students are expected to attend synchronously during the class sessions.
- 2. Communication:** Students should check the Course Content, Announcements, and Messages (e-mail) systems in Blackboard on a regular basis. Students are encouraged to communicate with the instructor, as needed through the BB Messaging system and during offices hours.
- 3. Absences:** If a student is absent, it is his/her responsibility to contact the instructor **immediately** in order to determine the extent to which the absence 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:** Students should be mindful of assignment due dates and parameters regarding submission of late/missed assignments/exams (see related section(s) below). Individual assignment(s) are due as indicated with each assignment's instruction. Late individual assignments are accepted; however, the grade will be reduced **up to 10% for each day** that the assignment is late. The final case study project **will not be accepted 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](#)).

posted under the Course Content link on BB (Assignment link). **These assignments are to be done on an individual basis; penalty for shared work: an automatic grade of zero for the assignment.**

Case Study Project: A comprehensive business case analysis presentation will be due at the end of the semester. The presentation consists of a PP slide deck with audio file (150 pts.) and an oral presentation (50 pts.). The project description and specific instructions will be posted under the Course Content tab.

Late Exam/Assignment Policy:

Exam(s): As noted above, there are no make-up exams administered. The make-up exam is optional and may be taken to replace the sum of the two exam grades; whichever approach provides the highest point value will be used to calculate a student’s final grade for the semester.

Individual assignments: There will be a grade reduction of up to 10% for each day that an assignment is late. Note: the assignments are worth 45% of the final grade.

Case Analysis Project and Presentation: This assignment will not be accepted late; failure to submit the project report may result in a grade of zero. Students are expected to be present for in-class presentations scheduled for April 22.

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

Date/Mode	Activity	Due Dates
Week 1: January 21		
Class Session	Course Overview: Syllabus/BB Course Materials/ Introductions	
Homework Assignment	n/a	
Week 2: January 28		
Class Session	Lecture Chapter 1 &2 Present overview of assignment materials: United Parcel Service (UPS) Present assignments	
Homework Assignment	Information Form (note: this will verify that you are enrolled in the class)	Due: February 2
Week 3: February 4		
Class Session	BIG: Chapters 1 & 2 Lecture 4 & 10 Discuss: UPS 10k and How to read a 10k document	
Homework Assignment	n/a	
Week 4: February 11		
Class Session	BIG: Chapters: 4 & 10 Demonstrate IFE analysis tool & financial statement worksheet Discuss UPS 10 k document ‘cont.	
Homework Assignment	n/a	

Week 5: February 18		
Class Session	No Class Session Lecture: Chapters 3 & 11 (recorded and posted)	
Homework Assignment	Individual Assignments 1: Internal Conditions and 2: Financial Ratio Analysis	Due: February 23 (2 assignments)
Week 6: February 25		
Class session	BIG: Chapters 3 & 11 Demonstrate EFE analysis tool Debrief Assignment 1 & 2 Exam Review: Chapters 1-4 and 10-11	
Homework Assignment	Exam 1: Chapters 1-4 and 10-11	Exam Posted: February 27- March 2 (inclusive)
Week 7: March 4		
Class Session	Lecture: Chapter 5 Debrief Exam 1	
Homework	Individual Assignment 3: External Conditions	Due: March 9
Week 8: March 11		
Class Session	Spring Break: No Class Session	
Homework Assignment	n/a	
Week 9: March 18		
Class Session	BIG: Chapter 5 Lecture: Chapter 6 Demonstrate SWOT and Space Matrix Analysis tools	
Class Session	BIG: Chapter 6 Demonstrate QSP Matrix and 'cont. Space Matrix, if needed	
Homework Assignment	n/a	
Week 10: March 25		
Class session	BIG: Chapter 6 Lecture: Chapter 7 & 8	
Homework Assignment	Assignment 4: SWOT, Space, QSP Matrices and Strategy Selection	Due: March 30
Week 11: April 1		
Class Session	BIG: Chapter 7 & 8 Demonstrate Implementation Plan	
Homework Assignment	n/a	

Week 12: April 8		
Class Session	Lecture Chapter 9 Demonstrate Implementation Plan 'cont. Exam II Review: Chapters 5-9	
Homework Assignment	Exam II: Chapters 5-9	Exam Posted: April 10-13 (inclusive)
Week 13: April 15		
Class Session	Debrief Exam II Q&A for Case Study Project	
Homework Assignment	Submit PP Slide Deck w/audio	Due: April 20
Week 14: April 22		
Class session	Break-out Group: Case study project presentations	
Homework Assignment	Exit survey	Due: April 27
Week 15: April 29		
Class Session	Debrief case study presentations	
Homework Assignment	Optional: Make-up Exam-Comprehensive—Chapters 1-11	Posted: May 1-4 (inclusive)
Week 16: 7-10	Final Exam Week Note: there is not a final exam for this class	

Detailed Zoom information:

Topic: MGMT 4370 section 605 at 11:00 am

Time: Jan 21, 2025 11:00 AM Central Time (US and Canada)

Every week on Tue, until Apr 29, 2025, 15 occurrence(s)

Please download and import the following iCalendar (.ics) files to your calendar system.

Weekly: https://tamusa.zoom.us/meeting/tZEpf--urDguHNMTsm5UniAa4rRDPjB3DX2l/ics?icsToken=DGhZuAJSJtCuZoQVQQAALAAAAHlg1d6W-JTNCE5_xUyRWQG4H52t7ju90nV37M50pJ7RfRlvQFZqZIx71PvkravNojbG0wW67Nc7bMsYqDAwMDAwMQ&meetingMasterEventId=R3SzTQz9T4qnVIiGzFwziA

[urDguHNMTsm5UniAa4rRDPjB3DX2l/ics?icsToken=DGhZuAJSJtCuZoQVQQAALAAAAHlg1d6W-JTNCE5_xUyRWQG4H52t7ju90nV37M50pJ7RfRlvQFZqZIx71PvkravNojbG0wW67Nc7bMsYqDAwMDAwMQ&meetingMasterEventId=R3SzTQz9T4qnVIiGzFwziA](https://tamusa.zoom.us/j/85486623467?pwd=oNpN10hY9hXVcXzEHYzRXOYMhPur1b.1)

[JTNCES_xUyRWQG4H52t7ju90nV37M50pJ7RfRlvQFZqZIx71PvkravNojbG0wW67Nc7bMsYqDAwMDAwMQ&meetingMasterEventId=R3SzTQz9T4qnVIiGzFwziA](https://tamusa.zoom.us/j/85486623467?pwd=oNpN10hY9hXVcXzEHYzRXOYMhPur1b.1)

Join Zoom Meeting

<https://tamusa.zoom.us/j/85486623467?pwd=oNpN10hY9hXVcXzEHYzRXOYMhPur1b.1>

Meeting ID: 854 8662 3467

Password: 4370at11

Toll Free

One tap mobile

+13462487799,,85486623467# US (Houston)

+12532158782,,85486623467# US (Tacoma)

Dial by your location

Find your local number: <https://tamusa.zoom.us/u/kba0ePbFx>

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.bbcportal.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/TAMUSASStudentRR>.

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.