

**GBAA4360 – Business Capstone  
Spring 2026 – Asynchronous Online  
Course Syllabus**

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| <b>Instructor:</b>         | Thomas Matula                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Office Hours:</b>       | Monday to Thursday 10:00 AM to 1:00 PM                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Office Location:</b>    | MAB 309-C                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Telephone:</b>          | 830.407.9178                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Email Address:</b>      | Thomas.Matula@sulross.edu                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Class Schedule:</b>     | Asynchronous Online                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Classroom Location:</b> | Online                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Required Texts:</b>     | <ol style="list-style-type: none"><li>1. “<i>Strategic Management and Business Policy</i>” Charles E. Bamford, Alan N. Hoffman, Thomas L. Wheelen, and J. David Hunger 16th Edition 2020, ISBN: 978-0137928156</li><li>2. “<i>Great by Choice: Uncertainty, Chaos and Luck—Why Some Thrive Despite Them</i>” by Jim Collins and Morton J. Hansen, Harper Business, 2011, ISBN 978-0062120991</li></ol> |

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**Official Communication:**

All official communication by the University or me will be sent to your Sul Ross email account. As a result, you are required to activate your email account and check it from time to time for personal communication. I encourage you to email me if you have questions or comments, BUT PLEASE include your full name and the course for which you have questions. Even if you submit your email through the Blackboard site, I cannot tell which course you are in nor what your real name is (i.e., egar123) unless you put it in the body of your email.

## Course Requirements and Grading

| Requirement                                      | Points Possible    | Grading Scale            |
|--------------------------------------------------|--------------------|--------------------------|
| Weekly Attendance                                | 450 Points         | A = 900 to 1000 points   |
| Assignment 1 – Due February 22, 2026             | 100 Points         | B = 800 to 899 points    |
| Assignment 2 – Due February 22, 2026             | 100 Points         | C = 700 to 799 points    |
| Assignment 3 – Due April 19, 2026                | 100 Points         | D = 600 to 699 points    |
| Midterm Multiple Choice Exam – Due March 8, 2026 | 100 Points         | F = less than 599 points |
| Final Essay Exam – Due May 5, 2026               | 150 Points         |                          |
| <b>Possible Points</b>                           | <b>1000 points</b> |                          |

### Technology Help:

Obtain your RGC email account name and password directly from the **Central Help Desk at 1-888-837-2882**. For most technology problems, first go to the Lobo Technology Assistance Center (LTAC). The quick link to this site is available from our home page under the “My SRSU” tab. For specific help with any aspect of Blackboard, including problems with online exams, contact our Blackboard administrators in Alpine. **BLACKBOARD HELP: 432-837-6055.**

### SRSU Distance Education Statement:

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook

**ADA Statement:** SRSU Accessibility Services. Sul Ross State University (SRSU) is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mrs. Mary Schwartze Grisham, LPC, SRSU's Accessibility Services Director at 432-837-8203 or email [mschwartze@sulross.edu](mailto:mschwartze@sulross.edu). Our office is located on the first floor of Ferguson Hall, room 112, and our mailing address is P.O. Box C122, Sul Ross State University, Alpine, Texas, 79832.

**Counseling:** Sul Ross has partnered with TimelyCare where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/356 support by visiting [Timelycare/SRSU](https://www.timelycare.com/sulross). The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and RGC students.

**Libraries:** The Bryan Wildenthal Memorial Library in Alpine offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, [library.sulross.edu/](http://library.sulross.edu/). Off-campus access requires logging in with your LobolD and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email ([srsulibrary@sulross.edu](mailto:srsulibrary@sulross.edu)), or by phone (432-837-8123).

No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting [library.sulross.edu/find-and-borrow/texshare/](http://library.sulross.edu/find-and-borrow/texshare/) or ask a librarian by emailing [srsulibrary@sulross.edu](mailto:srsulibrary@sulross.edu).

New for Fall 2023: Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL) and ScanIt to get materials delivered to you at home or via email.

**Academic Integrity:** Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. A scholar is expected to be punctual, prepared, and focused; meaningful and pertinent participation is appreciated. Examples of academic dishonesty include but are not limited to: Turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden.

**Classroom Climate of Respect:** Importantly, this class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against another on the basis of race, religion, ethnicity, age, gender, national origin, or sexual preference. Still we will not be silenced by the difficulty of fruitfully discussing politically sensitive issues.

#### **Course Learning Objectives:**

1. Develop a general management orientation; being able to analyze broad, organization-wide problems from the perspective of management  
*Assessment: Written assignments, exams and class discussion.*
2. Describe how the forces in the external environment have an influence on management practices.  
*Assessment: Written assignments, exams and class discussion.*
3. Describe how managers build a strong organization culture and provide leadership.  
*Assessment: Written assignments, exams and class discussion.*
4. Recognize the interdependence of attracting, developing, and retaining human capital. Understand the vital role of technology in leveraging knowledge and human capital.  
*Assessment: Written assignments, exams and class discussion.*

### **Student Learning Outcomes for the BBA Degree:**

1. The students will analyze and solve business problems across major business functions, using fundamental business principles and strategies.
2. The students will communicate business information through written, oral, and other delivery processes.
3. The students will identify and understand the impact of ethical and social responsibility issues in business.

### **Marketable Skills for the BBA Degree:**

**Marketable Skill 1:** Students will have the ability to apply the principles of business they learn to the management of existing businesses or the creation of new businesses.

**Marketable Skill 2:** Students will have the ability to use research and analysis to make informed decisions.

**Marketable Skill 3:** Students will have the ability to write business letters, emails, resumes and reports.

**Marketable Skill 4:** Students will have the ability to make effective oral presentations to both professional and general audiences.

### **Copyright Notice:**

All lectures and course materials, including power point presentations, tests, outlines, and similar materials, are protected by copyright. I am the exclusive owner of copyright in those materials I create. You may take notes and make copies of course materials for your own use. You may not and may not allow others to reproduce or distribute lecture notes and course materials publicly whether or not a fee is charged without my express written consent. Similarly, you own copyright in your original papers and exam essays. If I am interested in posting your answers or papers on the course web site, I will ask for your written permission. ©2026 Thomas L. Matula

## Schedule for GBAA4360 – Spring 2026

| Date    | Topic                                                                                           | Readings                      |
|---------|-------------------------------------------------------------------------------------------------|-------------------------------|
| Jan. 14 | Basic Concepts of Strategic Management                                                          | Textbook: Chapter 1           |
| Jan. 19 | Corporate Governance                                                                            | Textbook: Chapter 2           |
| Jan. 26 | Social Responsibility and Ethics in Strategic Management                                        | Textbook: Chapter 3           |
| Feb. 2  | Environmental Scanning and Industry Analysis<br><b>Assignment 1 due Sunday February 8, 2026</b> | Textbook: Chapter 4           |
| Feb. 9  | Organizational Analysis and Competitive Advantage                                               | Textbook: Chapter 5           |
| Feb. 16 | Strategy Formulation: Business Strategy<br><b>Assignment 2 due Sunday February 22, 2026</b>     | Textbook: Chapter 6           |
| Feb. 23 | Strategy Formulation: Corporate Strategy                                                        | Textbook: Chapter 7           |
| Mar. 2  | <b>Midterm Essay Exam due Sunday, March 8, 2026</b>                                             |                               |
| Mar. 9  | <b>SPRING BREAK</b>                                                                             |                               |
| Mar. 16 | Strategy Formulation: Functional Strategy and Strategic Choice                                  | Textbook: Chapter 8           |
| Mar. 23 | Strategy Implementation: Organizing and Structure                                               | Textbook: Chapter 10          |
| Mar. 30 | Strategy Implementation: Staffing and Directing                                                 | Textbook: Chapter 11          |
| Apr. 6  | Evaluation and Control                                                                          | Textbook: Chapter 12          |
| Apr. 13 | Great by Choice - Part 1<br><b>Assignment 3 due Sunday April 19, 2026</b>                       | Great by Choice: Chapters 1-3 |
| Apr. 20 | Great by Choice - Part 2                                                                        | Great by Choice: Chapters 4.6 |
| Apr. 27 | Great by Choice - Part 3                                                                        | Great by Choice: Chapters 7-8 |
| May 5   | <b>Final Exam Tuesday, Due Monday May 5, 2026</b>                                               |                               |