MGMT 4940
Strategic Management

2026 Fall Semester, 16 Weeks (Aug. 17-Dec. 11), In Person, Hybrid Class
Section 501: Monday, 6:30 p.m. – 7:50 p.m. in room FRLD 160
Section 5: Wednesday, 12:45 p.m. – 2:05 p.m. in room BLB 155
Section 6: Wednesday, 2:20 p.m. – 3:40 p.m. in room BLB 005

The Ryan College of Business has recently changed the formatting of numerous classes including this one. This class is now technically a HYBRID course. Specifically, instead of meeting for 3 hours once a week, we will now be meeting for 1 hour and 20 minutes once a week. This means that you will spend less time in the classroom, and you will have more assignments that are accessible remotely. The composition of the curriculum remains the same as it was previously.

Course Syllabus

INSTRUCTOR: **Dr. Catalin "Lyn" Pavel** **E-MAIL**: catalin.pavel@unt.edu
OFFICE: **BLB 385 B** **OFFICE HOURS:** The hour before class, or Via Zoom by appt
(but before 8:00 p.m. for Zoom calls please)

COURSE DESCRIPTION:

Strategic Management (MGMT 4940) is a capstone course required of all business majors before they can graduate. The class takes the perspective of the senior executive team of a company, and it essentially helps the students understand the types of activities and decisions needed to successfully run a business. The students will learn to examine and understand both the external environment (outside of the company) and the internal environment (cross-functional understanding of the company itself) to determine a course of action that maximizes the chances the company will survive and thrive in a competitive marketplace.

PREREQUISITES: Completion of all other business foundation courses with a grade of C or better and senior standing. It is intended to be taken during the last term/semester of course work.

COURSE OBJECTIVES:

This course is designed to help you achieve at least four major objectives:

1) Integrate knowledge and skills acquired in the business foundation courses across disciplines
2) Develop skills and knowledge of what economic value is and how to generate positive economic value at the level of the firm in a competitive marketplace
3) Practice skills needed to analyze real world business situations and offer recommendations for solutions that will allow an organization to survive and then hopefully gain a sustainable competitive advantage
4) Develop and refine critical thinking skills

REQUIRED TEXTBOOK OR E-TEXT: **Parnell, J. (2025) *Strategic Management: Theory and Practice*. 7th Ed., Academic Media Solutions, Inc.**

E-books are fine for this class and generally cheaper. I suggest you buy your book from the publisher online or from the UNT bookstore to avoid having to get a special 'course key' to access the book. I have a link to the publisher in Canvas.

PLEASE MAKE SURE YOU GET THE 7TH EDITION

REQUIRED SIMULATION SOFTWARE SUBSCRIPTION: You will be participating in one or more simulations using the "GoVenture CEO Simulation software. There is a PowerPoint document at the top of your Canvas site that gives detailed instructions. You can come to class and listen to my explanation before you buy it, but it is mandatory for the class. (Link to GoVenture CEO website)

CANVAS. This course will make extensive use of an online software system you are probably already very familiar with called Canvas. It is your responsibility to keep up with material, instructions, announcements, e-mails, and grade postings that will be made available to you throughout the semester in Canvas. As a general rule, all assignments will be submitted through Canvas.

ANNOUNCEMENTS. The Announcements section on Canvas provides official bulletins and communications from the instructor. Since the Announcements section is an "official site" within Canvas and part of the course, you are responsible for knowing the information there. As always, the instructor accepts and replies to regular e-mail (catalin.pavel@unt.edu) on any course-related matter. **I diligently try to respond to all emails within 24 hours – usually much sooner than that.** ***Emails to the class will be sent through Canvas. The default email address in the system is your UNT account. If necessary, please change your email address to ensure that you receive all class communications.***

METHOD OF INSTRUCTION:

I will be providing in-person lectures for each of the chapters and supplemental materials assigned in this syllabus. However, I will also leave updated versions of my online narrated lectures with subtitles on Canvas as an additional resource to help students throughout the semester. **To be clear, I expect students to attend every class and listen to the in-person lectures because I will be able to go into much greater depth and answer real-time questions in ways that are not possible in the online lectures**. In general, you should expect to read the chapter in the textbook **(prior to class hopefully)**, listen to the recorded lecture, and attend the lecture in class for each chapter assigned during the semester. The class will be conducted using Textbook-based Readings, Narrated Lecture Presentations (found in Canvas), Live "In-Person" Lectures, Individually Scheduled Zoom Meetings (if requested), Three Individual Examinations, Three Simulation Assignments, and a variety of other online and in-class exercises.

PERFORMANCE EVALUATION AND GRADING

Your grade in this course will be determined primarily by your performance on the following assignments. The point distribution is as follows:

INDIVIDUAL EXAMS AND ASSIGNMENTS

1) First Destination Survey (End of semester) – Mandatory but no points towards grade	0	Points
2) Critical Thinking Videos – Two short quizzes of 10 points each	20	Points
3) Baseline Quiz (Beginning of the semester)	10	Points
4) Research Experience Program "REP" (Required SONA study participation)	10	Points
5) In-Class Exam 1	200	Points
6) In-Class Exam 2	200	Points
7) In-Class Exam 3	200	Points
Individual Exams and Assignments Subtotal	**640**	**Points**

SIMULATION ASSIGNMENTS

8) Tutorial Quiz (During First Sim Only)	20	Points
9) First Simulation – Easy		
a) Overall Performance (Decile Ranking of Competitors' Total Net Income)	20	Points
b) Participation	20	Points
10) Second Simulation – Moderate Difficulty		
a) Overall Performance (Decile Ranking of Competitors' Total Net Income)	Up to 70	Points
b) Rubric Score (Multiple Factors Scorecard)	40	Points
c) Competency Quiz	40	Points
11) Third Simulation – Advanced Difficulty		
a) Overall Performance (Decile Ranking of Competitors' Total Net Income)	Up to 70	Points
b) Rubric Score (Multiple Factors Scorecard)	40	Points
c) Competency Quiz	40	Points
Simulation Subtotal	**360**	**Points**
Total Class Points	**1,000**	**Points**

LETTER GRADE EQUIVALENT: These scores already include an adjustment for 'rounding'

A = (896 to 1000 points) [89.6% - 100%]

B = (796 to 895 points) [79.6% - 89.5%]

C = (696 to 795 points) [69.6% - 79.5%]

F = (695 points or below) [69.5% or below] ***You must get a C or higher to pass this course and graduate***

POSSIBLE EXTRA CREDIT POINTS: The instructor may from time to time provide opportunities for extra points that comply with university policy. The instructor will announce if and when these opportunities arise.

DESCRIPTION OF CERTAIN ASSIGNMENTS AND EXAMS

REQUIRED: FIRST DESTINATION SURVEY (Mandatory)

See Instructions in Canvas. This is basically a straight-forward survey about your job status and job plans that will be taken towards the end of the semester. This assignment will assist the Ryan College of Business with collecting data through our *First Destination Survey*. The *First Destination Survey* is a tool that enables the Ryan College of Business to better understand the post-graduation plans of upcoming graduates at the time of graduation – and on average it **takes fewer than ten minutes** to complete. Even if you are still in a decision-making process or are still job searching your response is valuable, so please take a few minutes to report your status. Your participation in this survey is greatly appreciated because it:

1. Contributes to improved rankings by publications such as US News and World Report
2. Is a requirement for UNT's Ryan College of Business accrediting agency
3. Assists RCOB to better participate in national rankings for MBA programs
4. Provides benchmarks that many prospective students and families are researching as they make decisions about where to attend school.

In short, your participation matters because it contributes in a positive way to the well-being of Ryan College of Business and ultimately increases the value of your degree!

CRITICAL THINKING QUIZZES

Running an entire organization and evaluating both the internal and external factors affecting the company inherently requires "critical thinking." However, it is important to make sure that students have – at the very least – been introduced to the more formal theory and vocabulary of critical thinking before they graduate. At the request of the Dean's office, students will watch multiple educational videos on the topic of "Critical Thinking" and take graded quizzes on those videos. Instructions and rubrics for the videos and quizzes can be found on your Canvas site.

SPECIFIC INFORMATION REGARDING THE EXAMINATIONS:

There will be three exams this semester, each worth 200 points towards your final grade.

The exams will be administered in-class on Canvas during the classroom period, **so bring your laptops to class**. We will take the exams at the beginning of class, so please don't be late. Once the exam is started the student will have a specified period of time to complete all the questions. **Please make sure that your laptop battery is fully charged and you have downloaded the appropriate Respondus Lockdown software.**

Respondus Lockdown. Each student will be required to access and take the exam using Respondus Lockdown software which is available through the university.

https://clear.unt.edu/supported-technologies/respondus-lockdown-browser

If you experience problems with your browser or with Canvas during your exam please come see me at the front of the classroom immediately. If the problem cannot be resolved immediately and was not within your control (e.g., not a bad battery situation), you may be asked to wait until another day when a different 'make-

up' test can be developed for you. The instructor will make a determination based on the situation, University policy, and past practice.

Following standard university policy on academic dishonesty, you are not allowed to use or access any notes, websites, or any other form of support materials or communications with others during the exam. You are also not allowed to take a photograph of, screenshot of, or share any aspect of the exam with anyone at any time during or after the semester. Finally, you are not allowed to access any computer code related to the exam or the Canvas shell on which the exam is published.

EXAM 1

- **50** Multiple Choice Questions (4 points per question) 200 points total

EXAM 2

- **50** Multiple Choice Questions (4 points per question) 200 points total

EXAM 3

- **50** Multiple Choice Questions (4 points per question) 200 points total

DESCRIPTION OF SIMULATIONS AND GRADING

After much searching and screening, the MGMT4940 instructor team chose "GoVenture CEO" as its simulation software. It has dramatically greater optionality than other simulations in terms of industries to consider, levels of difficulty, depth of analysis, and is also one of the lowest costs to access by students. There will be three simulations during the semester, each becoming more complex and advanced as the semester unfolds.

The first simulation will only count a small amount towards your grade because it is meant primarily to teach you about the use of the simulation software. You still have a portion of your grade that is determined by your performance, but the rest of your points come from simply participating in each of the "runs." For the rest of the simulations, more of your points will be determined by multiple metrics – please see rubrics in canvas and the discussion below

GRADING OF THE "OVERALL PERFORMANCE" SCORE: One of the three types of assessments per simulation is called the "Overall Performance" score. As in the "real world," the better your company performs compared to the competition (regarding Net Profits), the higher your reward. Participation is very important, so those who don't **participate** in most or all of the "runs" could end up with ZERO points for the assignment.

Top 10% - 70 points (out of a possible 70)
2nd 10% - 67.7 points
3rd 10% - 65.3 points
4th 10% - 63 points
5th 10% - 60.7 points
6th 10% - 58.3 points
7th 10% - 56 points
8th 10% - 53.7 points
9th 10% - 51.3 points
10th 10% - 49 points

IMPORTANT ADDITIONAL INFORMATION AND POLICIES

SUNDOWN POLICY: **You have one week (from the date a grade is posted)** to inquire about or to appeal your grade after which no appeals will be entertained. The purpose of this policy is to resolve any issues promptly during the term. Each assignment builds on the next, so it is important to stay on top of each assignment and your grade. Please check your grades every week!

POLICY FOR MAKE-UP EXAMS: If you miss an exam because of a university excused absence (e.g., hospitalization, contagious disease, religious holiday, death in the family), and would like to take a makeup exam, **(Sorry about this but…)** ***you must provide the instructor with evidence supporting the excuse even if it deals with a death in the family***. All make-up examinations will be coordinated with the instructor.

REFERENCES AND CITATIONS: **Plagiarism** includes the use of data or ideas that are not your own without the appropriate acknowledgement of the source. Individual and team assignments may involve research which require the use of references and citations. The format requires each submission to include an APA formatted reference list at the end of each submission. Any evidence provided in a written submission that is not your own thought or common knowledge must include a citation and reference. Instructions are provided in the lecture and in assignment instructions. Students who do not provide the appropriate use of citation and references could receive a deduction in points.

ACADEMIC DISHONESTY: Students caught cheating or plagiarizing may receive a ZERO "0" for the assignment or exam. Additionally, the incident will be reported to the Dean of Students, who may impose an additional penalty including course failure and inability to graduate. According to the UNT catalog, the term "cheating" includes, but is not limited to, a) Use of any unauthorized assistance in taking quizzes, tests, or examinations, b) Dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments, c) The acquisition, without permission, of tests or other academic material belonging to a faculty or staff member of the university, d) Dual submission of a paper or project, or resubmission of a paper or project to a different class without express permission from the instructor(s), or e) Any other act designed to give a student an unfair advantage. The term "plagiarism" includes, but is not limited to, a) The knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment, and b) The knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

USING ARTIFICIAL INTELLIGENCE TO CREATE WORK THAT YOU REPRESENT AS YOUR OWN IS CONSIDERED PLAGIARISM AND WILL BE REPORTED AS SUCH TO THE DEAN.

UNACCEPTABLE STUDENT BEHAVIOR: Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunities to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be referred to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at http://deanofstudents.unt.edu.

ACCESS TO INFORMATION – EAGLE CONNECT: Your access point for business and academic services at UNT occurs within the my.unt.edu site (http://www.my.unt.edu). All official communication from the university will be delivered to your Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward your e-mail: http://eagleconnect.unt.edu/

ADA STATEMENT: The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course.

You may request reasonable accommodations at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation via email attachment, during faculty office hours, or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information, refer to the Office of Disability Access website at https://disability.unt.edu. You may also contact ODA by phone at (940) 565-4323.

ILLNESS AND CLASS ATTENDANCE: Students are expected to attend every in-person class meeting and to abide by the attendance policy established for the course. It is important that you communicate with the professor and the instructional team prior to being absent, so you, the professor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the professor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community. The professor may have random days where extra credit points are given for attendance. We will likely be implementing an app or software-based system for verifying physical attendance, but this will be determined at the beginning of the semester.

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine. If you need to self-isolate, please contact the instructor so that he/she can arrange alternative instruction for the period you are isolated or quarantined.

Zoom attendance: Unfortunately, this has been abused in recent semesters so the following will be more strictly enforced going forward. If you have a university-approved absence, or it is an urgent situation but you can bring proof of a university-approved absence within one week of the situation, you can call in through Zoom and listen to the live lecture. This is not a substitute for coming to class in person. It is only for those students with an approved absence and paperwork proving that it is excused who want to listen to the live lectures.

ASSIGNMENT POLICY: Due dates for each assignment are clearly posted in Canvas and on the last page of this syllabus. All assignments will be submitted through Canvas.

SERVER AVAILABILITY. The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows or provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

REQUIRED ACCESS TO SOFTWARE AND HARDWARE.

Microsoft Office Suite® and Adobe PDF Reader are the official software packages for this class. You are enrolled in a College of Business class therefore, you may obtain a free-of-charge copy at https://cob.unt.edu/students/microsoft-campus-licensing-agreement. Please **do not send me assignments in Pages®, Word Perfect®, or linked to Google Docs®. Canvas is not compatible with those types of files, and I can't open them to review or grade them**