

# MGMT 4940

## Strategic Management



### 2026 Summer 5W2 Semester, Asynchronous Online Class

There are no specific days or times when we will meet in person. However, there will be multiple voluntary opportunities to meet with the professor either on Zoom if you're interested. The more I can talk to you live, the more I can help you achieve a better grade in this class. 😊

## Course Syllabus

**INSTRUCTOR:** Dr. Michael Kuban  
**OFFICE:** BLB 392

**E-MAIL:** [michael.kuban@unt.edu](mailto:michael.kuban@unt.edu)  
**OFFICE HOURS:** Via Zoom most any time before 8:00 p.m.

### COURSE DESCRIPTION:

Strategic Management (MGMT 4940) is the updated capstone course that focuses on the field of “Strategic Management” (management at the level of the firm), and it is supported by multiple cross-discipline business simulations. 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 large, complicated 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 (formulate strategy) 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 five major objectives:

- 1) Integrate knowledge and skills acquired in the business foundation courses across disciplines
- 2) Develop skills related to the creation of a viable strategic plan for an organization
- 3) Refine / improve 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
- 4) 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
- 5) Develop and refine critical thinking skills

**REQUIRED TEXTBOOK OR E-TEXT:** Hitt, M., Ireland, D., Hoskisson, R., & Harrison, J. (2024). *Strategic Management: Competitiveness & Globalization*. (14<sup>th</sup> edition). Boston, MA, USA: Cengage Learning Inc.

E-books are fine for this class and generally cheaper. I suggest you buy your book from the publisher (Cengage) 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 14<sup>TH</sup> 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, but it is mandatory for the class.

(<https://mediaspark.dpdcart.com/product/67940? dpd cart=28e77fcf-5db8-4cee-862d-519a8ed607b3> )

**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.

**Tutorial for CANVAS and Zoom.** To help those students who are new to Canvas or who would like to improve their knowledge of the system, here is a link that will help. Not only does it provide a tutorial for Canvas, but it also provides a tutorial for Zoom which might be helpful both for UNT and for when you graduate and begin working. <https://online.unt.edu/learn>

**CANVAS ETIQUETTE – Turn on your camera.** In the "real world," it is considered unprofessional and often rude to participate in a video call and not have your camera on. A substantial portion of communication occurs through "non-verbal" means, such as seeing facial clues and body movement, so it is important to be "present" in the meeting with your camera on. The only time you turn off your camera is if you need to excuse yourself momentarily before rejoining the meeting and turning your camera back on.

**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 ([michael.kuban@unt.edu](mailto:michael.kuban@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:**

Although this class is normally taught face-to-face, we will be using an asynchronous online format for this summer semester. You will find previously prepared, narrated lectures for you on Canvas organized by week. There is a full-length, narrated lecture video on Canvas and a copy of the PowerPoint slides from the lecture in case any student has visual or hearing ADA requirements.

To do well in this class, I strongly suggest the following... Please read the chapter in the textbook first, then listen to the recorded lecture. I then suggest you re-read the chapter again before using my test prep materials to cram for your exam.

The class will be conducted using Textbook-based Readings, Narrated Lecture Presentations (found in Canvas), Individually Scheduled Zoom Meetings (if requested), Three Individual Examinations, Two Business-Level Simulations, and a variety of other online assignments.

**PERFORMANCE EVALUATION AND GRADING**

Your grade in this course will be determined primarily by your performance on the following assignments. However, you can lose points if assignments are not submitted on time. The point distribution is as follows:

**INDIVIDUAL EXAMS AND ASSIGNMENTS**

1) In-Class Baseline Quiz (First week of the semester)	10 Points
2) Critical Thinking Videos – Two short quizzes of 20 points each (4 <sup>th</sup> week of semester)	40 Points
3) In-Class Exam 1	200 Points
4) In-Class Exam 2	200 Points
5) In-Class Exam 3	200 Points
<b>Individual Exams and Assignments Subtotal</b>	<b>650 Points</b>

**SIMULATION ASSIGNMENTS**

6) Tutorial Quiz (During First Sim Only)	20 Points
7) First Simulation – Easy Difficulty	
a) Overall Performance (Decile Ranking of Competitors’ Total Net Income)	70 Points
b) Rubric Score (Multiple Factors Scorecard)	60 Points
8) Second Simulation – Moderately Difficult	
a) Overall Performance (Decile Ranking of Competitors’ Total Net Income)	Up to 70 Points
b) Rubric Score (Multiple Factors Scorecard)	60 Points
c) <u>Competency Quiz</u>	70 Points
<b>Simulation Subtotal</b>	<b>350 Points</b>
<b>Total Class Points</b>	<b>1,000 Points</b>

**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.

### 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 on Canvas during a specified window of time on a given day. 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 Monitor (i.e., with Camera Recording).** Each student will be required to access and take the exam using Respondus Lockdown software which is available through the university. **Due to recent policy updates, students will now need to turn on the camera and record themselves while taking the exam to reduce the prevalence of cheating in online classes (sorry about that).**

<https://clear.unt.edu/supported-technologies/respondus-lockdown-browser> (look under the “supported technologies” link)

If you experience problems with your browser or with Canvas during your exam please send me an email immediately and reach out to the university help desk for assistance. 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 – “INTRO TO STRATEGIC MANAGEMENT” POWERPOINT SUPPLEMENT, PLUS CHAPTER 2

- 50 Multiple Choice and/or True/False Questions (4 points per question) 200 points total

### EXAM 2 – CHAPTERS 3 & 4

- 50 Multiple Choice and/or True/False Questions (4 points per question) 200 points total

### EXAM 3 – CHAPTERS 6 & 10

- 50 Multiple Choice and/or True/False Questions (4 points per question) 200 points total

### 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.

## DESCRIPTION OF SIMULATION 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 two simulations during the semester, the second one being more complex than the first. A portion of your grade will be determined by how well you perform in direct competition with other classmates, but I have decided that on this portion of the simulations the lowest score will still be a passing score. In other words, no one will fail the “overall performance” portion of the simulation (see below), as long as you participate in the simulation. The rest of your simulation grades will be determined by multiple metrics – please see rubrics in canvas and the discussion below

**GRADING OF THE “OVERALL PERFORMANCE” SCORE:** One of the 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 more than half of the “runs” could end up with ZERO points for the assignment.

Top 10% -	70.0 points (out of a possible 70)
2 <sup>nd</sup> 10% -	67.7 points
3rd 10% -	65.3 points
4th 10% -	63.0 points
5th 10% -	60.7 points
6th 10% -	58.3 points
7th 10% -	56.0 points
8th 10% -	53.7 points
9th 10% -	51.3 points
10th 10% -	49 points (equates to a 70% grade, i.e., a low C)

## IMPORTANT ADDITIONAL INFORMATION AND POLICIES

**SUBMISSION DEADLINES:** Each assignment submission date is posted in Canvas. It is your responsibility to submit and validate your submission in Canvas. If your submission is late for any reason that is not covered by a university approved and documented reason, you may receive a zero grade on the submission. If there is some issue with the computer system you may temporarily send the instructor your submission via email, but it must be sent on or before the deadline.

**SUNDOWN POLICY:** 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.* All make-up examinations will be coordinated with the instructor.

**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, *you must provide the instructor with evidence supporting the excuse.* All make-up examinations will be coordinated with the instructor.

**ACADEMIC DISHONESTY:** Students caught cheating or plagiarizing may receive a "0" for the assignment or exam. Additionally, the incident will be reported to the Dean of Students, who may impose further a 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:** Because this is an asynchronous online course in class attendance is not relevant this semester. However, all exams and class assignments must be turned in on the due date in Canvas.

**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](mailto: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.

**Summer 5W2 2026 – MGMT4940 – Dr. Kuban**

**DAILY CALENDAR FOR THE SEMESTER**

June 21	<b>June 22</b>	June 23	June 24	June 25	June 26	June 27
	Cengage "Terms of Use" "Quiz"					
	Intro to MGMT4940					
	What is Strategy PPT	<b>Baseline Quiz #1</b>			<b>Sim 1 Tutorial Quiz</b>	
	Listen to Simulation Intro PPT					
	Start Reading HWH Chapter 2		<b>SIM 1-1</b>	<b>SIM 1-2</b>	<b>SIM 1-3</b>	
June 28	June 29	June 30	July 1	July 2	July 3	July 4
	Start Reading HWH Chapter 3				<b>Holiday</b>	
	Start Reading HWH Chapter 4		<b>EXAM 1 - Strategy, Ch. 2</b>			
	<b>SIM 1-4</b>	<b>SIM 1-5</b>	<b>SIM 1-6</b>	<b>SIM 1-7 END</b>		
July 5	July 6	July 7	July 8	July 9	July 10	July 11
			<b>EXAM 2 - Ch. 3, 4</b>			
		<b>SIM 2-1</b>		<b>SIM 2-2</b>		
July 12	July 13	July 14	July 15	July 16	July 17	July 18
	Start Reading HWH Chapter 6		<b>Critical Thinking Quizzes</b>			
	Start Reading HWH Chapter 10					
	<b>SIM 2-4</b>	<b>SIM 2-5</b>	<b>SIM 2-6</b>	<b>SIM 2-7</b>	<b>SIM 2-8</b>	
July 19	July 20	July 21	July 22	July 23	July 24	20-Jun
			<b>EXAM 3 - Ch. 6, 10</b>		<b>Sim 2 Competency Quiz Due</b>	
	<b>SIM 2-9</b>	<b>SIM 2-10 END</b>				