



Academic School Name

Department Name

## BU 469 Business Strategy

Sullivan Library Hall 201 Tuesdays & Thursdays - 8:30-9:50 AM

Credits: 3      Section: 01      Term: Fall 2024

### Instructor Information

**Instructor:** Masahisa Yamaguchi

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**Office Location:** Keiffer Hall 25

**Office Hours:** Tuesdays & Thursdays – 10:00-11:30 AM or by appointment

### Course Description & Materials

#### Catalog Course Description

This capstone course for business majors provides students the opportunity to integrate the knowledge gained in their business course work to better understand and engage the work of organizations. Topics include organizational assessment; organizational “visioning” and mission compositions; strategy formulation, implementation, and evaluation; and the coordination of resources, core competencies, and processes to achieve competitive advantage and provide social value. Student teams conduct and present rigorous case analyses of exemplar organizations. Offered every semester. Prerequisites: BU 200, AC 202, EC 201, EC 202, FIN 301, MKT 301, MGT 306 and BU 308.

#### Time Allocation

The unit of semester credit is defined as university-level credit that is awarded for the completion of coursework. One credit hour reflects the amount of work represented in the intended learning outcomes and verified by evidence of student achievement for those learning outcomes. Each credit hour earned at Chaminade University should result in 45 hours of engagement. This equates to one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester, 10-week term, or equivalent amount of work over a different amount of time. Direct instructor engagement and out-of-class work result in total student engagement time of 45 hours for one credit. The minimum 45 hours of engagement per credit hour can be satisfied in

fully online, internship, or other specialized courses through several means, including (a) regular online instruction or interaction with the faculty member and fellow students and (b) academic engagement through extensive reading, research, online discussion, online quizzes or exams; instruction, collaborative group work, internships, laboratory work, practica, studio work, and preparation of papers, presentations, or other forms of assessment. This policy is in accordance with federal regulations and regional accrediting agencies.

### Required Materials

Management: Concepts 6th Edition

Author: Frank Rothaermel

ISBN: 1265951462

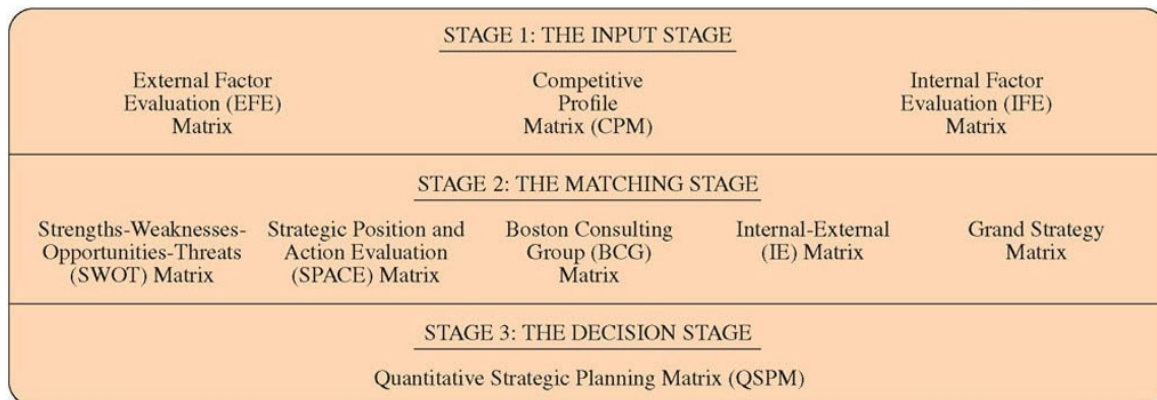
### Canvas (<https://chaminade.instructure.com>)

Both Canvas and MHConnect portal (McGraw Hill) are used for this course where you will find various types of assignments. Most of your weekly homework will be done in Canvas. Additional/supplementary assignments will be available on MHConnect as well. There will be a mixture of individual and group assignments in this course to allow you to work independently as well as in a team to simulate real-world business environment.

## Learning Outcomes

### Program Learning Outcomes (PLOs)

1. **Demonstrate** the ability to use integrative and reflective thinking to create business strategy for chosen organization
2. **Follow** a Comprehensive Model of the Strategic-Management Process
3. **Prepare** and present a case analysis of the selected organization business strategy to classmates and faculty



## Course Learning Outcomes (CLOs)

Upon completion of BU 469 the student will be able to:

### STAGE 1 – STAGE 3:

1. **Demonstrate** an understanding the purpose and terminology of strategic management
2. **Perform *SWOT Matrix*** and highlight ones that make it as your recommendation
3. **Create *Boston Consulting Group (BCG) Matrix* or *Internal-External Matrix (IE)*** focusing on allocation of resources and implications of these tools/resources on your recommendation
4. **Formulate *Recommendation***
5. **Explain *Projected Financial Statements***: start with income statement, net earnings to the balance sheet, highlight several balance sheets such as capital surplus, long- term debt, and property/plant/equipment
6. **Compose *Final Conclusion***

## Marianist Values

This class represents one component of your education at Chaminade University of Honolulu. An education in the Marianist Tradition is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development:

1. Education for formation in faith.
2. Provide an integral, quality education.
3. Educate in family spirit.
4. Educate for service, justice and peace, and integrity of creation.
5. Educate for adaptation and change.

[Include a paragraph that explains how this course specifically addresses one or more of the Marianist values listed above.]

## Native Hawaiian Values

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the 'Ōlelo No'eau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua ('Ōlelo No'eau 364) May I live by God.

2. Provide an Integral, Quality Education (Na'auao) Lawe i ka ma'alea a kū'ono'ono ('Ōlelo No'eau 1957) Acquire skill and make it deep.
3. Educate in Family Spirit ('Ohana) 'Ike aku, 'ike mai, kōkua aku kōkua mai; pela iho la ka nohana 'ohana ('Ōlelo No'eau 1200) Recognize others, be recognized, help others, be helped; such is a family relationship.
4. Educate for Service, Justice and Peace (Aloha) Ka lama kū o ka no'eau ('Ōlelo No'eau 1430) Education is the standing torch of wisdom.
5. Educate for Adaptation and Change (Aina) 'A'ohe pau ka 'ike i ka hālau ho'okahi ('Ōlelo No'eau 203) All knowledge is not taught in the same school

### Alignment of Course Learning Outcomes

	CLO1 Stage 1: Input Stage	CLO2 Stage 2: Matching Stage	CLO3 Stage 3: Decision Stage
Marianist Values	MV1: Educate for formation in faith. Students develop a believe that that they have a purpose in live guided by God's teachings.	MV2: Provide an integral quality education. Acquiring skills should be bottomless process of continuing learning and improvements. MV3: Educate in family spirit. Care about each other. Cyberspace expertise must be used to support others (families, Internet users, organizations, communities, etc...).	MV3: Educate in family spirit. Care about each other. Cyberspace expertise must be used to support others (families, Internet users, organizations, communities, etc...).  MV5: Educate for adoption and change. All knowledge is not taught in school. Life experience provided by community service is practical form of using gained knowledge. It also means that life is education and education is life. Learning is a continuous process.
Hawaiian Values	HV2: Acquire skills and make it deep  HV4: Education is the standing torch of wisdom and using it have no boundaries.	HV3: Recognize others, be recognized, help others, be helped; such is a family relationship.	HV5: All knowledge is not taught in the same school
Program Learning Outcome s (PLO)	1, 2, 3	1, 2, 3	1, 2, 3

## Course Activities

### Homework

Chapter Assignments will be available on MHConnect a week before the chapters are covered. This format will allow students to stay on track and gain a greater understanding on the lecture for that respected chapter. For example, the chapter assignment for Chapters 3 & 4 will be available a week before the Chapter 3 & 4 lecture. The assignment will close the day before the lecture. Each chapter assignments will have a total of 20 questions.

### Exams

Two major exams will cover material from class lectures, class discussion, guest speakers(if any), handouts and assigned readings. Exams may include multiple-choice, short-answer and essay questions. There are no make-up exams without proper documentation for your absence, which must be provided prior to the absence if at all possible. A missed exam will count as a zero

### Team Project Presentation & Paper

The goal of the team project presentation and paper is to give students practical experience in the key elements of strategic management. Teams are required to select a company that is currently facing an interesting and urgent strategic issue that directly challenges the survival, profitability, or growth of the company. The company may be domestic or international, large or small, public or private, as long as there is sufficient publicly disclosed information and data available on its financial status and business operations to facilitate a detailed and thorough analysis.

Using any applicable analytical tools, frameworks, and underlying theories presented in this course, students will be expected to assess the strategic situation of the company, provide a detailed analysis of various alternatives, and offer a set of strategic recommendations for the company moving forward. The purpose of this assignment is to evaluate students' ability to work as a member of a team to synthesize and apply the strategic management concepts and principles learned in the course and to orally communicate these ideas in an effective manner.

## Course Policies

### Attendance

Students are expected to log in to Canvas daily to check for course announcements, materials, and assignments. Class begins on time. Excessive lateness will be counted as an absence from

class. Unexcused absences equivalent to more than a week of classes may lead to a grade reduction for the course. Any unexcused absence of two consecutive weeks or more may result in being withdrawn from the course by the instructor.

### Late Work

Late work is NOT accepted in this course. Assignments which are not submitted on or before their due date will receive an automatic zero. If you find that you are having technical difficulties, please contact the Chaminade IT Helpdesk for issues related to Chaminade technology. If you have documentation from the Helpdesk indicating that they have identified a problem with the technology, I will allow you to submit the assignment once a resolution has been reached at no penalty to you. If students are unsure of their home technology, they should plan ahead to use the computer lab on-campus in order to submit work in a timely manner.

### Changes to the Syllabus

While the provisions of this syllabus are as accurate and complete as possible, your instructor reserves the right to change any provision herein at any time. Every effort will be made to keep you advised of such changes, and information about such changes will be available from your instructor.

### Grades of Incomplete

Incomplete grades are reserved for cases of illnesses and other emergencies that cause a student to be unable to complete the course by the due date. In such cases, the instructor has the option of issuing an "incomplete" grade at the end of the semester. Requests for an "incomplete" must be accompanied by substantive documentation.

### Final Grades

Final grades are submitted to [Self-Service](#):

- A = 468 or more
- B = 416 to 467
- C = 364 to 415
- D = 349 to 363
- F = Below 348

Evaluation Method	Description	Pts	% of Grade
Chapter Assignments	12 assignments x 10 points per session	120	23%

Team Paper	1 in-class, team case presentation	100	19%
Team Presentation	1 in-class, team project presentation	100	19%
Midterm Exam	1 in-class, midterm exam	100	19%
Final Exam	1 in-class, final exam	100	19%

## Important Information

### Academic Honesty

Academic honesty is an essential aspect of all learning, scholarship, and research. It is one of the values regarded most highly by academic communities throughout the world. Violations of the principle of academic honesty are extremely serious and will not be tolerated.

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of academic dishonesty to an instructor or to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism, in addition to more obvious dishonesty.

Questions of academic dishonesty in a particular class are first reviewed by the instructor, who must make a report with recommendations to the Dean of the Academic Division. Punishment for academic dishonesty will be determined by the instructor and the Dean of Academic Division and may include an "F" grade for the work in question, an "F" grade for the course, suspension, or dismissal from the University.

For the most up to date information, please refer to the [Academic Honesty Policy](#) on the Chaminade University Catalog website.

### Title IX and Nondiscrimination Statement

Chaminade University of Honolulu is committed to providing a learning, working and living environment that promotes the dignity of all people, inclusivity and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. As a member of the University faculty, I am required to immediately report any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator.

### [Nondiscrimination Policy & Notice of Nondiscrimination](#)

Chaminade University of Honolulu does not discriminate on the basis of sex and prohibits sex discrimination in any education program or activity that it operates, as required by Title IX and its regulations, including in admission and employment. Inquiries about Title IX may be referred to the University's Title IX Coordinator, the U.S. Department of Education's Office for Civil Rights, or both and contact information may be found at the [Chaminade University Title IX Office Contact Information and Confidential Resources website](#). On-campus Confidential Resources may also be found here at [CAMPUS CONFIDENTIAL RESOURCES](#).

The University's Nondiscrimination Policy and Grievance Procedures can be located on the University webpage at: <https://chaminade.edu/compliance/title-ix-nondiscrimination-policies-procedures/>.

To report information about conduct that may constitute sex discrimination or make a complaint of sex discrimination under Title IX, please refer to the [Campus Incident Report form](#). Chaminade University of Honolulu prohibits sex discrimination in any education program or activity that it operates. The NOTICE of NONDISCRIMINATION can be found here: [Notice of Nondiscrimination](#).

### [CUH Alert Emergency Notification](#)

To get the latest emergency communication from Chaminade University, students' cell numbers will be connected to Chaminade's emergency notification text system. When you log in to the Chaminade portal, you will be asked to provide some emergency contact information. If you provide a cellphone number, you will receive a text from our emergency notification system asking you to confirm your number. You must respond to that message to complete your registration and get emergency notifications on your phone.

### [Assessment for Student Work](#)

With the goal of continuing to improve the quality of educational services offered to students, Chaminade University conducts assessments of student achievement of course, program, and institutional learning outcomes. Student work is used anonymously as the basis of these assessments, and the work you do in this course may be used in these assessment efforts.

### [Student with Disabilities Statement](#)

Chaminade University of Honolulu offers accommodations for all actively enrolled students with disabilities in compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, and the ADA Amendments Act (2008).



Students are responsible for contacting Kōkua Ike: Center for Student Learning to schedule an appointment. Verification of their disability will be requested through appropriate documentation and once received it will take up to approximately 2–3 weeks to review them. Appropriate paperwork will be completed by the student before notification will be sent out to their instructors. Accommodation paperwork will not be automatically sent out to instructors each semester, as the student is responsible to notify Kōkua Ike via email at [ada@chaminade.edu](mailto:ada@chaminade.edu) each semester if changes or notifications are needed.

### **Kōkua 'Ike: Tutoring & Learning Services**

Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua 'Ike: Center for Student Learning in a variety of subjects (including, but are not limited to biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check [Kōkua 'Ike's](#) website for the latest times, list of drop-in hours, and information on scheduling an appointment. Free online tutoring is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click on Account > TutorMe. For more information, please contact Kōkua 'Ike at [tutoring@chaminade.edu](mailto:tutoring@chaminade.edu) or 808-739-8305.

## Readings & Due Dates

Date	Topic(s)	Required Reading(s)	Assignment(s) Due	Competition Phase
Tuesday, August 20, 2024	Introductions, Course Overview	Syllabus	None	
Thursday, August 22, 2024	What is Strategy and Why is it Important?	Chapter 1	Chapter 1	
Tuesday, August 27, 2024	Leadership	Chapter 2	Chapter 2	
Thursday, August 29, 2024	Overview of Silversword Business Competition			
Tuesday, September 3, 2024	External Analysis: PESTEL Framework	Chapter 3	Chapter 3	September - Conceptualization/ Analysis/ Formulation Stage
Thursday, September 5, 2024	Team Setup			
Tuesday, September 10, 2024	External Analysis: Porter's 5 Forces	Chapter 3	Chapter 3	
Thursday, September 12, 2024	Project Scope Statement		Scope Statement	
Tuesday, September 17, 2024	Internal Analysis: SWOT	Chapter 4	Chapter 4	
Thursday, September 19, 2024	Project Update/Grant Request Pitch			
Tuesday, September 24, 2024	Internal Analysis: VRIO, RBV	Chapter 4	Chapter 4	
Thursday, September 26, 2024	Peer Mentorship			
Tuesday, October 1, 2024	Internal Analysis: Core Competencies	Chapter 4	Chapter 4	
Thursday, October 3, 2024	Competitive Advantage	Chapter 5	Chapter 5	

Tuesday, October 8, 2024	Business Level Strategy	Chapter 6	Chapter 6	Troubleshoot Stage
Thursday, October 10, 2024	Mentorship/Faculty Consult			

<b>Date</b>	<b>Topic(s)</b>	<b>Required Reading(s)</b>	<b>Assignment(s) Due</b>	<b>Competition Phase</b>
Tuesday, October 15, 2024	Exam #1	Chapter 1-6		October - Implementation/ Execution/ Consult/ Troubleshoot Stage
Thursday, October 17, 2024	Mentorship/Faculty Consult			
Tuesday, October 22, 2024	Corporate Level Strategy	Chapter 7	Chapter 7	
Thursday, October 24, 2024	Mentorship/Faculty Consult			
Tuesday, October 29, 2024	Globalization	Chapter 8	Chapter 8	
Thursday, October 31, 2024	Mentorship/Faculty Consult			
Tuesday, November 5, 2024	Diversification	Chapter 9	Chapter 9	
Thursday, November 7, 2024	Entry Strategy	Chapter 10	Chapter 10	November - Evaluation/ Data Review Stage
Tuesday, November 12, 2024	Organizational Structure	Chapter 11	Chapter 11	
Thursday, November 14, 2024	Mock Presentation/Rehearsal			
Tuesday, November 19, 2024	Mock Presentation/Rehearsal			
Thursday, November 21, 2024	Silversword Business Competition		Final Presentation Due	
Tuesday, November 26, 2024	Feedback/Discussion			

Tuesday, Dec 3, 2024	Ethics	Chapter 12	Final Paper Due
Tuesday, Dec 5, 2024	Exam #2	Chapter 7-12	