



**BU 469
Business Strategy
Spring Semester 2025
Syllabus**

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Office Hours:	Mondays, Wednesdays & Fridays – 12:30-13:30 PM or by appointment (via phone, E-mail, or talking to me before or after class)
Course Dates:	Monday, January 6, 2025- Friday, May 6, 2025
Meeting Time &	Tuesdays & Thursdays - 8:30-9:50 AM
Canvas:	Syllabus will be posted on Canvas along with powerpoints, assignments, writeups & exams.
Required text:	Strategic Management: Concepts 6th Edition Author: Frank Rothaermel ISBN: 1265951462

Course Description:

BU 469 is the BA capstone course that focuses on the strategic management of firms, emphasizing business in the Asia Pacific region. It deals with the function and responsibilities of a general manager and is designed to train students to be able to make strategic corporate decisions in an analytical and integrative way. This is an integrative course in two respects. First, the course takes the perspective of the firm as a whole and examines how policies in each functional area can be integrated into an overall company strategy. Second, it takes a broad view of the environment that includes the customers, technology, economics, capital markets, competitors, special interest groups, and government entities. Thus, it draws together ideas from other functional/discipline based courses. A major objective of this course is to present a body of analytical tools for strategic decision making, taking into account various critical considerations.

The field of strategic management explores how firms achieve competitive advantage in the context of single and multi-business firms. The single-business firm must leverage its distinctive strengths to exploit industry opportunities. Similarly, the multi-business firm must increase the competitive position of each business unit in order to add value. Accordingly, we will explore what managers do to create value in and across businesses. In addition, we will consider the role of alliances, acquisitions, and divestitures, as they comprise an increasingly significant component of strategy.

Tasks of the general manager that are examined in the course include:

- Formulating strategy to achieve a sustainable competitive advantage,
- Managing diversification and growth,
- Allocating resources strategically,
- Coping with multiple stakeholders,
- Designing dynamic organizations and decision-making processes, and
- Creating value in a global context.

Most of the courses taken at Chaminade thus far deal with how to excel in functional areas, such as accounting, economics, finance, human resources, information systems, marketing, or operations management. Employers expect graduates to have such functional expertise. However, employers also want graduates to understand the “big picture.” Therefore, the overarching perspective in this course is that of the general manager with regard to the health of the entire firm or a multi-market or multi-product division.

Functional specialists will benefit from the general management perspective developed in this course even though they may not be (or even want to be) general managers. The basis of strategy is that every function’s actions should be coordinated with the overall needs of the business. In fact, functional specialists are the people on whom general managers can be subject to sub-optimizing pressure, they too need to understand the general manager’s perspective.

Learning Goals & Course Objectives

The main content objectives for the course:

- Develop and reinforce a general management perspective that integrates concepts across functional areas
- Provide a framework and tools for strategic analysis
- Understand the implications of strategy for the internal organization
- Understand the implications of the global environment for strategy
- Meet Chaminade graduation requirement.

Attendance

Regular, on-time attendance for all scheduled class sessions and exams is expected. Please keep in mind that this is an experiential learning course. This means that not only attendance, but active participation is required to get the most out of the learning experience. Thus, students should expect to attend class and actively participate throughout the semester in order to earn a satisfactory grade.

Although regular attendance is expected, it is understood that rare situations may arise where students are unable to attend a class (such as for medical reasons, an urgent family situation, required travel for intercollegiate athletics, or for a job/graduate school interview, etc.). In the event that a student is unable to attend, that student must send the instructor an **email prior to class** including which specific session that will be missed and the specific reason why. Students are still responsible for completing all of the readings and assignments for that session. Appropriate

supporting documentation such as a doctor's note or letter from the athletic department is required to receive full points for any day that a class session is missed.

Student Information Sheet (SIS)

The purpose of this form is to help the instructor get to know the class. Please complete the form at the end of this syllabus, detach it, and return it to the instructor by the third class session.

Grading Policy

During the term, performance in this course will be evaluated as summarized in the table below. The frequency and type of evaluation as well as its relative weighting (in points and as a percentage of the final course grade) is indicated. Earning an excellent grade in this course will require overall excellence in all aspects of the course in individual and group settings.

Evaluation Method	Description	Pts	% of Grade
Chapter Assignments	12 assignments x 10 points per session	120	21%
Write Up	1 x 50 points per session	50	9%
Team Paper	1 in-class, team case presentation	100	18%
Team Presentation	1 in-class, team project presentation	100	18%
Two Exams	2 in-class, midterm exam	200	35%

Total Points Possible 570 100%

Final Course Grades

Final course grades will be assigned based on the total number of points earned as shown below:

Final Grade Requirements

A = 513 or more

B = 456 to 512

C = 399 to 455

D = 342 to 398

F = Below 341

Class Participation

During the term, students are expected not only to attend, but to actively prepare for, participate in, and contribute to the classroom discussions led by the instructor.

(**Note:** This course is structured as an experiential learning course in which students are expected to participate actively within groups and individually with the instructor on a regular basis. Given the nature of the course, simple attendance is most times adequate for receipt of full participation credit. In the event a student is in danger of not receiving full class participation credit for any reason, the instructor will send the student an email describing the situation and the student is welcome to clarify this situation in-person during office hours.)

Students will receive full class participation points for any session that is missed due to an excused absence with documentation. Students will receive zero class participation points for any missed session due to an unexcused absence.

(**Note:** That failure to attend students' own scheduled session for the team presentation will result in zero points earned for the assignment by the student missing the session. Failure to attend the presentations of other teams will result in a 3 point deduction from students' own final presentation grade for each session missed.)

Papers: All papers must be typed in 12 pt. font, double-spaced with numbered pages.

Writing: Papers are to be written in a professional manner suitable for presentation to an executive management staff or for publication.

Final Project Paper & Presentation

The goal of the project is to give students practical experience in the key elements of strategic management. Teams will experience facing an interesting and urgent strategic issue that directly challenges the survival, profitability, or growth of their own startup. The company may be geared towards any genre of their choice: Technology, Sustainability, Social Venture, Green, etc.

Using any applicable analytical tools, frameworks, and underlying theories presented in this course, students will be expected to assess the strategic situation of their 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.

Team project project & presentations should include the following:

I. Executive Summary

Capture the interest of the reader so they will want to find out more about your company.

II. Company Description

Provide the reader with a more detailed overview of the company and the nature of the product/service offering.

III. Industry Analysis and Trends

The main objective of this section is to convince the reader that a market opportunity exists, and that you understand it well enough to capture a share large enough to support the new venture.

IV. The Target Market

This section of the plan assesses who the potential customer is. It can be businesses, individual or both. It could include the following:

V. The Competition

This section of the business plan assesses who the current players are in the industry and how you will compete with them. It gives you the opportunity to plan how you will enter the market and differentiate yourself from the current players. There are also risks or barriers to entering a market and this portion of the plan should explain how those risk and barriers are managed in your business

V. Strategic Position & Risk Assessment Company Strength

This section draws from analysis of the Industry, Target Market Analysis, and Competitive Analysis to form a Business Strategy.

VI. Marketing Plan and Sales Strategy

The sales and marketing plan details what marketing activities the business will put in place to generate sales and lays out the cost associated with each activity. Remember, the purpose of marketing for a new business is to create awareness and drive sales. The sales and marketing plan should concisely explain how your business will achieve those goals.

VII. Operations

This section should provide an overview of the strategy for the day-to day implementation of the business model. The objective here is to demonstrate that you understand how the daily operations of the business will work. It's important to discuss technology needed to help manage processes. Also, this section will help you focus on relevant costs associated with implementing the plan

VIII. Management and Organization

The strength of the management team plays a key role in investors' and lenders' decision to fund a venture. The objective of this section is to convince the reader that you have a management team that can effectively manage the product/service into the market place and make the venture a success. The key points you may want to cover include:

IX. Development, Milestones & Exit Plan

What steps have you completed and what steps need to be occur for you to launch and grow your business.

X. The Financials

Convince the reader that the venture makes sense from a financial standpoint. You must be able to translate the idea into a plausible set of financial projections which address procurement, allocation, return on investment, and cash management.

XI. Appendix

Exams

Two exams are *non-cumulative* and taken in the classroom. Each exam consists of multiple-choice and true-false questions. The questions may refer to any content covered in the lectures, readings, and class discussions, including the quizzes, videos, exercises, cases, etc. All exams are closed-book, closed-notes, closed-laptop, etc.

If you miss an exam without making prior arrangements or without documentation of a serious emergency situation, you will receive a zero on the exam. If you will miss an exam, you should let the instructor know in advance in order to schedule a make-up. Work for other courses, work and vacation travels are not valid emergencies.

Chapter Assignments

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.

Writeup

Please ensure your write-up is completed and submitted by the end of the semester, following all assignment guidelines for format, content, and length. Submit your work through Canvas by the deadline, ensuring the correct file format is used. Double-check that your submission is successfully uploaded and keep a copy for your records.

Date	Topic(s)	Required Reading(s)	Assignment(s) Due	Business Plan Phase
Tuesday, January 7, 2025	Introductions, Course Overview	Syllabus	None	
Thursday, January 9, 2025	What is Strategy and Why is it Important?	Chapter 1	Chapter 1 Assignment	
Tuesday, January 14, 2025	Leadership	Chapter 2	Chapter 2 Assignment	
Thursday, January 16, 2025	Overview of Business Plan			
Tuesday, January 21, 2025	External Analysis: PESTEL Framework	Chapter 3	Chapter 3 Assignment	
Thursday, January 23, 2025	Team Setup			
Tuesday, January 28, 2025	External Analysis: Porter's 5 Forces	Chapter 3		
Thursday, January 30, 2025	Project Scope Statement		Scope Statement	
Tuesday, February 4, 2025	Internal Analysis: SWOT	Chapter 4	Chapter 4 Assignments	
Thursday, February 6, 2025	Peer Mentorship			
Tuesday, February 11, 2025	Internal Analysis: VRIO, RBV	Chapter 4		
Thursday, February 13, 2025	Peer Mentorship			
Tuesday, February 18, 2025	Competitive Advantage	Chapter 5	Chapter 5 Assignment	
Thursday, February 20, 2025	Peer Mentorship			
Tuesday, February 25, 2025	Business Level Strategy	Chapter 6	Chapter 6 Assignment	
Thursday, February 27, 2025	Peer Mentorship		Revised Scope Statement	

Date	Topic(s)	Required Reading(s)	Assignment(s) Due	Business Plan Phase
Tuesday, March 4, 2025	Exam #1	Chapter 1-6	Exam #1	March - Implementation/ Execution/ Consult/ Troubleshoot Stage
Thursday, March 6, 2025	Corporate Level Strategy	Chapter 8	Chapter 7 Assignment	
Tuesday, March 11, 2025	Diversification	Chapter 8	Chapter 8 Assignment	
Thursday, March 13, 2025	Entry Strategy	Chapter 9	Chapter 9 Assignment	
Tuesday, March 18, 2025	Break			
Thursday, March 20, 2025	Break			
Tuesday, March 25, 2025	Globalization	Chapter 10	Chapter 10 Assignment	
Thursday, March 27, 2025	Organizational Structure	Chapter 11	Chapter 11 Assignment	
Tuesday, April 1, 2025	Business Ethics	Chapter 12	Chapter 12 Assignment	
Thursday, April 3, 2025	Corporate Social Responsibility	Chapter 12		
Tuesday, April 8, 2025	Business Plan Presentation			
Thursday, April 10, 2025	Business Plan Presentation		Business Plan Due	
Tuesday, April 15, 2025	Exam #2	Chapter 7-12	Exam #2	
Thursday, April 17, 2025	Assessment Test		Writeup Due	

**BU 469: STRATEGIC MANAGEMENT
STUDENT INFORMATION SHEET**

The purpose of this form is to help me get to know who you are. Please complete the form below, detach it and return it to me.

Name:

Student ID#:

Email:

Major Field:

Career Objective:

Other Comments You Wish To Share:

<p>PHOTO (required) Please attach a snapshot of yourself here.</p>

I (print name) _____ have read the course syllabus for BU 469 in its entirety and agree to the requirements set forth. I agree to contact the instructor via email with any questions or clarifications regarding this document.

Signature _____

Date _____