



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

---

<b>Instructor:</b>	Masahisa Yamaguchi
<b>Email:</b>	<a href="mailto:masahisa.yamaguchi@chaminade.edu">masahisa.yamaguchi@chaminade.edu</a>
<b>Office Hours:</b>	Mondays, Wednesdays – 12:30-13:30 PM or by appointment (via phone, E-mail, or talking to me before or after class)
<b>Course Dates:</b>	Monday, August 25, 2025- Friday, December 5, 2025
<b>Meeting Time &amp; Classroom</b>	Tuesdays & Thursdays - 4:00-5:30 PM Keiffer 9
<b>Canvas:</b>	Syllabus will be posted on Canvas along with powerpoints, assignments, writeups & exams.
<b>Required text:</b>	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.

### **Time Allocation**

This is a three-credit hour course requiring 135 clock hours of student engagement, per the official CUH Credit Hour Policy. Over the 15 weeks of this course, students will spend 37.5 hours in class, 48 hours researching and writing a ten-page essay, 1 hour each week writing reflection papers (15 hours total), and 10.5 hours studying for and taking the final exam. There will be an additional 24 hours of work required beyond what is listed here (course readings, homework assignments, etc.), averaging 1.6 hours each week.

### **Program Learning Outcomes (PLOs)**

Upon completion of BA Undergraduate program in Business Administration, the student will be able to:

- **PLO2:** Demonstrate effective business communication skills in oral, written, and technological contexts.

- **PLO7:** Create effective business strategies using relevant data and knowledge from all foundational areas of business that are appropriate for domestic and international organizations.

### **Course Learning Outcomes (CLOs)**

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

1. Identify challenges that are experienced by the organizations in the marketplace.
2. Synthesize data and information to provide business-based solutions through reflection on practice and experience.
3. Recommend and justify conducting the plan of strategic management for the organization, annually, using the research skills in business management

### **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 mā'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**

	CLO 1	CLO 2	CLO 3
Marianist Values	2, 4	2, 4	2, 5
Program Learning Outcomes	PLO2	PLO7	PLO2

#### **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. For pregnant and parenting students, I am also obligated to provide you with similar resources for support and protections available to you. My goal is to make sure that you are aware of the range of options available to you and have access to the resources and support you need.

## **Nondiscrimination Policy & Notice of Nondiscrimination**

The university is committed to comply with all State and Federal statutes, rules, and regulations which prohibit discrimination. The university is committed to a policy of nondiscrimination on the basis of race, sex, gender identity and expression, age, religion, color, national origin (including shared ancestry and ethnic characteristics), ancestry, citizenship, disability, genetic information, marital status, breastfeeding, arrest and court record (except as permissible under State law), sexual orientation, or status as a covered veteran. Inquiries about Title IX or general Civil Rights concerns 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 [HERE](#). *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](#).

## **Hazing Prevention Resources and Athlete Helpline:**

Assists athletes, parents, coaches, and any allies interested in ensuring physical and mental safety for sports communities by offering confidential emotional support, crisis intervention, informational athlete-focused resources, and guidance related to concerns about any type of abuse—including hazing.

[Chaminade University's Hazing Policy:](#)

<https://catalog.chaminade.edu/studenthandbook/codeofconduct>

<https://hazingpreventionnetwork.org/athlete-helpline/>

<https://hazingpreventionnetwork.org/how-to-report-hazing/>

**Basic Needs Resources:** <https://chaminade.edu/basic-needs/>

## **Campus Safety/ SafeSwords**

A program for students, faculty and staff, who may feel uncomfortable or unsafe walking alone on campus, at any time of the day. Call security, and a security professional will meet you at your location on campus. The security professional will escort you to your residence hall, car, etc. Students may utilize this when walking to and from night classes around campus or after late night events. [SafeSwords Webpage](#)

## **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 Kokua 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 Kokua 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.

### **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.

<b>Evaluation Method</b>	<b>Description</b>	<b>Pts</b>	<b>% of Grade</b>
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, exams	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 & 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.

<b>Date</b>	<b>Topic(s)</b>	<b>Required Reading(s)</b>	<b>Assignment(s) Due</b>	<b>Competition Phase</b>
Tuesday, August 26, 2025	Introductions, Course Overview	Syllabus	None	
Thursday, August 28, 2025	What is Strategy and Why is it Important?	Chapter 1	Chapter 1	
Tuesday, September 2, 2025	Leadership	Chapter 2	Chapter 2	September - Conceptualization/ Analysis/ Formulation Stage
Thursday, September 4, 2025	Overview of Silversword Business Competition			
Tuesday, September 9, 2025	External Analysis: PESTEL Framework	Chapter 3	Chapter 3	
Thursday, September 11, 2025	Team Setup			
Tuesday, September 16, 2025	External Analysis: Porter's 5 Forces	Chapter 3	Chapter 3	
Thursday, September 18, 2025	Project Scope Statement		Scope Statement	
Tuesday, September 23, 2025	Internal Analysis: SWOT, VRIO, RBV	Chapter 4	Chapter 4	
Thursday, September 25, 2025	Project Update/Grant Request Pitch			
Tuesday, September 30, 2025	Competitive Advantage/Business Level Strategy	Chapter 5	Chapter 5	
Thursday, October 2, 2025	Mentorship/Consultation			
Tuesday, October 7, 2025	Corporate Level Strategy/Diversification	Chapter 6	Chapter 6	October - Implementation/ Execution/ Consult/ Troubleshoot Stage
Thursday, October 9, 2025	Mentorship/Consultation			
Tuesday, October 14, 2025	Exam #1	Chapter 1-6		

<b>Date</b>	<b>Topic(s)</b>	<b>Required Reading(s)</b>	<b>Assignment(s) Due</b>	<b>Competition Phase</b>
Thursday, October 16, 2025	Mentorship/Consultation			October - Implementation/ Execution/ Consult/ Troubleshoot Stage
Tuesday, October 21, 2025	Globalization			
Thursday, October 23, 2025	Mentorship/Consultation			
Tuesday, October 28, 2025	Entry Strategy	Chapter 7	Chapter 7	
Thursday, October 30, 2025	Mentorship/Consultation			
Tuesday, November 4, 2025	Organizational Structure	Chapter 8	Chapter 8	November - Evaluation/ Data Review Stage
Thursday, November 6, 2025	Mentorship/Consultation			
Tuesday, November 11, 2025	Business Ethics	Chapter 10	Chapter 10	
Thursday, November 13, 2025	Mock Presentation/Rehearsal			
Tuesday, November 18, 2025	Mock Presentation/Rehearsal			
Thursday, November 20, 2025	Mock Presentation/Rehearsal			
Tuesday, November 25, 2025	Silversword Business Competition		Paper Due	
Tuesday, December 2, 2025	Exam #2	Chapter 7-12	Netflix Writeup Due	