

## SEMESTER AT SEA COURSE SYLLABUS

Colorado State University, Academic Partner

<b>Voyage:</b>	Spring 2023
<b>Discipline:</b>	Business
<b>Course Number and Title:</b>	BUS 479 Strategic Management
<b>Division:</b>	Upper
<b>Faculty Name:</b>	Margaret B Takeda
<b>Semester Credit Hours:</b>	3

**Prerequisites:** The standard CSU prerequisites as listed in the course catalog – one (1) upper-division management course, AND one (1) upper-division supply chain management course, AND one (1) upper-division principles of marketing course, AND one (1) upper-division fundamentals of finance course – have been waived by the instructor.

### COURSE DESCRIPTION

The purpose of this course is for students to understand how companies compete both globally and regionally. The study of Strategy is the study of the competitive environment of business which comprises the role of institutions and industries in shaping corporate strategic behavior. This course utilizes a continuous learning model resulting in real time analysis of economic and societal trends, technological innovations, environmental impacts and opportunities, as well as market entry strategies.

Students will develop competency in understanding the fundamentals competitive analysis; conducting industry analysis; conducting research on supply chains, market dynamics, competitor behavior, technology trends and consumer trends affecting business; applying innovations in corporate social responsibility and global ethics; conducting a competitor analysis based upon a specific region of the voyage; developing market entry strategies for a particular country along the voyage.

In addition, through the design of course projects, students will improve their leadership and independent thinking skills; collaborative skills, teamwork, and their ability to work well with diverse others.

### LEARNING OBJECTIVES

By the end of this course, students should be able to:

1. Correctly identify any company's industry group, top competitors, competitive metrics, supply chain of the industry including ancillary company groups, and industry key performance metrics.
2. Know where, how and when to access necessary industry and company research materials, including globally accepted reports, trade association materials, company competitiveness reports, etc.

3. Know how to analyze industries and companies.
4. Know how to conduct a thorough, data-based, and contemporary PESTEL analysis for use in strategic planning.
5. Know how to conduct a company internal analysis of resources and capabilities.
6. Know how to conduct a competitor analysis in any region of the world.
7. Design, construct and implement a strategic plan for 3-5 years into the future for any publicly traded global company.
8. Create a written report and present a strategic plan according to acceptable industry standards.
9. Evaluate team and personal performance in all aspects of strategic planning.
10. Incorporate consideration of ethical values, corporate social responsibility, financial competitiveness, and fiscally sound objective setting for company strategic plans.

## **REQUIRED TEXTBOOKS**

AUTHOR: Arthur Thompson Jr, A. Strickland, John Gamble  
TITLE: Crafting and Executing Strategy  
PUBLISHER: Mc-Graw-Hill  
ISBN: 1260157377  
DATE/EDITION: 23rd Edition 2022

## **TOPICAL OUTLINE OF COURSE**

### Course Design – Every Session

Every class session of 80 minutes will include review of required reading, open discussion of assigned project work, team planning sessions (breakouts), and action planning for future required assignments. All required reading must be done prior to class time so that class sessions can focus on real-time research of countries and companies, team project management skills development, and project research progress.

Class sessions closer to a Field Assignment Port will include planning for in-port activities.

## **SCHEDULED TOPICS**

### **Embarkation Day – January 5**

1: Introduction to the Course, Team Assignments, Field Trip Discussions, Communication and Project Management Assignments.

2: Overview of Strategic Analysis, Chapter 1. Journaling Exercise, Communication and Project Management Reports.

3: Charting a Company's Direction, Chapter 2. Updates on Industry and Company Choices. In Class Research.

- 4: Presentations of Industry Overview and Competitive Environment.
- 5: Presentations of Industry Overview and Competitive Environment.
- 6: Preparing for Company External Environment Evaluation - Research Guidelines.
- 7: Evaluating a Company's External Environment: Strategic PESTEL Analysis, Chapter 3. In class discussion.
- 8: Evaluating a Company's External Environment: Strategic PESTEL Analysis, Chapter 3. In class discussion. Reporting.
- 9: Evaluating a Company's External Environment: Strategic PESTEL Analysis, Chapter 3. In class discussion. Reporting.
- 10: Evaluating a Company's Resources and Capabilities. Company Internal Analysis, Research and Reporting.
- 11: Evaluating a Company's Resources and Capabilities. Company Internal Analysis, Research and Reporting. In-Class Report Updates/Presentations.
- 12: Evaluating a Company's Resources and Capabilities. Company Internal Analysis, Research and Reporting. In-Class Report Updates/Presentations.
- 13: Generic Strategies, Chapter 5, Lecture and Discussion. Individual Comparative Experience Project Section 1 Due.
- 14: Generic Strategies, Chapter 5, Lecture and Discussion Team Presentations, Generic Strategies, Updates on PESTEL and Resources/Capabilities (External and Internal Analysis Research Ongoing)
- 15: Strengthening a Company's Competitive Position, Chapter 5 Lecture and Team Assignments
- 16: Identifying Competitive Strategic Actions, Review for Midterm Presentations, Midterm Presentations Dry Run 1
- 17: Midterm Presentations Dry Run2
- 18: MIDTERM PRESENTATIONS
- 19: MIDTERM PRESENTATIONS
- 20: International Market Entry, Chapter 7, Lecture/Discussion/Assignments
- 21: Developing a Global Strategy, Open Discussion Forum

22: Adapting Corporate Strategy, Chapter 8, Lecture/Discussion/Assignments

23: Ethics, Corporate Social Responsibility, Environmental Sustainability, Chapter 9 Lecture Discussion. Value Checking Strategic Plans for CSR, Ethics and Sustainability Activity

24: Final Presentation and Reports Preparation. Individual Comparative Experience Project Section 1 Due.

25—FINAL PRESENTATIONS ALL.

**Disembarkation Day – April 20**

## **FIELD WORK**

Semester at Sea® field experiences allow for an unparalleled opportunity to compare, contrast, and synthesize the different cultures and countries encountered over the course of the voyage. In addition to the one field class, students will complete independent field assignments that span multiple countries.

### **Field Class & Assignment**

[**Field Class proposals listed below are not finalized.** Confirmed ports, dates, and times will be posted to the Spring 2023 Courses and Field Class page when available.]

**Field Class attendance is mandatory for all students enrolled in this course. Do not book individual travel plans or a Semester at Sea sponsored trip on the day of your field class.**

Field Classes constitute at least 20% of the contact hours for each course and are developed and led by the instructor.

Objectives:

1. Understand current competitive environment for a global industry in the region and the world. 2. Clarify assumptions regarding global operational effectiveness within current and future strategic objectives. 3. Hear from top executives about the challenges facing the company globally, especially rapid technological advancements, the global water shortage, global supply chain challenges, semiconductor crisis, AI and automation, sustainability, and oil dependence, etc.

### **COMPARATIVE EXPERIENTIAL PROJECT (CEP)**

The CEP is the required comparative assignment that span multiple countries. The Comparative Experiential Project constitutes at least 5% of the grade for each course.

The Comparative Experiential Project challenges students to become consciously competent of their surroundings while in port, and their own informed assessment of cultural differences between countries during the voyage. Some examples of comparative topics might be: assessing the different infrastructure challenges facing global firms in each

location, identifying sustainability initiatives in each location, contrasting entrepreneurial activities in each location, reporting on personal experience of customer service while a guest of the country, observing how managers and employees interact in different country contexts, etc.

Comparative Experiential Projects will be designed by each student in consultation with Dr. Takeda and a CEP Contract will be established that outlines deliverables. Students will be able to choose their media of choice, including journaling, film, mixed media, etc. All students will complete their CEP by the 24<sup>th</sup> Class Session.

## METHODS OF EVALUATION

What	Type	%
Comparative Experiential Project	Individual	10%
Team Update Presentations Group (5 total)		20%
Midterm Presentation	Group	20%
Field Class (Mandatory)	Individual	20%
Final Report	Group	10%
Final Presentation	Group	20%

## GRADING SCALE

The following Grading Scale is utilized for student evaluation. Pass/Fail is not an option for Semester at Sea® coursework. Note that C-, D+ and D- grades are also not assigned on Semester at Sea® in accordance with the grading system at Colorado State University (the SAS partner institution).

Pluses and minuses are awarded as follows on a 100% scale:

<u>Excellent</u>	<u>Good</u>	<u>Satisfactory/Poor</u>	<u>Failing</u>
97-100%: A+	87-89%: B+	77-79%: C+	Less than 60%: F
93-96%: A	83-86%: B	70-76%: C	
90-92%: A-	80-82%: B-	60-69%: D	

## ATTENDANCE/ENGAGEMENT IN THE ACADEMIC PROGRAM

Attendance in all Semester at Sea® classes, including the Field Class, is mandatory. Students must inform their instructors prior to any unanticipated absence and take the initiative to make up missed work in a timely fashion. Instructors must make reasonable efforts to enable students to make up work which must be accomplished under the instructor's supervision (e.g., examinations, laboratories). In the event of a conflict in regard to this policy, individuals may appeal using established CSU procedures.

## CLASSROOM CLIMATE

Semester at Sea® is committed to the Voyage Community Values. Consequently, the classroom environment is founded on mutual respect, community, and an aim toward equity. The Voyage Community Values support the creation of a collaborative and vibrant community. Our community is the foundation of our learning, critical inquiry, and discovery. Each member of this course has a responsibility to uphold these values when engaging with one another.

With that, please review the following Voyage Community Values:

- **Well-Being:** We commit to the health, safety and well-being of ourselves, all members of our voyage community, *and* members of the communities we will visit.
- **Interconnectedness:** We understand our actions and attitudes have an impact locally and globally. We always seek to positively affect the planet and the people around us near and far.
- **Respect:** We honor the inherent dignity of *all people* with an abiding commitment to freedom of expression, scholarly discourse and the advancement of knowledge. We have the right to be treated, and the responsibility to treat others, with fairness and equity.
- **Inclusion:** We ensure inclusive environments that welcome, value, affirm and embrace *all people* within the shipboard community and in each country we visit.
- **Integrity:** We are honest and ethical in all of our interactions, including our academic work. We hold ourselves accountable for our actions.
- **Excellence:** We model the highest academic standards of preparation, inquiry and knowledge and consistently seek to understand complex issues and express informed opinions with courage and conviction.

## LEARNING ACCOMMODATIONS

Semester at Sea® provides academic accommodations for students with diagnosed learning disabilities, in accordance with ADA guidelines. Students who will need accommodations in a class, should contact ISE to discuss their individual needs. Any accommodation must be discussed in a timely manner prior to implementation.

A letter from students' home institutions verifying the accommodations received on their home campuses (dated within the last three years) is required before any accommodation is provided on the ship. Students must submit verification of accommodations to their Student Services advisor as soon as possible, but no later than two months prior to the voyage. More details can be found within the **Course Registration Packet**, posted to the student portal prior to registration.

## **STUDENT CONDUCT CODE**

The foundation of a university is truth and knowledge, each of which relies in a fundamental manner upon academic integrity and is diminished significantly by academic misconduct. Academic integrity is conceptualized as doing and taking credit for one's own work. A pervasive attitude promoting academic integrity enhances the sense of community and adds value to the educational process. All within the University are affected by the cooperative commitment to academic integrity. All Semester at Sea<sup>®</sup> courses adhere to this Academic Integrity Policy and Student Conduct Code.

Depending on the nature of the assignment or exam, the faculty member may require a written declaration of the following honor pledge: "I have not given, received, or used any unauthorized assistance on this exam/assignment."

## **RESERVE BOOKS FOR THE LIBRARY**

None

## **FILMS**

TBD

## **ELECTRONIC COURSE MATERIALS - E-book**

AUTHOR: Arthur Thompson Jr, A. Strickland, John Gamble

TITLE: Crafting and Executing Strategy

PUBLISHER: Mc-Graw-Hill

ISBN: 1260157377

DATE/EDITION: 23<sup>rd</sup> edition 2021

## **ADDITIONAL RESOURCES:**

Resources will be provided by the Instructor based upon requests from the students, as needed throughout the voyage. For example:

IBIS Industry Reports, Plunkett Financial Analysis Reports, Mergent Company Reports, Marketline Company and Market Analyses, Euromonitor Market Reports, etc.