

Department	International College of Liberal Arts		
Semester	Fall 2026	Year Offered (Odd/Even/Every Year)	Every Year
Course Number	BUSN395		
Course Title	Advanced Strategic Management		
Prerequisites	BUSN240 Introduction to Strategic Management		
Course Instructor	FOWLER Randy	Year Available (Grade Level)	3
Subject Area	Global Business & Economics	Number of Credits	3
Class Style	Lecture	Language of instruction	English

(NOTE 1) Depending on the class size and the capacity of the facility, we may not be able to accommodate all students who wish to register for the course

Course Description	<p>This course goes into a deeper understanding of Strategy, beginning with its earliest roots in the military, as far back as Sun Tzu in the 6th century B.C. all the way through 21st century business strategists. Among the topics covered which go beyond the basics of well-known frameworks like Porter's 5 Forces and PESTEL, are mathematical approaches to calculating one's best move, given the opponent's best move (e.g. Game Theory), processes by which strategies emerge and adapt, the science of prediction, scenario planning, and the purpose, utility, and limits of strategic design and implementation. Lectures will explore strategic topics in depth, bringing to bear the many minds throughout history who have applied themselves to this subject. Historical cases will be examined, and the conclusion of the course will allow students to apply what they have learned through an international strategy project in collaboration with a group of classmates.</p>
Class plan based on course evaluation from previous academic year	N/A
Course related to the instructor's practical experience (Summary of experience)	N/A
Learning Goals	<p>By the end of the course, students should have an outstanding knowledge of Strategy, both theoretically and practically. They will have fully explored the conscious pursuit of objectives, and the degree to which, and the methods by which, outcomes may or may not be subject to deliberate control.</p>

iCLA Diploma Policy	DP2
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iCLA Diploma Policy

(DP1) To Value Knowledge – Having high oral and written communication skills to be able to both comprehend and transfer knowledge

(DP2) To Be Able to Adapt to a Changing World – Having critical, creative, problem-solving, intercultural skills, global and independent mindset to adopt to a changing world

(DP3) To Believe in Collaboration – Having a disposition to work effectively and inclusively in teams

(DP4) To Act from a Sense of Personal and Social Responsibility – Having good ethical and moral values to make positive impacts in the world

Active Learning Methods	Problem-Based Learning/Discussion, Debate/Group Work/Presentation				
More details/supplemental information on Active Learning Methods	N/A				
Use of ICT	Lecture PowerPoint slides and articles will be uploaded to the campus system.				
Contents of class preparation and review	Students are expected to review the slides and their notes after each class session. Students must do any assigned readings in advance of class, and be prepared to discuss them during class. Students will be collaborating with a group of classmates on a final project, and must actively contribute to their group's efforts. "Free-riders" will be identified as applicable and penalized accordingly.	Hours expected to be spent preparing for class (hours per week)	3 hours	Hours expected to be spent on class review (hours per week)	2 hours
Feedback Methods	Feedback on group project presentations will be given by both professor and students verbally in class. Final exam scores will be posted online. Students are welcome to request an individual review and discussion of their exam in person.				

Grading Criteria		
Grading Methods	Grading Weights	Grading Content
Group Project Presentation	40%	
Final Exam	50%	
Class Participation	10%	

Required Textbook(s)	N/A
Other Reading Materials/URL	<ul style="list-style-type: none"> —Mintzberg & Waters (1985). Of Strategies, Deliberate and Emergent. Strategic Management Journal. —Other relevant and timely articles as they arise.

Plagiarism Policy	Plagiarism in any form is not acceptable in this class. Instances of "sloppy plagiarism" (e.g. citing the appropriate source but failing to put a verbatim quotation in quotes) will result in a grade of zero for that assignment. Instances of overt plagiarism (i.e. a verbatim quote without acknowledging the actual author of the words, or paraphrasing someone else's work without attribution) will result in a failing grade for the course. It is important to be especially mindful with the use of AI, as it may generate plagiarized content which, if used in an assignment, the student alone will be held accountable for.
Other Additional Notes (Outline crucial policies and info not mentioned above)	Class attendance and engagement are especially important for doing well in this course, as exams will primarily cover material discussed in class.

(NOTE 2) Class schedule is subject to change

Class Schedule	
Class Number	Content
Class 1	Introduction: What is Strategy and what is the purpose of this course?
Class 2	Roots in Military Strategy: Sun Tzu
Class 3	Roots in Military Strategy: Sun Tzu II
Class 4	Roots in Military Strategy: Clausewitz
Class 5	Roots in Military Strategy: Clausewitz II
Class 6	Roots in Military Strategy: Liddell Hart
Class 7	The Strategy of Strategizing: Deliberate and Emergent Strategies
Class 8	Game Theory: Conceptual Introduction
Class 9	Game Theory: Conceptual Introduction II

Class 10	Game Theory: Sequential Games
Class 11	Game Theory: Sequential Games II
Class 12	Game Theory: Simultaneous Games
Class 13	Game Theory: Simultaneous Games II
Class 14	Game Theory: Strategic Moves
Class 15	Game Theory: Strategic Moves II
Class 16	Scenario Planning I
Class 17	Scenario Planning II
Class 18	Scenario Planning Application
Class 19	Business-level Strategy
Class 20	Business-level Strategy II
Class 21	Business War Games
Class 22	Introduction to Strategy Project

Class 23	Strategy Project Workshop I: Internal Analysis
Class 24	Strategy Project Workshop II: External Analysis
Class 25	Strategy Project Workshop III: Strategic Moves
Class 26	Strategy Project Presentations & Feedback I
Class 27	Strategy Project Presentations & Feedback II
Class 28	Strategy Project Presentations & Feedback III
Class 29	Strategy Project Presentations & Feedback IV
Class 30	Final Exam