Academic Year	2023-24	**Semester**	2
Course Coordinator			
Course Code	MT4003		
Course Title	Maritime Strategy		
Pre-requisites	Nil		
No of AUs	3		
Contact Hours	Lecture: 26 hrs; Tutorial: 13 hrs		
Proposal Date	13 September 2023		

Course Aims

This course aims to provide students with an overview of strategic planning and management. It serves to equip students with pertinent concepts and tools, so as to subsequently apply these to the context of maritime transport and other industries where applicable.

Intended Learning Outcomes (ILO)

Upon completion of the course, students should be able to:
(1) Define strategy and other related concepts such as competitive advantage, generic strategies and business model
(2) Explain why it is critical for managers to have a clear strategic vision of where the company needs to head
(3) Apply analytic tools to diagnose the competitive conditions of a company's environment
(4) Explain how value chain activities affect a company's cost structure and customer value proposition
(5) Compare and contrast fair market value and intrinsic value
(6) Discuss the role of stakeholders, organizational structure and culture in strategy implementation
(7) Identify and discuss both soft and hard resources that are required for strategy implementation
(8) Elaborate the process of asset disposal

Course Content :

S/N	Topic	Lecture Hrs	Tutorial Hrs
1	What is strategy and why is it important?	2	1
2	Charting a company's direction	2	1
3	Evaluating a company's external environment	2	1
4	Evaluating a company's resources, capabilities, and competitiveness	2	1
5	The five generic competitive strategies	2	1
6	Strengthening a company's competitive position: Strategic moves,	2	1
7	Strategies for competing in international markets	2	1
8	Value creation	2	1
9	Raising finance	2	1
10	Stakeholders (1)	2	1
11	Stakeholders (2)	2	1
12	Asset acquisition	2	1

13	Asset disposal			2	1
			Total:	26	13

Assessment (includes both continuous and summative assessment)

Component	Course LO Tested	Related Programme LO or Graduate Attributes	Weightage	Team / Individual	Assessment Rubrics
1. Final Examination	1 to 8	A-H, K, L	60%	Individual	
2. Continuous Assessment 1 (CA1): Quiz	1 to 4	A-H	20%	Individual	
3. Continuous Assessment 2 (CA2): Quiz	5 to 8	A-H	20%	Individual	
Total			100%		

Program Learning Outcome

✓ *Competency*

A. Develop an overall awareness of maritime activities, port and shipping industry and their association with economy and trade.
B. Describe and apply concepts and theories in sub-fields as contributing to the maritime industry and integrate various related themes, skills and knowledge
C. Understand and manage the maritime environment
D. Apply related information pertaining to procedures, operations and management of maritime entities and operational issues in the maritime industry
E. Capture and analyse market data using analytical tools, conduct related research in the maritime arena, as well as design, develop and execute maritime projects
F. Engage in lifelong learning in preparation for current and future vocations and career options in the maritime environment.

✓ *Creativity*

G. Approach and solve basic maritime problems, through both strategic and research methods, and put theoretical knowledge into practical applications in related industries
H. Develop maritime related risk management strategies.

✓ *Communications*

I. Communicate shipping and maritime management in policy, strategy, and prevailing issues and requirements in an organization and to achieve good teamwork.

J. Write professional reports and conduct public speaking confidently

✓ *Character*

K. Recognise the importance of a strong and just leadership, comply to ethical standards, and uphold highest standards of integrity as a professional

✓ *Civic Mindedness*

L. Integrate all related skills and knowledge into the industry and exercise due diligence as a highly responsible professional, contributing towards nation and the society.

Formative feedback

The lectures shall be interactive, and your inputs are highly encouraged in the process.

Instructors take questions during and at end of lectures, and provide on-the-spot clarifications. You (students) can also confer with instructors at tutorials/discussions, at appointed consultations or via email.

Quizzes are organised regularly with the aim of providing feedback. Answers and sample solutions are also provided to identify own strengths and weaknesses promptly.

Learning and Teaching approach

Approach	How does this approach support students in achieving the learning outcomes?
Lecture	This provides you with the needed background for outcomes (1) to (8) and to allow you to apply principles and frameworks related to strategy planning, implementation, and management in the shipping industry.
Tutorials	Comprises mostly qualitative questions, some of which are open-ended case questions. The tutorials offer you the opportunities to analyse practical problems that address outcomes (1) to (8).

Reading and References

1. Thompson, A. A., Strickland, A. J. and Gamble, J. E. 2018, Crafting and Executing Strategy – The Quest for Competitive Advantage: Concepts and Cases, 22nd edition, McGraw-Hill, New York, USA.
2. Lorange, P. 2005, Shipping Company Strategies: Global Management under Turbulent Conditions, Elsevier, Amsterdam.
3. Ireland, R.D., Hoskisson, R.E. and hit, M.A. 2009, The Management of Strategy: Concepts and Cases, 9th edition, Cengage Learning, Australia.
4. Jones, G.R. and Hill, C.W.L. 2010, Theory of Strategic Management with Cases, 9th edition, Cengage Learning, Australia.
5. McGee, J., Thomas, H. and Wilson, D. 2005, Strategy: Analysis & practice, McGraw-Hill, Berkshire, UK.
6. Johnson, G., Scholes, K. and Whittington, R. 2009, Fundamentals of Strategy, Prentice Hall, Essex, UK.

Course Policies and Student Responsibilities

1. Attendance:
   Although there is no mandatory attendance requirement, you are expected to place all lectures and tutorials on their utmost top priority, and note that there shall be no make-up class.

2. Punctuality:
   You are expected to be on time for classes, as late arrivals are disruptive to class activities. Likewise, all assignments to be submitted within dateline.

3. Participation:
   You are strongly encouraged to stay dynamic and participate in class, without hesitation to raise questions when in any doubt.

As a student of the course, you are required to abide by both the University Code of Conduct and the Student Code of Conduct. The Codes provide information on the responsibilities of all NTU students, as well as examples of misconduct and details about how students can report suspected misconduct. The University also has the Student Mental Health Policy. The Policy states the University's commitment to providing a supportive environment for the holistic development of students, including the improvement of mental health and wellbeing.

Academic Integrity

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values

As a student, is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating. On the use of technological tools (such as Generative AI tools), different courses / assignments have different intended learning outcomes. Students should refer to the specific assignment instructions on their use and requirements and/or consult your instructors on how you can use these tools to help your learning If you are uncertain of the definitions of any of these terms, you should go to the Academic Integrity Handbook for more information. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Course Instructors

Instructor	Office Location	Phone	Email

Planned Weekly Schedule

Week	Topic	Course Lo	Readings/ Activities
1	Introduction to strategy: Fundamentals, concepts and definition	1	Lectures Tutorials
2	Charting a company's direction: Vision, mission, goals and objectives	2	Lectures Tutorials
3	Evaluating a company's external environment: Industry outlook, analytic tools to diagnose competitive conditions	3	Lectures Tutorials
4	Evaluating a company's resources, capabilities, and competitiveness: Assessing firm's strength and weaknesses and identifying value chain activities	3	Lectures Tutorials
5	The five generic competitive strategies: competitive strategies and major avenues to achieving a competitive advantage	3,4	Lectures Tutorials
6	Strengthening a company's competitive position: Strategic moves, timing, and scope of operations	1,3,4	Lectures Tutorials
7	Strategies for competing in international markets: Approaches for competing internationally and primary modes of entry into foreign markets	1,3,4	Lectures Tutorials
8	Value creation: Fair market value and intrinsic value	5	Lectures Tutorials
9	Raising finance: Methods for capital injection	5	Lectures Tutorials
10	Stakeholders (1): Strategy formulation to implementation	6	Lectures Tutorials
11	Stakeholders (2): Stakeholder analysis and balanced scorecard	6	Lectures Tutorials
12	Asset acquisition: Methods for acquiring or developing soft and hard assets	7	Lectures Tutorials
13	Asset disposal: Process of asset disposal, risk & pitfall	8	Lectures Tutorials