

Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

Expected Implementation in Academic Year (New format)	AY2024-2025
Semester/Trimester/Others (specify approx. Start/End date)	Semester 2
Course Author * Faculty proposing/revising the course	Lee-Chua Lee Hong
Course Author Email	clhlee@ntu.edu.sg
Course Title	Maritime Strategy
Course Code	MT4003
Academic Units	3
Contact Hours	39
Research Experience Components	Not Applicable

Course Requisites (if applicable)

Pre-requisites	
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

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.

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

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

Course Content

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

Reading and References (if applicable)

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 Hitt, 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.

Note :

The above listing comprises the foundational readings for the course, more up-to-date and relevant readings will be provided when they become available.

Planned Schedule

Week or Session	Topics or Themes	ILO	Delivery Mode	Activities	Readings
1	Introduction to strategy: Fundamentals, concepts and definition	1	In-person	Lectures, Tutorials	Lecture materials
2	Charting a company's direction: Vision, mission, goals and objectives	2	In-person	Lectures, Tutorials	Lecture materials
3	Evaluating a company's external environment: Industry outlook, analytic tools to diagnose competitive conditions	3	In-person	Lectures, Tutorials	Lecture materials
4	Evaluating a company's resources, capabilities, and competitiveness: Assessing firm's strength and weaknesses and identifying value chain activities	3	In-person	Lectures, Tutorials	Lecture materials
5	The five generic competitive strategies: competitive strategies and major avenues to achieving a competitive advantage	3,4	In-person	Lectures, Tutorials	Lecture materials

Week or Session	Topics or Themes	ILO	Delivery Mode	Activities	Readings
6	Strengthening a company's competitive position: Strategic moves, timing, and scope of operations	1,3,4	In-person	Lectures, Tutorials	Lecture materials
7	Strategies for competing in international markets: Approaches for competing internationally and primary modes of entry into foreign markets	1,3,4	In-person	Lectures, Tutorials	Lecture materials
8	Value creation: Fair market value and intrinsic value	5	In-person	Lectures, Tutorials	Lecture materials
9	Raising finance: Methods for capital injection	5	In-person	Lectures, Tutorials	Lecture materials
10	Stakeholders (1): Strategy formulation to implementation	6	In-person	Lectures, Tutorials	Lecture materials
11	Stakeholders (2): Stakeholder analysis and balanced scorecard	6	In-person	Lectures, Tutorials	Lecture materials
12	Asset acquisition: Methods for acquiring or developing soft and hard assets	7	In-person	Lectures, Tutorials	Lecture materials
13	Asset disposal: Process of asset disposal, risk & pitfall	8	In-person	Lectures, Tutorials	Lecture materials

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Lectures	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).

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Description of Assessment Component	Team/Individual	Rubrics	Level of Understanding
1	Summative Assessment (EXAM): Final exam(Final Examination)	1 to 8	A-H, K, L	60		Individual	Holistic	Relational
2	Continuous Assessment (CA): Test/Quiz(Quiz)	1 to 4	A-H	20		Individual	Analytic	Multistructural
3	Continuous Assessment (CA): Test/Quiz(Quiz)	5 to 8	A-H	20		Individual	Analytic	Multistructural

Description of Assessment Components (if applicable)

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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.

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
Decision Making	Advanced
Global Perspective	Advanced
Transdisciplinarity	Intermediate
Value Creation	Advanced

Course Policy

Policy (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, it 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. If you are uncertain of the definitions of any of these terms, you should go to the academic integrity website for more information. 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. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Policy (General)

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.

These policies and codes concerning students can be found in the following link:
<http://www.ntu.edu.sg/SAO/Pages/Policies-concerning-students.aspx>

Policy (Absenteeism)

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.

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.

Participation:

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

Policy (Others, if applicable)

This course will adopt NTU's policy on the use of AI for take-home assignments and reports, and project reports and presentation slides. More details could be found via the link

Last Updated Date: 08-05-2026 09:35:00

Last Updated By: Siti Nur Amirah Binte Suhari