

## Subject Description Form

<b>Subject Code</b>	MM4311
<b>Subject Title</b>	Strategic Management
<b>Credit Value</b>	3
<b>Level</b>	4
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	<b>Pre-requisite:</b> Management and Organisation (MM2021) or equivalent
<b>Role and Purposes</b>	This subject contributes to the achievement of the five (5) of the degree program's BBA (Hons) Outcomes. In so doing, this subject provides students with an understanding of the concepts of strategy, strategizing and strategic management, and enabling them to apply tools, concepts and frameworks to help an organization define / redefine its sustained competitive advantage. This subject will also enable students to develop global outlook, the analysis of the business environments, critical thinking, analytical skills, and ethical awareness, inter alia.
<b>Subject Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>a. demonstrate a global outlook and understand cultural diversity, globalization and their implications for business when dealing with strategic management issues of an organization (<b>BBA Outcome 2</b>);</li> <li>b. identify and respond appropriately to ethical issues as they arise generally and in the business setting pertaining to managerial and organizational decision making and their impact to firm performance (<b>BBA Outcome 4</b>);</li> <li>c. analyze business situations and problems by applying conceptual frameworks drawn from different disciplines when determining the sustained competitive advantage of an organization;</li> <li>d. identify and analyze the means by which value is created in goods and services and delivery to users when making strategic recommendations based on rigorous and systematic research of an organization's strategic positioning;</li> <li>e. evaluate the processes and structures through which organizations plan, decide, motivate and control their activities and their impact on strategy implementation ;</li> <li>f. through external analysis, identify and analyze those aspects of the domestic and global business environment that set the 'parameters of choice' within which business organizations set objectives and take actions (<b>BBA Outcome 10</b>).</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b>Understanding Strategic Management</b> Strategic management process; mission and vision statements; corporate governance.</p> <p><b>Environmental Analysis and Diagnosis</b> Environmental scanning; general environment; techniques for environmental analysis; industry and competitive analysis; competitive and co-operative dimensions; synthesis of external strategic factors.</p>

	<p><b>Internal Scanning and Analysis</b></p> <p>Internal scanning and analysis of the competitive value of resources; value chain analysis; synthesis of internal strategic factors; assessment of assets, capabilities and competencies.</p> <p><b>Strategy Formulation</b></p> <p>Situational analysis: SWOT; formulating organizational strategies; corporate strategy; business strategy; international strategy; strategic choice.</p> <p><b>Strategy Implementation</b></p> <p>Implementation process; strategic leadership; strategic change; organizational structure; organization culture; creating an ethical organization.</p> <p><b>Strategic Evaluation and Control</b></p> <p>Evaluation and control in strategic management; strategic control: problems in measuring performance; balanced scorecard approach.</p>																																																																																						
<p><b>Teaching/Learning Methodology</b></p>	<p>Lectures cover core principles and concepts of the subject syllabus. Seminars are structured to enhance students' understanding of relevant concepts through various kinds of activities, including case studies, presentation and discussion. Students are expected to play an active role in seminars, and are required to present real-life cases and apply subject knowledge to the discussion. Emphasis is also placed on bringing research findings into classroom discussions and in what way they can help managers make better decisions about strategy, strategizing and strategic management.</p>																																																																																						
<p><b>Assessment Methods in Alignment with Intended Learning Outcomes</b></p>	<table border="1" data-bbox="424 1025 1477 1765"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th>f</th> </tr> </thead> <tbody> <tr> <td><b>Continuous Assessment</b></td> <td><b>100 %</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b><u>GROUP:</u></b></td> <td><b>40%</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Major Group Project (+ on Ethics)</td> <td>30%</td> <td></td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td>Group (Individual) Peer Evaluation</td> <td>10%</td> <td></td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td><b><u>INDIVIDUAL:</u></b></td> <td><b>60%</b></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Individual test</td> <td>10%</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Individual Write-up Assignment</td> <td>20%</td> <td>✓</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Class Participation</td> <td>30%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment components.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b> the various methods are designed to ensure that all</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e	f	<b>Continuous Assessment</b>	<b>100 %</b>							<b><u>GROUP:</u></b>	<b>40%</b>							Major Group Project (+ on Ethics)	30%		✓	✓	✓			Group (Individual) Peer Evaluation	10%					✓		<b><u>INDIVIDUAL:</u></b>	<b>60%</b>							Individual test	10%	✓	✓					Individual Write-up Assignment	20%	✓						Class Participation	30%	✓	✓	✓	✓	✓	✓	Total	100 %						
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	<p>students taking this subject –</p> <ul style="list-style-type: none"> <li>▪ Consider and analyse the issues and concepts which are presented in the seminars;</li> <li>▪ Read relevant chapters of the recommended textbook and other support learning material including research journal articles, cases, newspaper reports, industry reports, BBC programs, etc...;</li> <li>▪ Appreciate that there are alternative approaches, perspectives and theories to deal with the strategic issues;</li> <li>▪ Undertake critical reflective thinking and practice about new ways of thinking and new ways of doing for a company’s sustained competitive advantage.</li> </ul> <p>Feedback is given to students immediately after they have presented their view and all students are invited to join this discussion.</p>	
<p><b>Student Study Effort Expected</b></p>	<p>Class contact:</p>	
	<ul style="list-style-type: none"> <li>▪ Lectures</li> </ul>	<p>26 Hrs.</p>
	<ul style="list-style-type: none"> <li>▪ Seminars</li> </ul>	<p>13 Hrs.</p>
	<p>Other student study effort:</p>	
	<ul style="list-style-type: none"> <li>▪ Preparation for discussion</li> </ul>	<p>39 Hrs.</p>
	<ul style="list-style-type: none"> <li>▪ Preparation for project/assignment/tests</li> </ul>	<p>39 Hrs.</p>
	<p>Total student study effort</p>	<p>117 Hrs.</p>
<p><b>Reading List and References</b></p>	<p><b><i>Required Textbook (subject teachers will decide on one of the followings):</i></b></p> <p>Chan, K. F., &amp; Lau, T. (2004). <i>Case-Based Learning in Strategic Management</i>. McGraw- Hill.</p> <p>Dess, G., Lumpkin, G. T., Eisner, A. &amp; McNamara, G. (2013). <i>Strategic Management: Text and Cases</i> (7th Edition). McGraw-Hill.</p> <p>Grant, R. M., Butler, B., Orr, S. &amp; Murray, P. (2014), <i>Contemporary Strategic Management: An Australasia Perspective</i> (2<sup>nd</sup> Edition). John Wiley &amp; Sons.</p> <p>Hitt, M. A., Ireland, R. D., &amp; Hoskisson, R. E. (2014). <i>Strategic Management: Concepts: Competitiveness and Globalization</i> (11<sup>th</sup> Edition). Cengage Learning.</p> <p>Johnson G., Whittington, R., Scholes, K., Angwin, D., &amp; Regner, P. (2017). <i>Exploring Strategy (text ONLY)</i> 11th Edition FT. Prentice Hall.</p> <p><b><i>Recommended Periodicals and Newspapers</i></b></p> <p>The Asian Wall Street Journal, Financial Times, China Daily, Business Week, Fortune, South China Morning Post, The Economist, Hong Kong Economic Times ...</p> <p><b><i>Recommended Academic Journals</i></b></p> <p>Harvard Business Review, Strategic Management Journal, Academy of Management Journal, Academy of Management Review, Organization Science, Journal of Management Studies, Journal of Management, Academy of Management Executive / Perspectives ...</p>	