

<b>Subject Code</b>	MM631
<b>Subject Title</b>	Advanced Business Strategy
<b>Credit Value</b>	3
<b>Level</b>	6
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	None
<b>Role and Purposes</b>	This subject contributes to the achievement of the DBA/DMgt outcome by broadening, updating and deepening students' knowledge of business administration in general (Outcome 1).
<b>Subject Learning Outcomes</b>	Upon completion of the subject, students will be able to: a. articulate and describe conceptual development in business strategy; b. identify and analyse a research problem in business strategy; c. evaluate the impact of institutional factors on strategy-making.
<b>Subject Synopsis/ Indicative Syllabus</b>	<ul style="list-style-type: none"> <li>• Tracing Conceptual Development in Strategy</li> <li>• Strategy Implementation</li> <li>• C-Form Organization</li> <li>• Competitive Advantage</li> <li>• Developing Research</li> <li>• Structural Issues</li> <li>• Strategy and Institutions I: Strategic Choice and the Chinese Family Business</li> <li>• Strategy and Institutions II: Strategic Choice in Transitional Economies</li> </ul>
<b>Teaching/Learning Methodology</b>	Students are expected to show a high level of commitment to preparing for class each session. They should expect to come to class and be pushed to think actively. We do not believe in passive learning. This means that information will not be packaged into lectures for students to go home and memorize. Readings are provided to give grounding for each day's discussion. Students should come to class ready to absorb lessons from the materials we will provide for discussion. Failure to prepare adequately will jeopardize their ability to learn in this course.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)		
			a.	b.	c.
	<b>Continuous Assessment</b>	<b>100%</b>			
	1. Journal Paper Presentation and Discussion Participations	50%	✓	✓	✓
	2. Individual Final Research Project – hard copy submission	35%	✓	✓	✓
	3. Individual Final Research Project Presentation	15%	✓	✓	✓
	Total	100 %			
<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 component.</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 students taking this subject to have a balanced learning experience.</p> <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>					
Student Study Effort Expected	Class contact:				
	▪ Lectures		30 Hrs.		
	Other student study effort:				
	▪ Preparation for lectures		30 Hrs.		
	▪ Preparation for assignment / group project and presentation / examination		60 Hrs.		
	Total student study effort			120 Hrs.	
Reading List and References	<p>Campbell-Hunt, C. (2000). What have we learned about generic competitive strategy? A meta-analysis, <i>Strategic Management Journal</i>, 21(2), pp. 127-154.</p> <p>Davies, H., &amp; H. Harjani. The Chinese Family Business: Is It Really a Chinese Phenomenon? Manuscript in process.</p> <p>Davies, H., &amp; C. Ma (2003). Strategic Choice and the Nature of the Chinese Family Business. <i>Organization Studies</i>, 24 (9), 1405-1435.</p> <p>Mintzberg, H., B. Ahlstrand, &amp; J.Lampel, (1989). <i>Strategy safari: The Complete Guide Through the Wilds of Strategic Management</i>. London: Prentice Hall.</p> <p>Mintzberg, H., &amp; J. Waters (1985). Of Strategies, Deliberate and Emergent. <i>Strategic Management Journal</i>, 6: 257-272.</p>				

Scott, W. R. (1995/2001). *Institutions and Organizations*. Thousand Oaks Sage.

Thomas, H., & T. Pollock (1999) 'From IO Economics' S-C-P Paradigm Through Strategic Groups to Competence-based Competition: Reflections on the Puzzle of Competitive Strategy' *British Journal of Management*, 10:127-140.