

Subject Code	MM531
Subject Title	Strategic Management
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/	Pre-requisite: Managing Organizations and People (MM511) or Organization and Management (MM5112)
Exclusion	<u>For BM</u> All MSc BM compulsory subjects in Semester One. ----- Exclusion: Strategic Quality Management (ITC522)
Objectives	The main objective of the course is to provide students with a sound knowledge about the strategy making process from the perspective of how organizations strategize to achieve sustained competitive advantage through value (co)creation. Through the application of the strategic tools and techniques to facilitate the strategic decision making process, students will have a command of how to perform a strategic audit of an organization in relation to its contextual environment and be able to make sound and creative recommendations for success.
Intended Learning Outcomes	Upon completion of the subject, students will be able to: a. appraise the different perspectives from which strategy may be analyzed and understand how each contributes to a fuller understanding of the essence of strategic thinking; b. apply and evaluate different management theories / methods / tools used to analyze a firm's strategy making for dealing with strategic organizational challenges; c. demonstrate strategic thinking /entrepreneurship & innovation through an analysis of the environment (e.g. competition and customers, political and economic), set strategic direction, and lead change; d. discuss and explain how strategy research can help managers make better (ethical) decisions.
Subject Synopsis/ Indicative Syllabus	<u>Understanding Strategic Management</u> <ul style="list-style-type: none"> • The strategic management process • Formulating the mission, vision, value, and purpose to meet the needs of stakeholders • Corporate governance and challenges facing Boards of Directors • Entrepreneurship & innovation a strategic perspective <u>Environmental Analysis and Diagnosis</u> <ul style="list-style-type: none"> • Environmental scanning and influencing environmental factors • Techniques for environmental analysis • Industry and competitive analysis; competitive and co-operative dimensions <u>Internal Scanning and Analysis</u> <ul style="list-style-type: none"> • Approaches to internal scanning and analysis of the competitive value of resources • Scanning the internal environment with functional analysis - using the value chain • Making sense of assets, capabilities and competencies <u>Strategy Formulation</u> <ul style="list-style-type: none"> • Corporate strategy analysis - means and forms of diversification • Business strategy analysis - competitive strategies for competitive advantage • Strategic choice

	<p><u>Strategy Implementation</u></p> <ul style="list-style-type: none"> • The implementation process - complexity and interconnectedness • Strategic leadership - to manage change and learning; encouraging self leadership • Analyzing organizational culture - impact on experimentation and discovery <p><u>Strategic Evaluation and Control</u></p> <ul style="list-style-type: none"> • Evaluation and control in strategic management - impact of action on outcomes • Measuring organizational performance, compare organizational performance to goals 																																								
<p>Teaching/Learning Methodology</p>	<p>As this is a Masters Level program, the course is designed in a <i>highly interactive seminar style</i> requiring students to take an active part in class discussions and experiential exercises. Facilitation of knowledge and experiences between the teacher and classmates will form an important ingredient in the success of the learning engagement. Key concepts, theories and research findings about the strategy-making process are presented from multiple angles and students are encouraged to make connections between them as a way to build knowledge and stimulate strategic thinking.</p>																																								
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="416 745 1503 1406"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="4">Intended subject learning outcomes to be assessed</th> </tr> <tr> <th>a. Different perspectives of strategizing</th> <th>b. Application of different frameworks</th> <th>c. Demonstrate strategic thinking / ENT &</th> <th>d. Use of research for better ethical decisions</th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment*</td> <td>100%</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Individual Write-ups</td> <td>40%</td> <td>✓</td> <td></td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Individual Class Contribution</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Group Project</td> <td>40%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100%</td> <td colspan="4"></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 reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p> <p>For our MM531 course this will be on Entrepreneurship & Innovation (ie.: “E” in the Faculty’s ABCDE scope for technology inclusion).</p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The various methods are designed to ensure that all students taking this subject –</p> <ul style="list-style-type: none"> • Consider and analyse the issues and concepts which are presented in the lectures/seminars; • Read and discuss relevant chapters of the recommended text book and other supporting learning material including research journal articles, cases, newspapers, industry reports and our online course web site (inter alia); 	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed				a. Different perspectives of strategizing	b. Application of different frameworks	c. Demonstrate strategic thinking / ENT &	d. Use of research for better ethical decisions	Continuous Assessment*	100%					1. Individual Write-ups	40%	✓		✓	✓	2. Individual Class Contribution	20%	✓	✓	✓	✓	3. Group Project	40%	✓	✓	✓	✓	Total	100%				
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	<ul style="list-style-type: none"> • Appreciate that there are alternative approaches, perspectives and theories to deal with the strategic issues; • Develop a “complicated understanding” by opening their thinking in ways that differentiate as well as integrate multiple and competing alternatives and explanations to any given phenomena of interest. <p>Multiple individual write-ups will be assigned to assess students’ grasp on different concepts.</p> <p>Group projects can be in the format of a case analysis or business proposal. The assessment dimensions may include report, presentation, peer evaluation, or a combination of the above.</p>	
Student Study Effort Expected	Class contact:	
	<ul style="list-style-type: none"> ▪ Lectures and seminars 	39 Hrs.
	Other student study effort:	
	<ul style="list-style-type: none"> ▪ Preparation for discussions 	39 Hrs.
	<ul style="list-style-type: none"> ▪ Preparation for assignment / group project and presentation / examination 	39 Hrs.
	Total student study effort	117 Hrs.
Reading List and References	<p><u>Selected Suggested Reading</u></p> <p>Christensen, C. M., & Raynor, M. E. (2003). Why hard-nosed executives should care about management theory. <i>Harvard Business Review</i>, 81(9): 66-74.</p> <p>Dushnitsky, G., & Matusik, S. F. (2019). A fresh look at patterns and assumptions in the field of entrepreneurship: What can we learn? <i>Strategic Entrepreneurship Journal</i>, 13: 437–447.</p> <p>Kim, W. C., & Mauborgne, R. (2005). <i>Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant</i>. Boston: Harvard Business School Press.</p> <p>Whittington, R., Regner, P., Angwin, D., Johnson, G., & Scholes, K. 2020. Exploring strategy. 12th Edition. Pearson Education Limited. (Text and Cases).</p> <p>Wright, R. P., Paroutis, S. E., & Blettner, D. P. (2013). How useful are the strategy tools we teach in business schools? <i>Journal of Management Studies</i>, 50(1): 92-125.</p> <p><u>Sample Journals</u></p> <p>Academy of Management Review Harvard Business Review Journal of Management Journal of Management Studies Strategic Entrepreneurship Journal Strategic Management Journal</p>	