

## 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>Objectives</b>	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 in management issues;</li> <li>b. Identify and respond appropriately to ethical issues as they arise in different business settings;</li> <li>c. analyze business situations and problems by applying conceptual frameworks drawn from different disciplines when determining the sustained competitive advantage through value co-creation of an organization;</li> <li>d. evaluate the processes and structures through which organizations plan, decide, motivate and control their activities and their impact on strategy implementation;</li> <li>e. Specify parameters of strategic choice within which business organizations set objectives and take actions;</li> <li>f. demonstrate an understanding of entrepreneurship and its links with strategy pertaining to recognizing and creating innovative opportunities, strategic decision-making under uncertainty and impact of entrepreneurial activity on organisational performance; <b>(BBA Outcome 5)</b></li> <li>g. Demonstrate an understanding on the applications and implications of the latest technologies to strategic options and strategic decision-making.</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> 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> Situational analysis: SWOT; formulating organizational strategies; corporate strategy; business strategy; international strategy; strategic choice.</p> <p><b>Strategy Implementation</b> Implementation process; strategic leadership; strategic change; organizational structure; organization culture; creating an ethical organization.</p> <p><b>Strategic Evaluation and Control</b> Evaluation and control in strategic management; strategic control: problems in measuring performance; balanced scorecard approach.</p>
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<b>Teaching/Learning Methodology</b>	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.
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<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>			<i>Intended subject learning outcomes to be assessed (Please tick as appropriate)</i>							
	<i>Specific assessment methods/tasks</i>	<i>% weighting</i>	a	b	c	d	e	f	g	
	<b>Continuous Assessment</b>	<b>100 %</b>								
	<b><u>GROUP:</u></b>	<b>40%</b>								
	Major Group Project (+ 5% on Ethics)	30%		✓	✓		✓			
	Group (Individual) Peer Evaluation	10%				✓	✓			
	<b><u>INDIVIDUAL:</u></b>	<b>60%</b>								
	Individual test	15%	✓	✓			✓	✓	✓	
	Individual Write-up Assignment	15%	✓				✓	✓	✓	
	Class Participation	30%	✓	✓	✓	✓	✓			
<b>Total</b>	<b>100 %</b>									
<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>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</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 –</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>	Class contact:	
	<ul style="list-style-type: none"> <li>▪ Lectures</li> </ul>	26 Hrs.
	<ul style="list-style-type: none"> <li>▪ Seminars</li> </ul>	13 Hrs.
	Other student study effort:	
	<ul style="list-style-type: none"> <li>▪ Preparation for discussion</li> </ul>	39 Hrs.
	<ul style="list-style-type: none"> <li>▪ Preparation for project/assignment/tests</li> </ul>	39 Hrs.
	Total student study effort	117 Hrs.
<p><b>Reading List and References</b></p>	<p><b><i>Recommended Textbook and References</i></b></p> <p><b><i>Required Textbook (subject teachers will decide on one of the followings):</i></b>  Dess, G., McNamara, G., Eisner, A. &amp; Lee, Seung-Hyun. 2021. <b><i>Strategic Management: Text and Cases</i></b> (11th Edition). McGraw-Hill.</p> <p>Grant, R. M. 2021. <b><i>Contemporary Strategy Analysis</i></b>, (11th Edition). John Wiley &amp; Sons.</p> <p>Hitt, M. A., Ireland, R. D., &amp; Hoskisson, R. E., Harrison, J. S. 2023. <b><i>Strategic Management Concepts: Competitiveness and Globalization</i></b> (14th Edition). Cengage Learning.</p> <p>Rothaermel, F. T. 2023. <b><i>Strategic Management</i></b> (6th Edition). NY: McGraw-Hill, Irwin.</p> <p>Whittington, R., Regner, P., Angwin, D., Johnson, G., &amp; Scholes, K. 2024. <b><i>Exploring strategy: Text and Cases</i></b>. (13th Edition). Pearson Education Limited.</p> <p><b><i>Recommended Periodicals and Newspapers</i></b>  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>  Harvard Business Review, Strategic Management Journal, Academy of Management Journal, Academy of Management Review, Organization Science, Journal of Management Studies, Journal of Management, Strategic Entrepreneurship Journal, Academy of Management Executive / Perspectives ...</p>	

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