

<b>Subject Code</b>	MM5321
<b>Subject Title</b>	Strategy
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite / Co-requisite/ Exclusion</b>	None
<b>Objectives</b>	This subject contributes to the achievement of the MBA Outcomes by enabling students to apply concepts from Business Strategy, demonstrate critical and creative thinking, solving business problems through a creator mindset (Critical Thinking and Decision Making - MBA Outcome 1 and Creator Mindset – MBA Outcome 3). It also requires students to demonstrate an understanding of the organization and human behavior and the ability to influence others in achieving common goals by developing the students’ “strategic thinking” capabilities through the use of examples, case studies, and knowledge-building exercises. The cases in this subject help students understand cultural diversity, globalization, and their implications for businesses. The group project represents one of the major elements of this subject, which aims to apply the concepts and frameworks students learned in this course to a real-world event/company with effective presentation.
<b>Intended Learning Outcomes</b>	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> <li>a. choose appropriate tools for the analysis of the strategic issues facing organizations, generating and selecting strategic options for an organization;</li> <li>b. identify the ethical issues which arise in determining whose interests are served by the organization;</li> <li>c. evaluate the practical actions required in the implementation of strategic change;</li> <li>d. work effectively with others in the completion of a significant project;</li> <li>e. develop effective communicate skills on strategic issues.</li> </ul>
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b><u>Alternative Perspectives on Strategy</u></b> Competitive Landscape, Vision, Mission, and Stakeholders</p> <p><b><u>External Environment</u></b> Opportunities, Threats, Industry Competition, and Competitor Analysis</p> <p><b><u>Internal Organization</u></b> Resources, Capabilities, Core Competencies, and Competitive Advantages</p> <p><b><u>Business-Level Strategy</u></b> Cost Leadership Strategy, Differentiation Strategy, and Focus Strategy</p> <p><b><u>Corporate-Level Strategy</u></b> Value-Creating Diversification, Value-Neutral Diversification, and Value-Reducing Diversification</p> <p><b><u>Cooperative Strategy</u></b> Strategic Alliance, Business-Level and Corporate-Level Cooperative Strategy, and International Cooperative Strategy</p> <p><b><u>Organizational Structure and Control</u></b> Relationship between Strategy and Structure, Simple Structure, Functional Structure, and Mutidivisional Structure</p>

	<p><b>Strategic Leadership</b> Role of Top-Level Managers, Managerial Succession, and Key Strategic Leadership Actions</p>																																																																					
<p><b>Teaching/Learning Methodology</b></p>	<p>The subject will be built around a Group Strategy Project, which students will develop in and outside the classroom. Lectures will introduce perspectives, concepts and techniques which students will be required to apply in the context of their projects.</p>																																																																					
<p><b>Assessment Methods in Alignment with Intended Learning Outcomes</b></p>	<table border="1" data-bbox="427 443 1449 1048"> <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></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>1. Class discussion</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2. Group project</td> <td>40%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td></td> </tr> <tr> <td>3. Individual strategy essay</td> <td>30%</td> <td>✓</td> <td>✓</td> <td></td> <td></td> <td>✓</td> <td></td> </tr> <tr> <td>4. Peer appraisal</td> <td>10%</td> <td></td> <td></td> <td></td> <td>✓</td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>100 %</b></td> <td colspan="6"></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer's preference and discretion to be exercised according to students' learning abilities.</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></p> <p>Continuous assessments 1, 2, 3 and 4 are used to evaluate outcomes 1 and 3. Individual strategy essays, in particular, require students to identify strategic issues and recommend solutions while taking into account the design and delivery of the proposed solutions (MBA Outcome 3). Group discussions and group projects necessitate the development of strategic decision-making skills, sometimes from outside the box (MBA Outcome 1). Group discussions will assist students in understanding the key issues of strategic management in corporations and will also assist students in preparing for the group project. Peer review encourages active participation in the learning process. Knowing that peers will review their work can motivate students to put more effort into their assignments, leading to potentially higher-quality outcomes.</p>								Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a.	b.	c.	d.	e.		<b>Continuous Assessment*</b>	<b>100%</b>							1. Class discussion	20%	✓	✓	✓				2. Group project	40%	✓	✓	✓	✓	✓		3. Individual strategy essay	30%	✓	✓			✓		4. Peer appraisal	10%				✓			<b>Total</b>	<b>100 %</b>						
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<p><b>Student Study Effort Expected</b></p>	Class contact:																																																																					
	Lectures and class work				39 Hrs.																																																																	
	Other student study effort:																																																																					

	Group and self-study work	78 Hrs.
	Total student study effort	117 Hrs.
<b>Reading List and References</b>	<p><u>Suggested Textbook</u></p> <ul style="list-style-type: none"> <li>Hitt, Ireland &amp; Hoskisson, (2019), <i>Strategic Management: Competitiveness &amp; Globalization</i>, 13<sup>th</sup> Edition, Cengage Learning, U.S.A</li> </ul> <p><u>Selected Suggested Reading</u></p> <ul style="list-style-type: none"> <li>Gartenberg, C., Prat, A., &amp; Serafeim, G. (2019). Corporate purpose and financial performance. <i>Organization Science</i>, 30(1), 1-18.</li> <li>Becerra, M., Markarian, G., &amp; Santalo, J. (2020). The effect of import competition on product diversification revisited. <i>Strategic Management Journal</i>, 41(11), 2126–2152.</li> <li>Lafley, A. G., &amp; Martin, R. L. (2013). <i>Playing to win: How strategy really works</i>. Harvard Business Press.</li> <li>Jia, Y., Gao, X., &amp; Julian, S. (2020). Do firms use corporate social responsibility to insure against stock price risk? Evidence from a natural experiment. <i>Strategic Management Journal</i>, 41(2), 290–307.</li> <li>Lieberman, M. B., Lee, G. K., &amp; Folta, T. B. (2017). Entry, exit, and the potential for resource redeployment. <i>Strategic Management Journal</i>, 38(3), 526–544.</li> </ul> <p><u>Journals</u></p> <p>Academy of Management Review  Harvard Business Review  Journal of Management  Journal of Management Studies  Strategic Management Journal</p>	