

Macao Polytechnic Institute

School of Business

Bachelor of Management

Module Outline

Academic Year 2021/2022 Semester 1

Learning Module	Strategic Management	Class Code	MGMT4140-411/412		
Pre-requisite(s)	Nil				
Medium of Instruction	English		Credit	3	
Lecture Hours	45 hrs	Lab/Practice Hours	- hrs	Total Hours	45 hrs
Instructor	Dr. Sally Tam		E-mail	sallytam@ipm.edu.mo	
Office	Meng Tak Building M550		Telephone	8599-3296	

Description

This module provides students with an understanding and awareness of the underlying concepts and practical application of the basics of strategic management. Emphasis will be placed on the competitive advantage, SWOT analysis, resource-based view of the firm, and various strategy levels (functional, competitive and corporate).

Learning Outcomes

After completing the learning module, students will be able to:

1. appraise the principles of strategic management;
2. appraise the internal and external environments of an organization;
3. formulate different levels of strategy for an organization;
4. critically evaluate the success of strategies to the organization; and
5. synthesize and apply the concepts of strategic management in an international setting.

Alignment of Program and Module Intended Learning Outcomes

Program Intended Learning Outcomes (PILOs)	Module Intended Learning Outcomes (MILOs)
1. Integrate contemporary management theories and business disciplines relevant to general business practices.	MILO 1
2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	MILOs 2 & 3
3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.	n/a
4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.	n/a
5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.	n/a
6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	MILOs 3, 4, 5
7. Interpret and utilize management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process.	n/a

Content

Topics	Duration
<p>1. What is Strategy and Why is it important?</p> <p><i>LO-1 Understand what is meant by a company's strategy and why it needs to differ from competitor's strategies.</i></p> <p><i>LO-2 Grasp the concept of a sustainable competitive advantage.</i></p> <p><i>LO-3 Identify the five most basic strategic approaches for setting a company apart from its rivals.</i></p> <p><i>LO-4 Understand why a company's strategy tends to evolve.</i></p> <p><i>LO-5 Identify what constitutes a viable business model.</i></p> <p><i>LO-6 Identify the three tests of a winning strategy.</i></p>	3 hrs.
<p>2. Charting a Company's Direction</p> <p><i>LO-1 Understand why it is critical for managers to have a clear strategic vision of where the company needs to head.</i></p> <p><i>LO-2 Explain the importance of setting both strategic and financial objectives.</i></p> <p><i>LO-3 Explain why strategic initiatives taken at various organizational levels must be tightly coordinated.</i></p> <p><i>LO-4 Recognize what a company must do to execute its strategy proficiently</i></p> <p><i>LO-5 Comprehend the role and responsibility of a company's board of directors in overseeing the strategic management process.</i></p>	3 hrs.
<p>3. Evaluating a Company's External Environment</p> <p><i>LO-1 Recognize the factors in a company's broad macro-environment that may have strategic significance.</i></p> <p><i>LO-2 Apply analytic tools to diagnose the competitive conditions in a company's industry.</i></p> <p><i>LO-3 Map the market positions of key groups of industry rivals.</i></p> <p><i>LO-4 Determine whether an industry's outlook presents a company with sufficiently attractive opportunities for growth and profitability.</i></p>	3 hrs.

<p>4. Evaluating a Company's Resources, Capabilities, and Competitiveness</p> <p><i>LO-1 Evaluate how well a company's strategy is working.</i></p> <p><i>LO-2 Assess the company's strengths and weaknesses in light of market opportunities and external threats.</i></p> <p><i>LO-3 Explain why a company's resources and capabilities are critical for gaining a competitive edge over rivals.</i></p> <p><i>LO-4 Understand how value chain activities affect a company's cost structure and customer value proposition.</i></p> <p><i>LO-5 Explain how a comprehensive evaluation of a company's competitive situation can assist managers in making critical decisions about their next strategic moves.</i></p>	<p>3 hrs.</p>
<p>5. The Five Generic Competitive Strategies</p> <p><i>LO- 1 Understand what distinguishes each of the five generic strategies and explain why some of these strategies work better in certain kinds of competitive conditions than others.</i></p> <p><i>LO-2 Recognize the major avenues for achieving a competitive advantage based on lower costs.</i></p> <p><i>LO-3 Identify the major avenues to a competitive advantage based on differentiating a company's product or service offering from the offerings of rivals.</i></p> <p><i>LO-4 Explain the attributes of a best-cost strategy – a hybrid of low-cost and differentiation strategies.</i></p>	<p>3 hrs.</p>
<p>6. Strengthening a Company's Competitive Position</p> <p><i>LO-1 Understand whether, how, and when to deploy offensive or defensive strategic moves.</i></p> <p><i>LO-2 Identify when being a first mover, a fast follower, or a late mover is most advantageous.</i></p> <p><i>LO-3 Explain the strategic benefits and risks of expanding a company's horizontal scope through mergers and acquisitions.</i></p> <p><i>LO-4 Explain the advantages and disadvantages of extending the company's scope of operations via vertical integration.</i></p> <p><i>LO-5 Recognize the conditions that favor farming out certain value chain activities to outside partners.</i></p> <p><i>LO-6 Understand how to capture the benefits and minimize the drawbacks of strategic alliances and partnerships.</i></p>	<p>3 hrs.</p>
<p>Midterm Test (Chapters 1 - 6)</p>	<p>3 hrs.</p>

<p>7. Strategies for Competing in International Markets</p> <p><i>LO-1 Identify the primary reasons companies choose to compete in international markets.</i></p> <p><i>LO-2 Understand how and why differing market conditions across countries influence a company's strategy choices in international markets.</i></p> <p><i>LO-3 Identify the differences among the five primary modes of entry into foreign markets.</i></p> <p><i>LO-4 Identify the three main strategic approaches for competing internationally.</i></p> <p><i>LO-5 Explain how companies are able to use international operations to improve overall competitiveness.</i></p> <p><i>LO-6 Identify the unique characteristics of competing in developing-country markets.</i></p>	<p>3 hrs.</p>
<p>8. Corporate Strategy</p> <p><i>LO-1 Explain when and how business diversification can enhance shareholder value.</i></p> <p><i>LO-2 Describe how related diversification strategies can produce cross-business strategic fit capable of delivering competitive advantage.</i></p> <p><i>LO-3 Identify the merits and risks of unrelated diversification strategies.</i></p> <p><i>LO-4 Apply the analytic tools for evaluating a company's diversification strategies.</i></p> <p><i>LO-5 Understand the four main corporate strategy options a diversified company can employ to improve company's performance.</i></p>	<p>3 hrs.</p>
<p>9. Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy</p> <p><i>LO 9-1 Understand why the standards of ethical behavior in business are no different from ethical standards in general.</i></p> <p><i>LO 9-2 Recognize conditions that give rise to unethical business strategies and behavior.</i></p> <p><i>LO 9-3 Identify the costs of business ethics failures.</i></p> <p><i>LO 9-4 Understand the concepts of corporate social responsibility and environmental sustainability and how companies balance these duties with economic responsibilities to shareholders.</i></p>	<p>3 hrs.</p>

<p>10. Building an Organization Capable of Good Strategy Execution</p> <p><i>LO-1 Understand what managers must do to execute strategy successfully.</i></p> <p><i>LO-2 Understand why hiring, training, and retaining the right people constitute a key component of the strategy execution process.</i></p> <p><i>LO-3 Recognize that good strategy execution requires continuously building and upgrading the organization's resources and capabilities.</i></p> <p><i>LO-4 Identify and establish a strategy-supportive organizational structure and organize the work effort.</i></p> <p><i>LO-5 Comprehend the pros and cons of centralized and decentralized decision making in implementing the chosen strategy.</i></p>	3 hrs.
<p>11. Managing Internal Operations</p> <p><i>LO-1 Explain why resource allocation should always be based on strategic initiatives.</i></p> <p><i>LO-2 Comprehend how well-designed policies and procedures can facilitate good strategy execution.</i></p> <p><i>LO-3 Understand how process management tools drive continuous improvement in the performance of value chain activities.</i></p> <p><i>LO-4 Recognize the role of information systems and operating systems in enabling company personnel to carry out their strategic roles proficiently.</i></p> <p><i>LO-5 Explain how and why the use of well-designed incentives can be management's single most powerful tool for promoting adept strategy execution.</i></p>	3 hrs.
<p>12. Corporate Culture and Leadership</p> <p><i>LO-1 Understand the key features of a company's corporate culture and the role of a company's core values and ethical standards in building corporate culture.</i></p> <p><i>LO-2 Explain how and why a company's cultures can aid the drive for proficient strategy execution.</i></p> <p><i>LO-3 Identify the kinds of actions management can take to change a problem corporate culture.</i></p> <p><i>LO-4 Recognize what constitutes effective managerial leadership in achieving superior strategy execution.</i></p>	3 hrs.
<p>Project Auditing, Presentations and Discussions</p>	3 hrs.
<p>Final Examination (Chapters 1-12)</p>	3 hrs.
<p>Total</p>	45 hrs.

Teaching Method

This module is delivered through a series of lectures which provide a detailed description of the theoretical background of understanding and implementing strategic management. Class activities, exercises, case studies and class discussions integrating with multimedia resources such as videos and websites are utilized to support students' learning. Specifically, different teaching and learning activities (TLAs) are adopted.

TLA1: Strategic management theories and concepts are delivered primarily by lectures with the aid of multimedia instructional materials. Specific strategic management tools and techniques are illustrated by solving theoretical and practical problems.

TLA2: Short oral and/or written quizzes will be given during the class hour. Discussions are part of class activities in which active participation will be encouraged. Current events about strategic management-related issues will be introduced to help students think and understand the relationships between what they learn and the current events (or news).

TLA3: Students must prepare for group work. They must develop ability to work as a team member and an effective communicator.

Alignment of MILOS with TLAs:

TLAs	Brief Description	MILO No.				
		1	2	3	4	5
TLA1: Interactive lectures	Lectures: strategic management theories, concepts, and approaches will be presented using multimedia instructional materials. Q&A: It allows interactions between instructor and students.	✓	✓	✓	✓	✓
TLA2: In-class exercises, quizzes, and midterm test	Students must read teaching materials before coming to the class. They will be asked to work on problems or respond to key conceptual issues during the class hour. - Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study. - Midterm test will be given to students in order to motivate them to review what they have learned.	✓	✓	✓	✓	✓
TLA3: Group project and presentation	Three to four students will be required to work as a group to complete a group project. This group project will be designed to promote students intellectual, social and presentation skills and help to prepare them for the real world in which teamwork and collaboration are important.	✓	✓	✓	✓	✓

In order to achieve the outcomes of the module, students are expected to perform the following learning tasks:

- 1) Read teaching materials before coming to the class
- 2) Review and work on exercises immediately after the class to enhance understanding

- 3) Attend seminars and meetings to extend their knowledge horizon
- 4) Prepare and collect information for group project assignment
- 5) Prepare for the midterm test and final examination
- 6) Seek advice from instructor when encountering difficulties (about the module)
- 7) Form study group, learn from each other, and practice communication skills

Attendance

Attendance requirements are governed by the “Academic Regulations Governing Bachelor’s Degree Programmes of Macao Polytechnic Institute”. Students who do not meet the attendance requirements for the module will not be permitted to sit the final or re-sit examination and shall be given an ‘F’ grade.

Assessment

This learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 being the passing score.

Students’ understanding of module material and their performance is assessed on the basis of class assignment(s), a group project and oral presentation, a midterm test, and a final examination. The assignments are to evaluate students’ understanding of the key concepts of strategic management. The project is used to evaluate whether students can apply strategic management concepts in the real-life context. The midterm test and final examination aim to evaluate the students’ comprehensive understanding of the significant components in strategic management. The following is a summary of the assessment tasks:

	Activities used to assess students’ achievement of MILOs	Percentage	Targeted MILOs
1.	Assignments/quizzes (graded)	10%	MILOs 1-5
3.	Group project (graded)	25%	MILOs 2,5
4.	Mid-term test (graded)	25%	MILOs 1,2
5.	Final examination (graded)	40%	MILOs 1-5
	Total percentage:	100%	

Plagiarism Policy

It is student’s responsibility to ensure that his/her assignment has been checked by *Turnitin* software, and the similarity score given by *Turnitin* software cannot be higher than 30%. However, a special case can be determined by the instructor.

Teaching Material(s)

Textbook

Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland, A. J. (2022). *Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts*, 23rd Edition, McGraw Hill.

Reference

Reference book(s)

Rothaermel, F. (2020) *Strategic Management*, 5th Edition, McGraw Hill.

Dess, G., McNamara and G., Eisner, A. *Strategic Management: Text and Cases*, 9th Edition, 2018, McGraw Hill.

Coulter, M. (2013) *Strategic Management in Action*, 6th Edition, Pearson.

Academic Integrity

Academic honesty is the basis for academic achievement. Cheating or dishonest act in assignments, projects, mid-term test or final examination is a serious offense: a maximum grade deduction of 100% will be exercised.