

Macao Polytechnic Institute

School of Business

Bachelor of Accounting

Module Outline

Academic Year 2020/2021 Semester 2

Learning Module	Strategic Management		Class Code	MGMT4140-422	
Pre-requisite(s)	Nil				
Medium of Instruction	English			Credit	3
Lecture Hours	45 hrs	Lab/Practice Hours	0 hrs	Total Hours	45 hrs
Instructor	Dr. Sally Tam		E-mail	sallytam@ipm.edu.mo	
Office	M550, Meng Tak Building, Main Campus		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.

Content

Topics	Duration
1. What is Strategy? <ul style="list-style-type: none"> ➤ What Strategy Is: Gaining and Sustaining Competitive Advantage ➤ Vision, Mission, and Values ➤ The AFI Strategy Framework 	3.5 hrs
2. Strategic Leadership, Managing the Strategy Process <ul style="list-style-type: none"> ➤ Strategic Leadership ➤ The Strategic Management Process ➤ Stakeholders and Competitive Advantage 	3.5 hrs
3. External Analysis: Industry Structure, Competitive Forces, and Strategic Groups <ul style="list-style-type: none"> ➤ The PESTEL Framework ➤ Industry Structure and Firm Strategy: The Five Forces Model ➤ Changes over Time: Entry Choices and Industry Dynamics ➤ Performance Differences within the Same Industry: Strategic Groups 	3.5 hrs
4. Internal Analysis: Resources, Capabilities, and Core Competencies <ul style="list-style-type: none"> ➤ Core Competencies ➤ The Resource-Based View ➤ The Dynamic Capabilities Perspective ➤ The Value Chain and Strategic Activity Systems 	3.5 hrs
5. Competitive Advantage, Firm Performance, and Business Models <ul style="list-style-type: none"> ➤ Competitive Advantage and Firm Performance ➤ Business Models: Putting Strategy in Action 	3.5 hrs
Midterm Examination (Chapters 1 - 5)	3.0 hrs
6. Business Strategy, Differentiation, Cost Leadership, and Blue Oceans <ul style="list-style-type: none"> ➤ Business-Level Strategy: How to Compete for Advantage ➤ Differentiation Strategy: Understanding Value Drivers ➤ Cost-Leadership Strategy: Understanding Cost Drivers ➤ Business-Level Strategy and the Five Forces: Benefits and Risks ➤ Blue-Ocean Strategy: Combing Differentiation and Cost Leadership 	3.5 hrs
7. Business Strategy: Innovation, Entrepreneurship, and Platforms <ul style="list-style-type: none"> ➤ Competition Driven by Innovation ➤ Strategic and Social Entrepreneurship ➤ Innovation and the Industry Life Cycle ➤ Types of Innovation ➤ Platform Strategy 	3.5 hrs

8. Corporate Strategy: Vertical Integration and Diversification <ul style="list-style-type: none"> ➤ What is Corporate Strategy? ➤ The Boundaries of the Firm ➤ Vertical Integration along the Industry Value Chain ➤ Corporate Diversification: Expanding Beyond a Single Market 	3.5 hrs
9. Business Strategy: Strategic Alliances, Mergers, and Acquisitions <ul style="list-style-type: none"> ➤ How Firms Achieve Growth ➤ Strategic Alliances ➤ Mergers and Acquisitions 	3.5 hrs
10. Global Strategy: Competing Around The World <ul style="list-style-type: none"> ➤ What is Globalization ➤ Going Global: Why? ➤ Going Global: Where and How? ➤ Cost Reduction vs. Local Responsiveness: The Integration-Responsiveness Framework ➤ National Competitive Advantage: World Leadership in Specific Industries 	3.5 hrs
Project Auditing, Presentations and Discussions	3.0 hrs
Revision	1.0 hr
Final Examination (Chapters 1-10)	3.0 hrs
Total	45.0 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 exam.	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 exam 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 and final examinations
- 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 examination, 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 and final examinations 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 examination (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

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

Reference

Reference book(s)

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.

Grant, R.M. (2013) *Contemporary Strategy Analysis*, 8th Edition, Wiley.

Academic Integrity

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