



**FACULTY OF BUSINESS**  
**BACHELOR OF ACCOUNTING**  
**LEARNING MODULE OUTLINE**

Academic Year	2024-2025	Semester	2 <sup>nd</sup>
Module Code	MGMT4140-421		
Learning Module	STRATEGIC MANAGEMENT		
Pre-requisite(s)	NIL		
Medium of Instruction	ENGLISH		
Credits	3	Contact Hours	45
Instructor	Dr. Sally Tam	Email	sallytam@mpu.edu.mo
Office	Meng Tak Building M550	Office Phone	8599-3296

**MODULE 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.

**MODULE INTENDED LEARNING OUTCOMES (ILOS)**

On completion of this learning module, students will be able to:

M1.	Appraise the principles of strategic management.
M2.	Appraise the internal and external environments of an organization.
M3.	Formulate different levels of strategy for an organization.
M4.	Critically evaluate the success of strategies to the organization.
M5.	Synthesize and apply the concepts of strategic management in an international setting.



These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

PILOs	M1	M2	M3	M4	M5
P1. Integrate the contemporary theories, principles of accounting and business disciplines relevant to general business practice.	✓				
P2. Assess general business scenarios with mathematical and statistical skills	n/a				
P3. Apply critical thinking and logical analysis skills and techniques to solve business problems.		✓	✓		
P4. Interpret and analyse accounting information for internal control, planning, performance evaluation, and coordination to continuously improve business process.				✓	
P5. Apply accounting or business software for business analysis.	n/a				
P6. Develop queries to assess management information from database to improve efficiency and effectiveness.	n/a				
P7. Synthesize the latest requirement of international accounting and auditing standards in preparing financial statements and auditing reports.	n/a				
P8. Utilize appropriate written and spoken forms to communicate effectively with stakeholders in various cultural environments.					✓
P9. Recommend an appropriate course of action by ethically examining the economic, environmental, political, legal and regulatory contexts of global business practice.		✓	✓		✓
P10. Utilize the latest empirical findings and academic studies to support the recommendation of business projects.	n/a				

#### MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	What is Strategy?	3.0
2	Strategic Leadership: Managing the Strategic Process	3.0
3-4	External Analysis: Industry Forces, Competitive Forces, and Strategic Groups	4.5
4-5	Internal Analysis: Resources, Capabilities, and Competencies	4.5
6	Shared Value and Competitive Advantage	3.0
7	Midterm Examination	3.0
8	Business Strategy: Differentiation, Cost-Leadership, and Blue Oceans	3.0
9	Business Strategy: Innovation, Entrepreneurship, and Platforms	3.0
10	Corporate Strategy: Vertical Integration and Diversification	3.0



11	Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions	3.0
12-13	Global Strategy: Competing Around the World	4.5
13-14	Project Auditing, Presentation and Discussions	4.5
15	Final Examination	3.0
	Total	45.0

## TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4	M5
T1. Interactive lectures	✓	✓	✓	✓	✓
T2. In-class exercises, quizzes, and midterm examination	✓	✓	✓	✓	✓
T3. Group project and presentation	✓	✓	✓	✓	✓

## ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of the Macao Polytechnic University. Students who do not meet the attendance requirements for the learning module shall be awarded an 'F' grade.

## ASSESSMENT

In this learning module, students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed
A1. Assignments/Quizzes (graded)	10	1-5
A2. Group project (graded)	25	1-5
A3. Mid-term examination (graded)	25	1-3
A4. Final examination (graded)	40	1-5
Total	100%	

The assessment will be conducted following the University's Assessment Strategy (see [www.mpu.edu.mo/teaching\\_learning/en/assessment\\_strategy.php](http://www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php)). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.



## GRADING SCHEME

This learning module is graded using the following system:

Letter Grade	Mark Ranges	Grade Definition	Assessment
A A-	93-100 88-92	Excellent	<p>A superior performance with consistent strong evidence of:</p> <ul style="list-style-type: none"><li>• a comprehensive, incisive grasp of the subject matter</li><li>• an ability to make insightful critical evaluation of the material given</li><li>• an exceptional capacity for original, creative, and/or logical thinking</li><li>• an excellent ability to organize, to analyze, to synthesize, to integrate ideas, and to express thoughts fluently.</li></ul>
B+	83-87	Very Good	<p>An excellent performance with strong evidence of:</p> <ul style="list-style-type: none"><li>• a comprehensive grasp of the subject matter</li><li>• an ability to make sound critical evaluation of the material given</li><li>• a very good capacity for original, creative, and/or logical thinking</li><li>• an excellent ability to organize, to analyze, to synthesize, to integrate ideas, and to express thoughts fluently.</li></ul>
B B-	78-82 73-77	Good	<p>A good performance with evidence of:</p> <ul style="list-style-type: none"><li>• a substantial knowledge of the subject matter</li><li>• a good understanding of the relevant issues and a good familiarity with the relevant literature and techniques</li><li>• some capacity for original, creative, and/or logical thinking</li><li>• a good ability to organize, to analyze, and to examine the subject material in a critical and constructive manner</li></ul>
C+ C C-	68-72 63-67 58-62	Satisfactory	<p>A generally satisfactory and intellectually adequate performance with evidence of:</p> <ul style="list-style-type: none"><li>• an acceptable basic grasp of the subject material</li><li>• a fair understanding of the relevant issues</li><li>• a general familiarity with the relevant literature and techniques</li><li>• an ability to develop solutions to</li></ul>



			moderately difficult problems related to the subject material <ul style="list-style-type: none"><li>a moderate ability to examine the material in a critical and analytical manner</li></ul>
D+ D	53-57 50-52	Pass	A barely acceptable performance with evidence of: <ul style="list-style-type: none"><li>a familiarity with the subject material</li><li>some evidence that analytical skills have been developed</li><li>some understanding of relevant issues</li><li>some familiarity with the relevant literature and techniques</li><li>attempts to solve moderately difficult problems related to the subject material and to examine the material in a critical and analytical manner which are only partially successful.</li></ul>
F	0-49	Fail	An unacceptable performance.

## REQUIRED READINGS

Rothaermel, F. (2024) *Strategic Management*, 6<sup>th</sup> Edition, McGraw Hill.

## REFERENCES

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

Hitt, M. A., Ireland, R. D. and Hoskisson, R. E. (2020). *Strategic Management: Concepts and Cases: Competitiveness and Globalization*, 13<sup>th</sup> Edition, Cengage.

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

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

## STUDENT FEEDBACK

At the end of every semester, students are invited to provide feedback on the learning module and the teaching arrangement through questionnaires. Your feedback is valuable for instructors to enhance the module and its delivery for future students. The instructor and programme coordinators will consider all feedback and respond with actions formally in the annual programme review.



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## ACADEMIC INTEGRITY

The Macao Polytechnic University requires students to have full commitment to academic integrity when engaging in research and academic activities. Violations of academic integrity, which include but are not limited to plagiarism, collusion, fabrication or falsification, repeated use of assignments and cheating in examinations, are considered as serious academic offenses and may lead to disciplinary actions. Students should read the relevant regulations and guidelines in the Student Handbook which is distributed upon the admission into the University, a copy of which can also be found at [www.mpu.edu.mo/student\\_handbook/](http://www.mpu.edu.mo/student_handbook/).