



FACULTY OF BUSINESS
BACHELOR OF MANAGEMENT
LEARNING MODULE OUTLINE

Academic Year	2023-2024	Semester	1 st
Module Code	MGMT4140-411		
Learning Module	STRATEGIC MANAGEMENT		
Pre-requisite(s)	NIL		
Medium of Instruction	CHINESE		
Credits	3	Contact Hours	45
Instructor	Dr. TAM SHUK HAN SALLY	Email	sallytam@mpu.edu.mo
Office	Room M550, Meng Tak Building	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 contemporary management theories and business disciplines relevant to general business practices.	✓				
P2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.		✓	✓	✓	✓
P3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.		✓	✓	✓	✓



P4. 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				
P5. 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				
P6. Recommend an appropriate module of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.		✓	✓	✓	✓
P7. 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				

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	External Analysis: Industry Forces, Competitive Forces, and Strategic Groups	3.0
4	Internal Analysis: Resources, Capabilities, and Competencies	3.0
5	Shared Value and Competitive Advantage	3.0
6	Midterm Examination	3.0
7	Business Strategy: Differentiation, Cost-Leadership, and Blue Oceans	3.0
8	Business Strategy: Innovation, Entrepreneurship, and Platforms	3.0
9	Corporate Strategy: Vertical Integration and Diversification	3.0
10	Corporate Strategy: Strategic Alliances, Mergers, and Acquisitions	3.0
11	Global Strategy: Competing Around the World	3.0
12	Organization Design: Structure, Culture, and Control	3.0
13	Corporate Governance, Business Ethics, and Business Models	3.0
14	Project Auditing, Presentation and Discussions	3.0
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). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.



MARKING SCHEME

This learning module is graded using the following system:

Letter Grade	Mark Ranges	Grade Definition	Assessment
A A-	93-100 88-92	Excellent	A superior performance with consistent strong evidence of: • a comprehensive, incisive grasp of the subject matter • an ability to make insightful critical evaluation of the material given • an exceptional capacity for original, creative, and/or logical thinking • an excellent ability to organize, to analyze, to synthesize, to integrate ideas, and to express thoughts fluently.
B+	83-87	Very Good	An excellent performance with strong evidence of: • a comprehensive grasp of the subject matter • an ability to make sound critical evaluation of the material given • a very good capacity for original, creative, and/or logical thinking • an excellent ability to organize, to analyze, to synthesize, to integrate ideas, and to express thoughts fluently.
B B-	78-82 73-77	Good	A good performance with evidence of: • a substantial knowledge of the subject matter • a good understanding of the relevant issues and a good familiarity with the relevant literature and techniques • some capacity for original, creative, and/or logical thinking • a good ability to organize, to analyze, and to examine the subject material in a critical and constructive manner
C+ C C-	68-72 63-67 58-62	Satisfactory	A generally satisfactory and intellectually adequate performance with evidence of: • an acceptable basic grasp of the subject material • a fair understanding of the relevant issues • a general familiarity with the relevant literature and techniques



			• an ability to develop solutions to moderately difficult problems related to the subject material • a moderate ability to examine the material in a critical and analytical manner
D+ D-	53-57 50-52	Pass	A barely acceptable performance with evidence of: • a familiarity with the subject material • some evidence that analytical skills have been developed • some understanding of relevant issues • some familiarity with the relevant literature and techniques • 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.
F	0-49	Fail	An unacceptable performance.

REQUIRED READINGS

Rothaermel, F. (2024) *Strategic Management*, 6th Edition, McGraw Hill.

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ACADEMIC INTEGRITY

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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/.



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