



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

|                       |                        |               |                     |
|-----------------------|------------------------|---------------|---------------------|
| Academic Year         | 2024-2025              | Semester      | 1 <sup>st</sup>     |
| Module Code           | MGMT4140-411           |               |                     |
| 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 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   | n/a |    |    |    |    |



|   |     |   |   |   |
|---|-----|---|---|---|
| of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.  |     |   |   |   |
| 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 course 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           |
| 3-4   | 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. Individual assignment (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.



## MARKING SCHEME

This learning module is graded using the following system:

| Letter Grade  | Mark Ranges             | Grade Definition | Assessment  |
|---------------|-------------------------|------------------|---|
| A<br>A-       | 93-100<br>88-92         | Excellent        | A superior performance with consistent strong evidence of: <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        | An excellent performance with strong evidence of: <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<br>B-       | 78-82<br>73-77          | Good             | A good performance with evidence of: <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+<br>C<br>C- | 68-72<br>63-67<br>58-62 | Satisfactory     | A generally satisfactory and intellectually adequate performance with evidence of: <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>   |



|         |                |      |   |
|---------|----------------|------|---|
|         |                |      | <p>moderately difficult problems related to the subject material</p> <ul style="list-style-type: none"> <li>a moderate ability to examine the material in a critical and analytical manner</li> </ul>   |
| D+<br>D | 53-57<br>50-52 | Pass | <p>A barely acceptable performance with evidence of:</p> <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

### Textbook

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

## REFERENCES

### Reference Books

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