



FACULTY OF BUSINESS
BACHELOR OF BUSINESS ADMINISTRATION IN MARKETING
LEARNING MODULE OUTLINE

Academic Year	2024-2025	Semester	2 nd
Module Code	MGMT4140-422		
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
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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. Explain the core concepts, values and Skills - Students are able to apply the marketing principles, concepts, theories in analyzing the changing business environment.	✓	✓			
P2. Apply appropriate Tools and technologies - Students are able to demonstrate using related tools, technology and skills to generate proposals and solutions.		✓	✓		
P3. Proceed Lifelong learning - Students are able to apply self and independent learning to leverage learned knowledge in practical life.		✓	✓	✓	
P4. Adopt Leadership approaches - Students are able to develop collaborative groups, synergy teams in achieving objectives and shared goals.	n/a				
P5. Demonstrate and practice Legal and Ethical Values - Students are able to identify professional ethics from broad business practices.	n/a				
P6. Effective Communication Skills - Students are able to communicate and present ideas effectively.	n/a				
P7. Critical Thinking - Students are able to apply self-understanding and analysis of critical perspectives to issues in broad conditions for problem solving.				✓	
P8. Intercultural Competence - Students are competent to associate in a diversified social and global community.					✓

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). 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	A superior performance with consistent strong evidence of: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">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: <ul style="list-style-type: none">a familiarity with the subject materialsome evidence that analytical skills have been developedsome understanding of relevant issuessome familiarity with the relevant literature and techniquesattempts 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.

REFERENCES

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.

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

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

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