

ADMS | Advanced Diploma in Management Studies Programme

Course Name	: Business Strategy
Course Code	: 81
Basic Course / Optional Course / Compulsory Course	: Compulsory Course
QF Level	: 4
No. of QF Credit	: 9
Mode of Tuition	: Sectional approach
Class Contact Hours	: 30 hours

Brief Course Description

This compulsory course introduces students to the concept, theories, principles and techniques associated with Strategic Management. It forms the integrative capstone of the course in that it draws upon the students' previous studies in the compulsory and optional courses. The content of the previous compulsory courses ensures that every student has the requisite knowledge of major business functions and the capacity to analyze the economic and legal environment. The optional courses allow each student to bring different areas of knowledge to bear, thereby enriching the process of discussion.

Objective

This is a core and integrating subject of the programme which facilitates students to draw upon all other subjects for its intellectual input.

Course Intended Learning Outcomes (CILO)

Upon completion of the course, students should be able to:

- CILO 1: describe the nature of strategic management and its value for modern business, with particular emphasis on the globalization of modern business and external demands for corporate social responsibility and ethical practices.
- CILO 2: explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- CILO 3: apply knowledge gained in other courses to the formulation and implementation of strategy from holistic and cross-functional perspectives.

CILO 4: analyze and evaluate critically real life business situations and develop creative solutions through analytical thinking and strategic management perspective.

Measurement of Learning Outcomes

1. Case studies and class discussions assess students' ability of applying concepts, theories and principles of strategic management formulation and implementation to real life problem situations. [CILO 1, 2, 3, 4]
2. Group presentation project assess students' ability in analyzing their choice of organizations and applying the skills of strategy formulation and implementation to address the real life issues and problems. Moreover, skills of articulation and team coordination are also fostered. [CILO 1, 2, 3, 4]
3. Mid-term test assesses the students' understanding of the course knowledge and theory. [CILO 1, 2]
4. Final examination assesses the students' ability in understanding and applying the course knowledge as a whole in addressing examination questions. [CILO 1, 2, 3, 4]

Indicative Content

(1) Basic Elements of Strategic Management

- Concept of strategic management and its role in modern organization
- Strategic management model
- Strategic management elements: mission, objectives, goals, strategy, and policy
- Gap analysis and contingency planning
- Strategy managers and decision making processes

(2) Environmental Analysis

- Assessing the environment and its impacts on business strategy
- General environmental analysis vs. industry specific environmental analysis
- Opportunities and threats for international operations
- Techniques for environmental analysis

(3) Internal Analysis

- Assessing internal strengths and weaknesses in respect of various areas: Marketing, Production and Operation
- Corporate Resources and Personnel, Finance and Accounting, R&D and Engineering,
- Techniques for internal analysis. How to match internal strengths with environmental opportunities

(4) Formulation of Business Strategy

- Major strategic alternatives: Expansion, stability, retrenchment and combination strategies
- Strategy variations
- Life cycle concept and corporate portfolio analysis for formulating strategy
- Strategic choice processes

(5) Implementation of Strategy

- Matching leadership and strategy
- Resource allocation and its relationship with implementation
- Systems and climate in support of strategic implementation
- Strategy and structure interaction

(6) Business ethics and Corporate Governance

- Appreciate the necessity and value of ethical behavior
- Identify major ethical issues
- Understand methods to develop ethical positions and recovery from errors
- The role of boards of directors and top management in developing effective, ethical organizations
- Holding boards and top management accountable

(7) Strategic Control

- Purposes of control
- Matching reward system with evaluation
- Control and evaluation process
- Quantitative vs. qualitative controls
- Diagnosis and corrective action

Teaching Method / Class Activities

Lectures are used to introduce the topics. Class discussions and case studies are used to illustrate the practical application of each key skill and to facilitate students' learning. Group project and presentation are employed to facilitate students in research and analysis of a real life corporation to practise the knowledge and tools acquired.

Weighting of Assessments:

Class Discussion & Case Studies	5%
Group Project and Presentation	30%
Mid-Term Test	15%
Final Examination	50%
Total	100%

Textbook

David, Fred R. & David, Forest R., 2017. *Strategic management, global edition*. 16th ed. Edinburgh Gate: Pearson Education.

NOTIONAL LEARNING HOURS (NLHs) AND QF CREDIT OF THE COURSE

		Learning outcomes	Contact hours (a)	Self-study hours (b)	Total hours (a+b)
Learning and teaching activity					
1	Lecture	CILO1,2,3,4	19	38	57
2	Tutorial				
3	Practical work (laboratory, workshop, etc.)				
4	Online, distance and blended learning				
5	Internship / placement / fieldwork				
6	Others				
Assessment					
7	Exercise (individual assignment, case studies)	CILO1,2,3,4	4	4	8
8	Project	CILO1,2,3,4	5	16	21
9	Test / examination / assessment activities	CILO1,2,3,4	3		3
10	Others (class discussion)	CILO3,4	1		1
Total NLHs					90
QF credit = Total NLHs/10					9