

<b>Subject Code</b>	MM631
<b>Subject Title</b>	Advanced Business Strategy
<b>Credit Value</b>	3
<b>Level</b>	6
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	None
<b>Objectives</b>	This subject contributes to the achievement of the DBA/DMgt outcome by broadening, updating and deepening students' knowledge of business administration in general (Outcome 1).
<b>Intended Learning Outcomes</b>	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> <li>a. articulate and describe conceptual development in business strategy;</li> <li>b. identify and analyse a research problem in business strategy;</li> <li>c. evaluate the impact of institutional factors on strategy-making.</li> <li>d. Identify the origins of entrepreneurship and its consequences</li> </ul>
<b>Subject Synopsis/ Indicative Syllabus</b>	<ul style="list-style-type: none"> <li>a. Strategic Management as A Field</li> <li>b. Firm Boundaries</li> <li>c. External Sources of Firm Competitiveness</li> <li>d. Internal Sources of Firm Competitiveness</li> <li>e. Corporate Governance and Firm Competitiveness</li> <li>f. Leadership and Firm Competitiveness</li> <li>g. Strategies in Emerging Markets</li> <li>h. Corporate Social Responsibility</li> </ul>
<b>Teaching/Learning Methodology</b>	Students are expected to show a high level of commitment to preparing for class each session. They should expect to come to class and be pushed to think actively. We do not believe in passive learning. This means that information will not be packaged into lectures for students to go home and memorize. Readings are provided to give grounding for each day's discussion. Students should come to class ready to absorb lessons from the materials we will provide for discussion. Failure to prepare adequately will jeopardize their ability to learn in this course.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighing	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
			a.	b.	c.	d.
	<b>Continuous Assessment</b>	<b>100%</b>				
	1. Journal Paper Presentation and Discussion Participations	40%	✓	✓	✓	✓
	2. Class Participation	30%	✓	✓	✓	✓
	3. Individual Final Research Proposal	30%	✓	✓	✓	✓
	Total	100 %				
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b> the various methods are designed to ensure that all students taking this subject to have a balanced learning experience.</p> <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>						
<b>Student Study Effort Expected</b>	Class contact:					
	▪ Lectures		30 Hrs.			
	Other student study effort:					
	▪ Preparation for lectures		30 Hrs.			
	▪ Preparation for assignment / group project and presentation / examination		60 Hrs.			
	Total student study effort		120 Hrs.			
<b>Reading List and References</b>	<p>Makadok, R., Burton, R., &amp; Barney, J. 2018. A practical guide for making theory contributions in strategic management. <i>Strategic Management Journal</i>, 39: 1530-1545.</p> <p>Geyskens, I., Steenkamp, J. B. E., &amp; Kumar, N. 2006. Make, buy, or ally: A transaction cost theory meta-analysis. <i>Academy of Management Journal</i>, 49: 519-543</p> <p>Ruefli, T., &amp; Wiggins, R. 2003. Industry, corporate, and segment effects and business performance: A non-parametric approach. <i>Strategic Management Journal</i>, 24: 861-879.</p> <p>Barney, J. 1991. Firm resources and sustained competitive advantage. <i>Journal of Management</i>, 17: 99-120.</p>					

	<p>Connelly, B. L., Hoskisson, R. E., Tihanyi, L., &amp; Certo, S. T. 2010. Ownership as a form of corporate governance. <i>Journal of Management Studies</i>, 47: 1561-1589.</p> <p>Hambrick, D. C., &amp; Mason, P. 1984. Upper echelons: The organization as a reflection of its top managers. <i>Academy of Management Review</i>, 9: 193-206.</p> <p>Cho, T. S., &amp; Hambrick, D. 2006. Attention as the mediator between top management team characteristics and strategic change: The case of airline deregulation. <i>Organization Science</i>, 17: 417-526.</p> <p>Hoskisson, R. E., Eden, L., Lau, C. M., &amp; Wright, M. 2000. Strategy in emerging economies. <i>Academy of Management Journal</i>, 43: 249-267.</p> <p>Hillman, A., &amp; Keim, G. 2001. Shareholder value, stakeholder management, and social issues: What's the bottom line? <i>Strategic Management Journal</i>, 22: 125-139.</p>
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