MGT4311: ADVANCED STRATEGIC ANALYSIS

Effective Term
Semester A 2024/25

Part I Course Overview

Course Title
Advanced Strategic Analysis

Subject Code
MGT - Management

Course Number
4311

Academic Unit
Management (MGT)

College/School
College of Business (CB)

Course Duration
One Semester

Credit Units
3

Level
B1, B2, B3, B4 - Bachelor's Degree

Medium of Instruction
English

Medium of Assessment
English

Prerequisites
CB2300 / FB2300 Management

Precursors
Nil

Equivalent Courses
Nil

Exclusive Courses
Nil

Part II Course Details

Abstract

The goal of this course is to improve how students conduct and communicate strategic analysis. The course will teach and utilize advanced ideas from economics toward informing critical strategies in contexts that are analytically more complex,

such as contexts where dynamics, network externalities, and incentives are important. The ideas includes which industries to enter and exit, what parts of value chains to participate in, how to shape an industry's competitive environment in a beneficial manner, and how to shape the firm's internal organization to fit its competitive context.

Course Intended Learning Outcomes (CILOs)

	CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Apply advanced economic frameworks and tools for strategic analysis.	30	x		x
2	Develop, organize, and communicate strategic analysis.	30		x	
3	Evaluate the corporation as a whole and to assess it in relation to business unit goals and objectives as well as the external environment.	30	x	x	x
4	Demonstrate communication skills related to strategic management.	10		x	x

A1: Attitude
Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability
Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments
Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

	LTAs	Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures	Students will learn advanced economic frameworks and tools for strategic analysis. During the lectures, students are expected to actively participate in class discussions including case analyses.	1, 2, 3	
2	In-class exercises/ assignments	Students will be provided with data and are expected to analyze the industry structure (i.e., concentration and competition) and provide evidence of how the industry structure will affect the firm performance.	2, 3	

3	Peer Discussions	Students will choose one firm and identify its direct competitors to engage in a competitive analysis.	2, 3, 4	
4	Drill and Practices	Students will demonstrate their critical thinking by analyzing a firm and the environment as well as providing suggestions and recommendations.	1, 3, 4	

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Group project: In the competitive analysis, students have to describe the competitive behaviors of the two firms, analyze them and give recommendations about how the focal firm can achieve better financial performance. To facilitate communication and collective learning, oral presentations will be scheduled and written reports would be prepared.	2, 3, 4	40	
2	Individual case analysis and in-class discussion: Students will analyze a case by defining the strategic issues, proposing alternatives, and making recommendations.	2, 3, 4	30	

Continuous Assessment (%)

70

Examination (%)

30

Examination Duration (Hours)

2

Assessment Rubrics (AR)

Assessment Task

Group project

Criterion

Original thinking; understanding in strategic analysis and management; analytical skills and creativity; ability in writing structured reports and making presentations

Excellent (A+, A, A-)

Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good (B+, B, B-)

Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.

Fair (C+, C, C-)

Understanding of the subject; ability to develop solutions to simple problems in the material.

Marginal (D)

Sufficient familiarity with the subject matter to enable the student to progress.

Failure (F)

Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

Assessment Task

Individual case analysis

Criterion

Original thinking; understanding in strategic analysis and management; analytical skills and creativity

Excellent (A+, A, A-)

Strong evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good (B+, B, B-)

Evidence of grasp of subject, some evidence of critical capacity and analytical ability; reasonable understanding of issues; evidence of familiarity with the subject matter.

Fair (C+, C, C-)

Understanding of the subject; ability to develop solutions to simple problems in the material.

Marginal (D)

Sufficient familiarity with the subject matter to enable the student to progress.

Failure (F)

Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

Assessment Task

In-class discussion

Criterion

Contributing constructive ideas in the class; asking questions; punctuality in attending classes

Excellent (A+, A, A-)

Students fully participates in the class activities. Student almost always contributes to class by offering ideas and asking questions more than once per class on average. Student is almost always punctual and attends full-time.

Good (B+, B, B-)

Student is frequently punctual and attends full-time. Student frequently contributes to class by offering ideas and asking questions once per class on average.

Fair (C+, C, C-)

Student is occasionally late to class and leaves early. Student occasionally contributes to class by offering ideas and asking questions.

Marginal (D)

Student is almost always late to class and leaves early. Student almost never contributes to class by offering ideas and asking questions.

Failure (F)

Student is always late to class and leaves early. Student never contributes to class by offering ideas and asking questions.

Assessment Task

Written exam

Criterion

Ability to understand, analyze, and apply key concepts learnt in the course

Excellent (A+, A, A-)

Strong evidence of original thinking conducive to applying theoretical concepts to coin creative recommendations/ solutions; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

Good (B+, B, B-)

Evidence of grasp of subject, some evidence of critical capacity and analytical ability conducing to innovative application of concepts to solve problems; reasonable understanding of issues; evidence of familiarity with the subject matter.

Fair (C+, C, C-)

Student who is profiting from the university experience; understanding of the subject; ability to develop solutions to simple problems in the material.

Marginal (D)

Sufficient familiarity with the subject matter to enable the student to progress.

Failure (F)

Little evidence of familiarity with the subject matter; weakness in critical and analytical skills; limited or irrelevant use of literature.

Part III Other Information

Keyword Syllabus

Strategic Analysis, Industry Analysis, Comparative Dynamics, Internalization Strategy, Game Theory, Strategic Group

Reading List

Compulsory Readings

	Title
1	Textbook: Robert M. Grant. Contemporary Strategic Analysis. 10th Edition. John Wiley & Sons.

Additional Readings

	Title
1	Competitive Dynamics: Themes, Trends, and a Prospective Research Platform. Academy of Management Annals (2012), 6: 1-89.
2	Modeling, Game Theory and Strategic Management, Strategic Management Journal, 12: 119-136.