

MGT4301: ASIA PACIFIC STRATEGIC MANAGEMENT

Effective Term

Semester A 2022/23

Part I Course Overview

Course Title

Asia Pacific Strategic Management

Subject Code

MGT - Management

Course Number

4301

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

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

This course will offer students opportunities to apply the concepts and knowledge of strategic management while focusing on the Asia Pacific context. The goal of this course is to develop students' capacities to assess a firm and resources, as well as how the firm can gain sustainable competitive advantage in the market. By doing so, students can build analytic skills to conduct strategic analysis, particularly focusing on firms in the context of Asia Pacific countries. The frameworks and analytic skills would allow students to develop business strategy in response to the changing market conditions of Asia today.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Develop the concepts of strategic management and understand how these concepts may operate in the Asia Pacific context.	30	x		
2	Conduct strategic analysis of firms in a variety of industries and competitive situations that originate from, or operating within, Asia Pacific countries.	30		x	
3	Define strategic management issues that firms in the Asia Pacific countries are facing. Propose and evaluate effective solutions to these real-world business issues.	30			x
4	Develop communication and interpersonal skills related to strategic management.	10		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.

Teaching and Learning Activities (TLAs)

TLAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures	Equip students with knowledge about strategic management. During the lectures, students are expected to actively participate by responding to questions and by sharing their perspectives on the topics or cases discussed in class.	2, 3	

2	Group project	Students are expected to identify the strategic issues, propose possible alternatives, and make recommendations. This exercise will ask students to form their teams and work with others throughout the group projects. To facilitate communication and collective learning, oral presentations will be scheduled and written reports would be prepared.	2, 3, 4	
3	Case analysis and class participation	Case studies expect students to demonstrate their critical thinking by analyzing a firm and the environment as well as providing suggestions and recommendations.	3, 4	

Assessment Tasks / Activities (ATs)

ATs		CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Group project	2, 3, 4	30	Students will team up and analyze the strategic issues in the Asia Pacific context through case studies or other format. The outcome of strategic analyses would be demonstrated in oral presentations and/or written reports.
2	Individual case analysis and class participation	2, 3, 4	20	Students will analyze a case by defining the strategic issues, proposing alternatives, and making recommendations.

Continuous Assessment (%)

50

Examination (%)

50

Examination Duration (Hours)

2

Assessment Rubrics (AR)

Assessment Task

Exam, class participation

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.

Good (B+, B, B-)

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

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 without repeating the course.

Failure (F)

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

Assessment Task

Assessing and Grading Term – Assignments (Cases/Projects)

Excellent (A+, A, A-)

As in B, but with higher degree of originality and evidence of internalization into a personalized model of practice. Good evidence of reflection on own performance based on theory, conducive to creative views. Generalizes relevant principles, models or practices to new and unfamiliar real-life contexts creatively.

Good (B+, B, B-)

The evidence presents a good appreciation of the general thrust of the project. Good coverage with relevant and accurate support. A clear view of how various aspects of the project integrate to form a thrust or purpose. Good evidence of application of course content to practice. Solutions or recommendations well justified, often innovatively.

Fair (C+, C, C-)

The evidence is relevant, accurate and covers a fair number of issues. However, there is little evidence of an overall view of the project. Demonstrates declarative understanding of a reasonable amount of content. Able to discuss content meaningfully but little application or integration of items. Fair justification of solutions or recommendations.

Marginal (D)

Pieces of evidence are relevant and accurate, but are isolated, addressing a limited number of issues. Demonstration of understanding in a minimally acceptable way. Poor coverage, no originality, weak justification of solutions or recommendations.

Part III Other Information

Keyword Syllabus

The global economy is gradually changing its shape and structure as Asian nations such as China, India, and other fast-growing economies emerge as significant competitors. This course looks at how companies in these Asian nations employ different strategies to sustain their competitiveness. It involves the extensive use of various cases to discuss specific problems and

issues at different levels including country, industry and firm. Hopefully, the course will be helpful in cultivating managers and leaders in the international business arena.

Reading List

Compulsory Readings

Title	
1	Nil

Additional Readings

Title	
1	D J Kim, Newly Industrializing Economies and International Competitiveness: market power and Korean electronics multinationals (2006)
2	J S Black, Sunset in the land of the rising sun: why Japan' s multinational corporations will struggle in the global economy (2010)
3	Daniels, Multinational Enterprises and the Emerging Challenges of the 21st Century (2007)
4	N K Kim, Globalization and regional integration in Europe and Asia (2009)
5	K P Sauvant and W A Maschek, Foreign direct investments from emerging markets: the challenges ahead (2010)
6	S.K.Vogel, Japan Remodeled: how government and industry are reforming Japanese capitalism (2006). Useful survey of implications of recent trends in the Japanese economy.
7	Chien, W., Shih, S. & Chu, P-Y. 2005. Business growth strategies for Asia Pacific. Singapore: John Wiley & Sons (Asia).
8	Hasegawa, H. & Noronha, C. 2009. Asian business & management: Theory, practice and perspectives. London: Palgrave MacMillan.
9	Tian, X. 2007. Managing international business in China. Melbourne: Cambridge University Press.
10	Tselichtchev, I. & Debroux, P. 2009. Asia' s turning points: An introduction to Asia' s dynamic economies at the dawn of the new century. Singapore: John Wiley & Sons (Asia).
11	Williamson, P. J. 2004. Winning in Asia: Strategies for competing in the new millennium. Boston: Harvard Business Scholl Press.