

<b>Subject Code</b>	<b>AF5113</b>
<b>Subject Title</b>	<b>Accounting for Strategic Management</b>
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	One Semester
<b>Pre-requisite / Co-requisite/ Exclusion</b>	None
<b>Role and Purposes</b>	This subject aims to equip students with the fundamental knowledge of strategic management and information systems. It contributes to the achievement of PgDPA / MPA Programme Outcomes by enabling students to apply up-to-date accounting and finance concepts and techniques in internal decision making, including management accounting, managerial finance and strategic management. (Programme Outcome 2).
<b>Subject Learning Outcomes</b>	<p>Upon completion of the subject, students should be able to:</p> <ul style="list-style-type: none"> <li>(a) explain the strategic management process, which includes environmental scanning, strategy formulation, implementation, evaluation and control, in business organizations;</li> <li>(b) analyse external and internal factors, and identify their impacts on business organizations;</li> <li>(c) understand different kinds of corporate and business strategies;</li> <li>(d) understand the types and roles of information systems in business organizations;</li> <li>(e) analyse the risk and security of information systems; and</li> <li>(f) advise management about information system selection and development.</li> </ul>
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b>Basic Concepts of Strategic Management</b>  Different phases of strategic management within organizations. Benefits of strategic management. The elements of strategic management process: environmental scanning, strategy formulation, strategy implementation, evaluation and control.</p> <p><b>External Environmental Scanning and Analysis</b>  Scanning and analysis of the external environment, which includes societal and task (industry) environment. Porter's approach to industry analysis.</p> <p><b>Internal Scanning and Analysis</b>  Resource-based approach to organizational analysis. Distinctive</p>

	<p>competencies and competitive advantage. Value chain analysis. Variations in business models.</p> <p><b>Strategy Formulation and Implementation</b>  SWOT analysis. Corporate, business and functional strategies. Organizing and staffing for implementing strategies. Methodologies for implementing organizational changes. Centralization versus decentralization issues in multinational corporations.</p> <p><b>Conceptual Foundations of Information Systems</b>  Strategic significance of information systems. Different information needs and managerial decisions at different organizational levels. Different types of information systems used by organizations. E-commerce business models. Impact of e-commerce on business. E-commerce or e-business systems as strategic or business tool. Business value of big data. Legal requirements and ethical responsibilities in information management.</p> <p><b>Information Technology Applications</b>  Information technology infrastructure required to support corporate information systems. Different types of networks (e.g. Intranet) used in organizations. Business intelligence systems and infrastructure such as data warehouse, analytical tools such as online analytical processing, and intelligent techniques such as artificial intelligence.</p> <p><b>Environment of Corporate Information Systems</b>  Accountant’s roles and responsibilities in the operation and maintenance of corporate information systems. Information needs of different business functions within an organization. How information systems help business organizations to implement strategies and achieve competitive advantages.</p> <p><b>Risk and Security of Information Systems</b>  Threat to information systems. Why information systems are vulnerable to attacks. Computer fraud and abuse techniques. Security and control issues in information systems and e-commerce transactions. General and application controls. Internal control framework in information systems. The ethical issues (e.g. privacy issue) in the use of information systems.</p> <p><b>Systems Development Process</b>  Systems Development Life Cycle (SDLC). The role of accountants in different phases of SDLC. Feasibility analysis. Behavioural aspects of systems change. Systems analysis, selection and evaluation. Systems implementation and change management.</p>
<p><b>Teaching/Learning Methodology</b></p>	<p>Seminars will combine lectures and in-class activities. The lectures will focus on the key concepts, theories, and contemporary issues of strategic management and information systems. The in-class activities, such as business problem discussion, require students to apply the theories and concepts learned in the lectures.</p>

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a	b	c	d	e	f
	Test 1	20%				√	√	√
	Test 2	20%	√	√	√			
	Class participation	10%	√	√	√	√	√	√
	Final examination	50%	√	√	√	√	√	√
	Total	100 %						
<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Test 1 examines students' knowledge on information systems. In particular, the different types and roles of information systems, information technology applications, environment of corporate information systems, etc.</p> <p>Test 2 requires students to apply strategic management theories and concepts to business organizations. In particular, it involves strategic management process, environmental scanning, strategy formulation, etc.</p> <p>Class participation component encourages students to provide active feedbacks on the subject materials taught each week.</p> <p>The final examination is a three-hours examination which comprises cases / problems relating to the six learning outcomes.</p> <p><b>Note: To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Examination components. In addition, the specific requirements on individual assessment components discussed above could be adjusted based on the pedagogical needs of subject lecturers.</b></p>								
Student Study Effort Expected	Class contact:							
	▪ 13 weeks of three-hour seminar		39 Hrs.					
	Other student study effort:							
	▪ Class preparations, reading subject materials/textbook, and assignments		78 Hrs.					
	Total student study effort		117 Hrs.					

**Reading List and  
References**

Wheelen and Hunger, Strategic Management and Business Policy, latest edition, Prentice Hall.

Laudon and Laudon, Management Information Systems: Managing the Digital Firm, latest edition, Pearson.

Ireland, Hoskisson and Hitt, The Management of Strategy: Concept and Cases, latest edition, South-Western.

Romney and Steinbart, Accounting Information Systems, latest edition, Prentice Hall.