

City University of Hong Kong

**Information on a Course
offered by Department of Management
with effect from Semester A in 2011 / 2012.**

Part I

Course Title: Strategic Management and Business Policy

Course Code: MGT 6514

Course Duration: 1 semester

No. of Credit Units: 3

Level: P6

Medium of Instruction: English

Prerequisites: Nil

Precursors: Nil

Equivalent Courses: Nil

Exclusive Courses: FB6502 Strategic Management
FB6811 Strategic Management
MGT5205 Strategic Management

Part II

Course Aims:

This course aims:

To focus on business success from a big picture perspective. Using the language and mindset of business leaders, theory and practice are integrated by applying conceptual models/tools and practical advice to: define, evaluate and achieve business success; analyze organizations and their business environments; design and evaluate corporate and business (competitive) strategies; identify and understand the implications of environmental changes; and effectively manage strategy formulation, strategy implementation, and organizational change in different organizational contexts.

After completing this course, students should:

- be able to apply the key concepts, models, and principles of strategic management to identify, describe and explain real-world business phenomena;
- understand the multi-faceted roles of general managers, especially in terms of functional integration and their responsibilities to different stakeholders;
- be able to conduct a systematic, integrated and comprehensive analysis of an organization and its business environment;
- be able to identify and design alternative strategies, and to assess their suitability in different situations and contexts;
- understand the major issues and key principles involved in formulating and implementing strategy in different contexts;
- appreciate the ethical issues that general managers face and be sensitive to the social responsibilities of corporations.

Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

No.	CILOs
1.	Apply the key concepts, models and principles of strategic management to identify, describe, explain and address real-world business phenomena
2.	Analyze systematically, comprehensively and holistically an organization and its external environment
3.	Evaluate the performance of an organization by identifying stakeholders and determining whether it has met/exceeded their needs or expectations
4.	Design alternative strategies / policies and evaluate their appropriateness for different situations and contexts
5.	Work as a member of a team to effectively analyze, prepare and present strategic management cases
6.	Communicate clearly, concisely and convincingly, both in writing and verbally (with and without the aid of visual media), their ideas, insights, viewpoints and conclusions/recommendations by using analysis, synthesis and/or interpretation to combine appropriate concepts/models/principles with relevant evidence or cases/examples

Teaching and Learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

CILOs	TLAs	Hours/week
1-4,6	Lectures with Q & A	1
1-4	Readings from textbook and selected articles	1.5
5,6	Analysis, preparation and presentation of real-world cases & issues (and perhaps also situations based on simulation game activities)	1.5
6,1	Discussion of real-world cases & issues (and perhaps also simulation situations such as games) in class and online	2

Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

50% Coursework, 50% Exam (2 hours)

ILO	Type of assessment tasks/activities	Weighting	Remarks
1-4,6	2-hour Exam (individual)	50%	
1-4,6	Contribution to discussions and exercises in class and online (individual)	20%	
1-6	Analysis of cases & issues (and perhaps also simulation game situations) with team reports in written <u>and</u> verbal/visual formats	30%	

Grading of Student Achievement:

Courses are graded according to the following schedule:

Letter Grade	Grade Point	Grade Definitions	
A+ A A-	4.3 4.0 3.7	Excellent:	Superior application of subject matter (concepts, models and principles of strategic management) to issues and cases; strong capacity to analyze, interpret and synthesize; strong evidence of original, innovative and/or integrative thinking; superior grasp of key issues and problems; ability to formulate and communicate compelling arguments by using supporting evidence and/or logic very effectively.
B+ B B-	3.3 3.0 2.7	Good:	Very good application of subject matter to issues and cases, capability to analyze, interpret and synthesize; evidence of original, innovative and/or integrative thinking; good grasp of key issues and problems; ability to formulate and communicate convincing arguments by using supporting evidence and/or logic effectively
C+ C C-	2.3 2.0 1.7	Adequate:	Demonstrated ability to address key strategic management issues and problems by applying relevant subject matter, evidence and logic.
D	1.0	Marginal:	Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.
F	0.0	Failure:	Inability to address even simple issues and problems by logically applying the subject matter.

Part III

Strategic Management and Business Policy is a “big picture” course designed to integrate concepts and knowledge from different functional areas of business, such as production/operations, marketing/sales, finance/accounting, human resources, and information systems. Instead of concentrating narrowly on a particular function or unit of the business, we “connect the dots” by considering the whole organization and the environment within which it operates in order to evaluate its performance, and analyse the causes of its success or failure. Managers today confront an increasingly complex, uncertain and dynamic business environment. They need to be effective at gathering, filtering and organizing relevant information; proficient at analysis, synthesis and interpretation; and capable of thinking strategically and creatively. This course aims to develop many of the skills and capabilities needed by business leaders.

Keyword Syllabus:

Introduction to Strategic Management, Strategy Making & Planning, Mission, Vision & Values; Stakeholders & Business Performance (including Strategy Maps); Business Success; Environmental Analysis; Organizational Analysis; Competitive (Business-level) Strategy; Corporate Strategy; Internationalization and Globalization; Cultural Differences and their Consequences; Information Technology to Support Strategic Decision Making and Support/Shape Strategy; Implementing Strategy (Managing Organizational Change).

Recommended Reading:

Suggested Text

Hunger, J. David and Wheelen, Thomas L. (2007). Essentials of Strategic Management. 4/e, Pearson Prentice Hall.

Cases, Supplementary Readings and References

To be prescribed by the professor.
