

**City University of Hong Kong  
Course Syllabus**

**offered by College of Business  
with effect from Semester A, 2018/19**

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**Part I Course Overview**

**Course Title:** Strategic Transformation and Corporate Entrepreneurship

**Course Code:** FB6858P

**Course Duration:** Intensive mode: 2 days

**Credit Units:** 1

**Level:** P6

**Medium of Instruction:** Putonghua

**Medium of Assessment:** Chinese

**Prerequisites:**  
(Course Code and Title) Nil

**Precursors:**  
(Course Code and Title) Nil

**Equivalent Courses:**  
(Course Code and Title) Nil

**Exclusive Courses:**  
(Course Code and Title) Nil

## Part II Course Details

### 1. Abstract

Organizations and their leaders are “attacked” by the increasingly dynamic forces, which are largely derived from environmental changes occurring at ever faster rates. As a result, the transformation of organizational structures and business practices has become arguably the most pervasive issue with which strategic leaders have to contend. This course will first develop a holistic framework that may enhance your understanding of strategic transformation contexts and processes. We further introduce corporate entrepreneurship, which refers to the practice of entrepreneurship within existing organizations as transformation – a transformation that is strategic, continuous and sustainable. Students will study the corporate entrepreneurial models from real examples in China and beyond.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Understand the environmental forces that can drive the strategic transformation in today’s organizations.		√	√	√
2.	Understand the strategic transformation processes that include different levels and various dimensions.		√	√	√
3.	Compare the corporate entrepreneurship models that have been developed and adopted by organizations.		√	√	√

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 self-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.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3				
Lecture	The instructor will introduce the contexts and processes of strategic transformations as well as the concepts and models of corporate entrepreneurship.	√	√	√				
Class Participation	Through in-class exercises, the participants will learn how to use the strategic transformation frameworks and corporate entrepreneurship models.	√	√	√				
Assignment/Presentation	Individual essays will be assigned to let students apply the logics, tools, and frameworks learned in class in their own businesses.	√	√	√				

### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks <sup>#</sup>
	1	2	3					
Continuous Assessment: <u>100</u> %								
Class Participation and Group/ Individual Assignments etc. <sup>#</sup>	√	√	√				100%	
Class Participation	√	√	√				30%	
Group Work	√	√	√				35%	
Individual Assignment	√	√	√				35%	
Examination: _____% (duration: _____, if applicable)								
<sup>#</sup> Individual lecturers will specify the assessment tasks according to the nature of subject and participants' learning needs.							100%	

## 5. Assessment Rubrics

*(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)*

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Class Participation		Strong evidence of class participation through punctual and nearly full attendance, active engagement in class discussions, and careful preparation for class activities.	Adequate evidence of class participation through punctual attendance, active engagement in class discussions, and careful preparation for class activities.	Some evidence of class participation through attendance, active engagement in class discussions, and careful preparation for class activities.	Marginal evidence of class participation through attendance, active engagement in class discussions, and careful preparation for class activities.	Little of no evidence of class participation.
2. Group Assignment		Strong evidence of superior grasp of subject matter, ability to analyse and synthesize, original and critical thinking, and clarity in presentation and writing.	Adequate evidence of good grasp of subject matter, ability to analyse and synthesize, some original and critical thinking, and clarity in presentation and writing.	Some evidence of good grasp of subject matter, ability to analyse and synthesize, and clarity in presentation and writing.	Marginal evidence of grasp of subject matter, ability to analyse and synthesize, and clarity in presentation and writing.	Little of no evidence of understanding of subject matter.
3. Individual Assignment		Strong evidence of superior grasp of subject matter, ability to analyse and synthesize, original and critical thinking, and clarity in presentation and writing.	Adequate evidence of good grasp of subject matter, ability to analyse and synthesize, some original and critical thinking, and clarity in presentation and writing.	Some evidence of good grasp of subject matter, ability to analyse and synthesize, and clarity in presentation and writing.	Marginal evidence of grasp of subject matter, ability to analyse and synthesize, and clarity in presentation and writing.	Little of no evidence of understanding of subject matter.

**Part III Other Information** (more details can be provided separately in the teaching plan)

**1. Keyword Syllabus**

*(An indication of the key topics of the course.)*

Strategic transformation; Organizational change; Organizational learning; Organizational communication; Strategic leadership; Corporate entrepreneurship; Entrepreneurial mindset t etc.

**2. Reading List**

**2.1 Compulsory Readings**

*(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)*

Readings and handouts will be assigned by the course instructor covering a specific subject/field.

**2.2 Additional Readings**

*(Additional references for students to learn to expand their knowledge about the subject.)*

Readings and handouts will be assigned by the course instructor covering a specific subject/field.