

City University of Hong Kong
Course Syllabus

offered by Department of Management
with effect from Semester A in 2017 / 2018

Part I Course Overview

Course Title:	Strategic Management and Business Policy
Course Code:	MGT 6514
Course Duration:	1 semester
Credit Units:	3
Level:	P6
Medium of Instruction:	English
Medium of Assessment:	English
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)	FB6502 Strategic Management FB6811 Strategic Management MGT5205 Strategic Management

Part II Course Details

1. Abstract

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, evidence-based principles and logical thinking 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.

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.	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 suitability 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		√	√	√
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by 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	4	5	6	
Lectures with Q & A		X	X	X	X		X	1
Readings from a textbook and/or selected articles		X	X	X	X			1
Analysis, preparation and presentation of real-world cases & issues						X	X	2
Discussion of real-world cases & issues in class and online		X					X	2

4. Assessment Tasks/Activities (ATs)

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

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5	6		
Continuous Assessment: <u>50%</u>								
Contribution to discussions and exercises in class and online (individual)	X	X	X	X		X	20%	

Analysis of cases & issues with team reports in written and verbal/visual formats	X	X	X	X	X	X	30%	
Examination: <u>50%</u> (duration: 2 hours, if applicable)								
Exam (individual)	X	X	X	X		X	50%	
							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)
<p>1. Contribution to discussions and exercises in class and online (individual)</p> <p>2. Analysis of cases & issues with team reports in written <u>and</u> verbal/visual formats</p> <p>3. Exam (individual)</p>		<p>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.</p>	<p>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.</p>	<p>Demonstrated ability to address key strategic management issues and problems by applying relevant subject matter, evidence and logic.</p>	<p>Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.</p>	<p>Inability to address even simple issues and problems by logically applying the subject matter.</p>

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.)

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).

2. Readings

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

Indicative Textbook

1.	Hunger, J. David and Wheelen, Thomas L. (2015). <u>Essentials of Strategic Management</u> . 6/e, Pearson Prentice Hall.
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