

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Management  
with effect from Semester A in 2022 / 2023**

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**Part I Course Overview**

<b>Course Title:</b>	Strategic Management and Business Policy
<b>Course Code:</b>	MGT 6514
<b>Course Duration:</b>	One semester
<b>Credit Units:</b>	3
<b>Level:</b>	P6
<b>Medium of Instruction:</b>	English
<b>Medium of Assessment:</b>	English
<b>Prerequisites:</b> <i>(Course Code and Title)</i>	Nil
<b>Precursors:</b> <i>(Course Code and Title)</i>	Nil
<b>Equivalent Courses:</b> <i>(Course Code and Title)</i>	Nil
<b>Exclusive Courses:</b> <i>(Course Code and Title)</i>	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 and exercises		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 and performance on quizzes (individual)	X	X	X	X		X	20%	
Analysis of cases & issues in written <u>and</u> verbal/visual formats (team)	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.)*

Applicable to students admitted in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. Contribution to discussions and exercises in class and online (individual)		Superior understanding and 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.	Very good understanding and 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.	Demonstrated ability to understand key strategic management ideas and address key strategic management issues and problems by applying relevant subject matter, evidence and logic.	Inability to address even simple issues and problems by logically applying the subject matter.
2. Quizzes to provide AoL during the semester					
3. Analysis of cases & issues in written <u>and</u> verbal/visual formats (team)					
4. Exam (individual)					

Applicable to students admitted before Semester A 2022/23

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Contribution to discussions and exercises in class and online (individual)	Understanding and application of strategic management and business policy.	Superior understanding of the subject and application of subject matter (concepts, models and principles of strategic management) to issues and cases;	Very good understanding of the subject and 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 compelling arguments by using supporting evidence and/or logic very effectively.	Demonstrate understanding of the subject and the ability to specify and address key strategic management issues and problems by applying relevant subject matter, evidence and/or logic.	Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.	Basic understanding of the subject matter is not demonstrated. Inability to address even simple issues and problems by logically applying the subject matter.
2. Quizzes to provide AoL	Ability to formulate and communicate argument and views on strategic issues.	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.			
3. Analysis of cases & issues in written <u>and</u> verbal/visual formats (team)						
4. Exam (individual)						

**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; Key Performance Indicators (including Corporate Social Responsibility and Sustainability); Environmental Analysis; Organizational Analysis; Competitive (Business-level) Strategy; Corporate Strategy; Social Responsibility and Ethical Issues related to 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**

To be specified by the professor / lecturer / instructor based on currently available materials.

**Indicative Textbook**

1.	Hunger, J. David and Wheelen, Thomas L. (202x). <u>Essentials of Strategic Management</u> . Pearson Prentice Hall.
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