

MGT6514: STRATEGIC MANAGEMENT AND BUSINESS POLICY

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Strategic Management and Business Policy

Subject Code

MGT - Management

Course Number

6514

Academic Unit

Management (MGT)

College/School

College of Business (CB)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

FB6502 Strategic Management

FB6811 Strategic Management

MGT5205 Strategic Management

Part II Course Details

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 will:

- 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)

CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Apply the key concepts, models and principles of strategic management to identify, describe, explain and address real-world business phenomena	x	x	
2	Analyze systematically, comprehensively and holistically an organization and its external environment	x	x	x
3	Evaluate the performance of an organization by identifying stakeholders and determining whether it has met/exceeded their needs or expectations	x	x	x
4	Design alternative strategies / policies and evaluate their suitability for different situations and contexts	x	x	x
5	Analyze, prepare, and present strategic management cases effectively while engaging as a member of a team	x	x	x
6	Explain 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	x	x	x

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 real-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.

Learning and Teaching Activities (LTAs)

	LTAs	Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures with Q & A	Students will actively engage with Lectures and participate in Q & A to acquire fundamental knowledge about strategic management and business policies	1, 2, 3, 4, 6	
2	Readings and exercises	Students will complete Readings and actively engage in exercises to further their learning	1, 2, 3, 4	
3	Analysis, preparation and presentation of real-world cases & issues	Students will analyze, prepare and present real-world cases & issues	5, 6	
4	Discussion of real-world cases & issues in class and online	Students will initiate and engage in discussions of real-world cases & issues in class and online	1, 6	

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks ("- " for nil entry)	Allow Use of GenAI?
1	Contribution to discussions and exercises in class and online and performance on quizzes (individual)	1, 2, 3, 4, 6	20	-	No
2	Analysis of cases & issues in written and verbal/visual formats (team)	1, 2, 3, 4, 5, 6	30	-	No

Continuous Assessment (%)

50

Examination (%)

50

Examination Duration (Hours)

2

Assessment Rubrics (AR)

Assessment Task

1. Contribution to discussions and exercises in class and online (individual)
 2. Quizzes to provide AoL
 3. Analysis of cases & issues in written and verbal/visual formats (team)
 4. Exam (individual)
- (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Understanding and application of strategic management and business policy.

Ability to formulate and communicate argument and views on strategic issues.

Excellent

(A+, A, A-) Superior understanding of the subject 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.

Good

(B+, B, B-) 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 convincing arguments by using supporting evidence and/or logic effectively.

Fair

(C+, C, C-) 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.

Marginal

(D) Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.

Failure

(F) Basic understanding of the subject matter is not demonstrated.
Inability to address even simple issues and problems by logically applying the subject matter.

Assessment Task

1. Contribution to discussions and exercises in class and online (individual)
 2. Quizzes to provide AoL during the semester
 3. Analysis of cases & issues in written and verbal/visual formats (team)
 4. Exam (individual)
- (for students admitted from Semester A 2022/23 to Summer Term 2024)

Excellent

(A+, A, A-) 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.

Good

(B+, B) 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.

Marginal

(B-, C+, C) Demonstrated ability to understand key strategic management ideas and address key strategic management issues and problems by applying relevant subject matter, evidence and logic.

Failure

(F) Inability to address even simple issues and problems by logically applying the subject matter.

Part III Other Information**Keyword Syllabus**

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).

Reading List**Compulsory Readings**

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

Additional Readings

Title	
1	The Hong Kong Chartered Governance Institute (HKCGI) online study materials of the Chartered Governance Qualifying Programme (CGQP) Module Strategic Management.