

FB5810P: STRATEGIC MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Strategic Management and Organizational Behaviour

Subject Code

FB - College of Business (FB)

Course Number

5810P

Academic Unit

College of Business (CB)

College/School

College of Business (CB)

Course Duration

Non-standard Duration

Other Course Duration

Intensive mode: 4 days

Credit Units

2

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

Chinese (Putonghua)

Medium of Assessment

Chinese

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

This course aims to:

- (1) help students systematically review the concepts, tools, and frameworks of strategic management to understand what determines an enterprise's performance;
- (2) help students generate access, and select strategy options for an enterprise under conditions of imperfect knowledge as well as recommend means of implementing the chosen strategy;
- (3) provide students with a critical introduction and evaluation of effective managerial practices and behaviours from a strategic leader's perspective ;
- (4) help students discover and acquire state-of-the-art knowledge and practical know-how in managing highly effective organizations;
- (5) help students develop skills and insights in applying such knowledge and know-how in their real-life situations to solve major management problems effectively and creatively.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Develop a firm grasp of the core strategic management concepts tools, and frameworks as well as management principles by considering changing environmental factors.	20	x	x	
2	Apply strategic management concepts, tools, and frameworks to define and analyse strategic problems and to formulate and implement business strategies.	30	x	x	x
3	Discover and understand the relationship between organizational forms and managerial practices and their outcomes in different contexts.	10	x	x	
4	Apply major management principles/various approaches for managing motivating and leading employees and teams effectively and creatively	20	x	x	x
5	Apply major management principles/various approaches effectively and creatively to solve organizational problems and implement organizational changes	20	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:	Provide students with guidance on their readings as well as help them discover and acquire state-of-the art knowledge in major strategic management/ organizational behavior concepts, models, theories, and practices Help students discover and develop analytical and critical capabilities related to solving strategic/organizational management problems in their work context The lectures will be supplemented by real-life cases to help students apply the knowledge learned to solving real-life strategic/ organizational management problems effectively and creatively.	1, 2, 3, 4, 5	
2	Group discussion and sharing:	Expose students to real-life strategic/ organizational management cases and best practices to help them discover and grasp major management concepts and practices	1, 2, 3, 4, 5	
3	Individual presentation and report	Help students to acquire good strategic/ organizational management practices and the ability to apply related knowledge to solve real-life problems effectively and creatively.	1, 2, 3, 4, 5	

Assessment Tasks / Activities (ATs)

ATs		CILO No.	Weighting (%)	Remarks ("- " for nil entry)	Allow Use of GenAI?
1	Class participation	1, 2, 3, 4, 5	10	-	Yes
2	Individual contribution	1, 2, 3, 4, 5	10	-	Yes
3	Individual presentation	1, 2, 3, 4, 5	20	-	Yes

4	Individual report	1, 2, 3, 4, 5	20	-	Yes
5	Group presentation	1, 2, 3, 4, 5	40	-	Yes

Continuous Assessment (%)

100

Assessment Rubrics (AR)**Assessment Task**

Class Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

70% attendance.

Excellent

(A+, A, A-) Provides interesting, complex, and creative arguments, cases, and conclusions to relevant topics in class, as in Good but stating a point of view in own voice and with originality, thoroughly grounded in the arguments and generating new issues. Excellent presentation skills.

Good

(B+, B, B-) Provides well-rounded arguments, cases, and conclusions to relevant topics in class, good grasp of theory/ conceptual framework and what questions need to be asked. Arguments balanced, creative, well-structured and convincing, leading to a well-reasoned conclusion. Effective presentation skills.

Fair

(C+, C, C-) Provides some arguments, cases, and conclusions to relevant topics in class, refers to related theory/ conceptual framework and the relevance to real-life situations. Draws on points from prevalent models or conceptual frameworks, but has difficulty in coming to a convincing conclusion. Satisfactory presentation skills.

Marginal

(D) Provides fragmented arguments, cases, and conclusions to relevant topics in class. Some points made but descriptive in nature, arguments unconvincing. Unsatisfactory presentation skills.

Failure

(F) Fail to participate in class

Assessment Task

Individual Contribution (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Individual contribution in the class.

Test students' understanding of major strategic management/organizational behavior concepts, models, and theories, and their relationship with major strategic/organizational management issues and solutions encountered in the real world.

Excellent

(A+, A, A-) Provides interesting, complex, and creative arguments, cases, and conclusions to relevant topics in class, as in Good but stating a point of view in own voice and with originality, thoroughly grounded in the arguments and generating new issues. Excellent presentation skills.

Good

(B+, B, B-) Provides well-rounded arguments, cases, and conclusions to relevant topics in class, good grasp of theory/ conceptual framework and what questions need to be asked. Arguments balanced, creative, well-structured and convincing, leading to a well-reasoned conclusion. Effective presentation skills.

Fair

(C+, C, C-) Provides some arguments, cases, and conclusions to relevant topics in class, refers to related theory/ conceptual framework and the relevance to real-life situations. Draws on points from prevalent models or conceptual frameworks, but has difficulty in coming to a convincing conclusion. Satisfactory presentation skills.

Marginal

(D) Provides fragmented arguments, cases, and conclusions to relevant topics in class. Some points made but descriptive in nature, arguments unconvincing. Unsatisfactory presentation skills.

Failure

(F) Fail to participate in class

Assessment Task

Individual Presentation and Report (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Test students' ability to demonstrate a sound knowledge of contemporary strategic/organizational management problems and solutions and how that knowledge can be applied to solve real-world management problems encountered in their work context effectively and creatively

Excellent

(A+, A, A-) As in Good but with a higher degree of originality and internalization to form a well-defined perspective on the issues. Strong evidence of reflection on own position based on a comprehensive understanding of theory/conceptual framework and the contemporary context. Generalizes principles, models or practices to generate new insights and questions. A soundly structured assignment with balanced and compelling conclusions thoroughly grounded in the arguments presented.

Good

(B+, B, B-) The arguments demonstrate a good appreciation of the issues, theory/ conceptual framework and the contemporary context with indications of reflection on own position. Some new insights and questions offered with clear evidence of learning from the assignment and of the ability to apply it. A well-structured, original assignment with conclusions properly grounded in the arguments and convincingly justified.

Fair

(C+, C, C-) The arguments are relevant, accurate but they fall short of a comprehensive understanding of the issues, theory/ conceptual framework and the contemporary context. Some evidence of learning from the assignment and of the ability to apply it. Fair justification of arguments and conclusions but little originality demonstrated. Assignment structure needs improvement.

Marginal

(D) The arguments are relevant and accurate but isolated, addressing the issues only in part and lacking both a strong grounding in theory/conceptual framework and understanding of the contemporary context. No originality, weak justification of conclusions and poorly structured.

Failure

(F) Little evidence of familiarity with the subject matter; Fail to submit the PPT

Assessment Task

Group Presentation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Test students' ability to understand major strategic management/organizational behavior concepts, models, and theories, and apply them to understand and address a range of strategic/organizational management issues effectively and creatively.

Excellent

(A+, A, A-) Interesting, complex, and creative account of key issues and its relevance to real-life situations, excellent grasp of related theory/conceptual framework and what questions need to be asked. As in Good but stating a point of view in own voice and with originality. Conclusion leads to a novel conclusion, thoroughly grounded in the arguments and generating new issues. Excellent presentation skills including outstanding eye-contact with audience, verbal delivery, visual aids and time management.

Good

(B+, B, B-) A well-rounded account of the key issues and its relevance to real-life situations, good grasp of theory/conceptual framework and what questions need to be asked. Most/all relevant points drawn from prevalent models or conceptual frameworks, arguments balanced, creative, well-structured and convincing, leading to a well-reasoned conclusion. Effective presentation skills including good eye contact with audience, verbal delivery, visual aids and time management.

Fair

(C+, C, C-) Describes the key issues, refers to related theory/conceptual framework and the relevance to real-life situations. Draws on points from prevalent models or conceptual frameworks, presents some arguments but has difficulty in finding a resolution and in coming to a convincing conclusion. Satisfactory presentation skills including reasonable eye-contact with audience, verbal delivery, visual aids and time management.

Marginal

(D) Presents enough to describe what the key issues are about. Some points made but descriptive in nature, arguments unconvincing. Conclusion is incomprehensive and lacking in balance. Unsatisfactory presentation skills including poor eye contact with audience, verbal delivery, visual aids and time management.

Failure

(F) Fail to participate in class for the assignments

Assessment Task

Class Participation (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

70% attendance.

Excellent

(A+, A, A-) Provides interesting, complex, and creative arguments, cases, and conclusions to relevant topics in class, as in Good but stating a point of view in own voice and with originality, thoroughly grounded in the arguments and generating new issues. Excellent presentation skills.

Good

(B+, B) Provides well-rounded arguments, cases, and conclusions to relevant topics in class, good grasp of theory/conceptual framework and what questions need to be asked. Arguments balanced, creative, well-structured and convincing, leading to a well-reasoned conclusion. Effective presentation skills.

Marginal

(B-, C+, C) Provides fragmented arguments, cases, and conclusions to relevant topics in class. Some points made but descriptive in nature, arguments unconvincing. Unsatisfactory presentation skills.

Failure

(F) Fail to participate in class

Assessment Task

Individual Contribution (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Individual contribution in the class.

Test students' understanding of major strategic management/organizational behavior concepts, models, and theories, and their relationship with major strategic/organizational management issues and solutions encountered in the real world.

Excellent

(A+, A, A-) Provides interesting, complex, and creative arguments, cases, and conclusions to relevant topics in class, as in Good but stating a point of view in own voice and with originality, thoroughly grounded in the arguments and generating new issues. Excellent presentation skills.

Good

(B+, B) Provides well-rounded arguments, cases, and conclusions to relevant topics in class, good grasp of theory/ conceptual framework and what questions need to be asked. Arguments balanced, creative, well-structured and convincing, leading to a well-reasoned conclusion. Effective presentation skills.

Marginal

(B-, C+, C) Provides fragmented arguments, cases, and conclusions to relevant topics in class. Some points made but descriptive in nature, arguments unconvincing. Unsatisfactory presentation skills.

Failure

(F) Fail to participate in class

Assessment Task

Individual Presentation and Report (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Test students' ability to demonstrate a sound knowledge of contemporary strategic/organizational management problems and solutions and how that knowledge can be applied to solve real-world management problems encountered in their work context effectively and creatively

Excellent

(A+, A, A-) As in Good but with a higher degree of originality and internalization to form a well-defined perspective on the issues. Strong evidence of reflection on own position based on a comprehensive understanding of theory/conceptual framework and the contemporary context. Generalizes principles, models or practices to generate new insights and questions. A soundly structured assignment with balanced and compelling conclusions thoroughly grounded in the arguments presented.

Good

(B+, B) The arguments demonstrate a good appreciation of the issues, theory/ conceptual framework and the contemporary context with indications of reflection on own position. Some new insights and questions offered with clear evidence of learning from the assignment and of the ability to apply it. A well-structured, original assignment with conclusions properly grounded in the arguments and convincingly justified.

Marginal

(B-, C+, C) The arguments are relevant and accurate but isolated, addressing the issues only in part and lacking both a strong grounding in theory/conceptual framework and understanding of the contemporary context. No originality, weak justification of conclusions and poorly structured.

Failure

(F) Little evidence of familiarity with the subject matter; Fail to submit the PPT

Assessment Task

Group Presentation (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Test students' ability to understand major strategic management/organizational behavior concepts, models, and theories, and apply them to understand and address a range of strategic/organizational management issues effectively and creatively.

Excellent

(A+, A, A-) Interesting, complex, and creative account of key issues and its relevance to real-life situations, excellent grasp of related theory/conceptual framework and what questions need to be asked. As in Good but stating a point of view in own voice and with originality. Conclusion leads to a novel conclusion, thoroughly grounded in the arguments and generating new issues. Excellent presentation skills including outstanding eye-contact with audience, verbal delivery, visual aids and time management.

Good

(B+, B) A well-rounded account of the key issues and its relevance to real-life situations, good grasp of theory/conceptual framework and what questions need to be asked. Most/all relevant points drawn from prevalent models or conceptual frameworks, arguments balanced, creative, well-structured and convincing, leading to a well-reasoned conclusion. Effective presentation skills including good eye contact with audience, verbal delivery, visual aids and time management.

Marginal

(B-, C+, C) Presents enough to describe what the key issues are about. Some points made but descriptive in nature, arguments unconvincing. Conclusion is incomprehensive and lacking in balance. Unsatisfactory presentation skills including poor eye contact with audience, verbal delivery, visual aids and time management.

Failure

(F) Fail to participate in class for the assignments

Part III Other Information

Keyword Syllabus

Fundamentals in Strategic Management
External and Internal Environment Analysis
Business-level Strategy
New Trends in Strategy
Corporate-level Strategy and External Growth Strategies
Global Strategy
Strategy Implementation
Perception and Personality
Motivation and Performance Management
Team Effectiveness
Manager and Leader
Organizational Change
Organizational Culture

Reading List**Compulsory Readings**

Title	
1	迈克尔·希特/ R.杜安·爱尔兰 / 罗伯特·霍斯基森 战略管理: 概念与案例 (第12版) 中国人民大学出版社
2	Stephen P.Robbins, Timothy A.Judge 组织行为学 (第14版) 中国人民大学出版社

Additional Readings

Title	
1	Reading Materials: More than 100 articles will be provided.