

FB6896P: STRATEGIES FOR BUILDING RESILIENT ENTERPRISES

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Strategies for Building Resilient Enterprises

Subject Code

FB - College of Business (FB)

Course Number

6896P

Academic Unit

College of Business (CB)

College/School

College of Business (CB)

Course Duration

Non-standard Duration

Other Course Duration

2 Days

Credit Units

1

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

Chinese

Medium of Assessment

Chinese

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

Resilience is especially important today because the business environment is becoming more dynamic and unpredictable. According to research by McKinsey & Company, resilient organizations don't just bounce back from misfortune or change; they bounce forward. They absorb the shocks and turn them into opportunities to capture sustainable, inclusive growth. When challenges emerge, leaders and teams in resilient organizations quickly assess the situation, reorient themselves, double down on what's working, and walk away from what's not. Cultivating such organizational resilience is difficult, however—especially these days, when business leaders, frontline workers, and business units are being buffeted by multiple disruptions at once. This course aims to introduce students to the strategies, capabilities, and experience necessary to build highly resilient enterprises.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Apply strategic mindset to build a highly resilient business		x		
2	Identify barriers to continued growth in an uncertain environment		x	x	
3	Apply the theoretical model of organizational resilience to analyse the resilience capacity of enterprise			x	x
4	Identify strategic pathways to build organizational resilience			x	x
5	Design a strategic map to improve organizational resilience			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	Students will be guided to identify the challenges that impact the continued growth of businesses in an uncertain environment. Provide a theoretical model to explain how to build highly resilient enterprise.	1, 2, 3, 4, 5	
2	Case Discussions	Students are required to apply the theoretical model of organizational resilience to analyse cases and report the results of the analysis.	1, 2, 3, 4, 5	
3	Group discussion and sharing	Students will have to select their company as a case. Students are required to identify strategic paths and methods to improve organizational resilience in the context of their own enterprises	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	20	-	Yes
2	Individual report	1, 2, 3, 4, 5	20	-	Yes
3	Group report	1, 2, 3, 4, 5	60	-	Yes

Continuous Assessment (%)

100

Assessment Rubrics (AR)**Assessment Task**

1. Class participation (20%) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Active class attendance and engagement in discussions.

Excellent

(A+, A, A-)

- 100% attendance.
- Actively participate in course discussions and provide valuable insights
- Excellent presentation skills.

Good

(B+, B, B-)

- 80% attendance.
- Actively participate in course discussions and provide perspectives
- Good presentation skills.

Fair

(C+, C, C-)

- 70% attendance.
- Participate in course discussions and provide perspectives

Marginal

(D)

- 50% attendance.
- Hardly participate in course discussions

Failure

(F) Fail to participate in class

Assessment Task

2. Individual report (20%) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Exhibits critical thinking and clarity in writing while demonstrating a thorough understanding of the course content.

Excellent

(A+, A, A-)

- Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.
- The structure of the report is very clear

Good

(B+, B, B-) Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.

Fair

(C+, C, C-) Individual reports can be combined with the theoretical framework of the course.

Marginal

(D) The content of the individual report has little to do with the theoretical framework of the course, the content is not novel, and the structure is not clear

Failure

(F) Fail to submit the report

Assessment Task

3. Group report (60%) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Demonstrates a deep understanding of the subject matter through collaborative analysis and clear presentation.

Excellent

(A+, A, A-)

- The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
- The content of the report is novel, unique and valuable
- The report is clearly structured

Good

(B+, B, B-)

- The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
- The content of the report is novel

Fair

(C+, C, C-) The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience

Marginal

(D) The report does not analyse specific business cases

Failure

(F) Fail to submit the report

Assessment Task

1. Class participation (20%) (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Active class attendance and engagement in discussions.

Excellent

(A+, A, A-)

- 100% attendance.
- Actively participate in course discussions and provide valuable insights
- Excellent presentation skills.

Good

(B+, B)

- 80% attendance.
- Actively participate in course discussions and provide perspectives
- Good presentation skills.

Marginal

(B-, C+, C)

- 50% attendance.
- Hardly participate in course discussions

Failure

(F) Fail to participate in class

Assessment Task

2. Individual report (20%) (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Exhibits critical thinking and clarity in writing while demonstrating a thorough understanding of the course content.

Excellent

(A+, A, A-)

- Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.
- The structure of the report is very clear

Good

(B+, B) Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.

Marginal

(B-, C+, C) The content of the individual report has little to do with the theoretical framework of the course, the content is not novel, and the structure is not clear

Failure

(F) Fail to submit the report

Assessment Task

3. Group report (60%) (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Demonstrates a deep understanding of the subject matter through collaborative analysis and clear presentation.

Excellent

(A+, A, A-)

- The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
- The content of the report is novel, unique and valuable
- The report is clearly structured

Good

(B+, B)

- The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
- The content of the report is novel

Marginal

(B-, C+, C) The report does not analyse specific business cases

Failure

(F) Fail to submit the report

Part III Other Information

Keyword Syllabus

- Organizational resilience
- Resilient business
- Building resilient enterprises

- Strategic change
- Growth strategy
- Environment of uncertainty

Reading List

Compulsory Readings

Title	
1	曹仰锋：组织韧性：如何穿越危机持续增长，中信出版社，2020年。

Additional Readings

Title	
1	Nil