

# FB8012I: THEORY AND PRACTICE OF STRATEGIC MANAGEMENT

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## Effective Term

Semester A 2025/26

## Part I Course Overview

### Course Title

Theory and Practice of Strategic Management

### Subject Code

FB - College of Business (FB)

### Course Number

8012I

### Academic Unit

College of Business (CB)

### College/School

College of Business (CB)

### Course Duration

One Semester

### Credit Units

3

### Level

D8 - Professional Doctorate

### 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 introduce and review the advanced strategic management theories and, with special emphasis on giving an overview of status quo and problems corporate strategic management under the situation of economic recovery and globalization in China. It will also address the strategic problems encountered by Chinese enterprises in the new emerging fields, for example, specialization or product diversification, new segmentation models, customer value creation models, internationalization and corporate social responsibility. This course will help students to gain a better understanding of the research in strategic management and to improve their abilities to anticipate, analyze and solve new problems in a local and global environment.

### Course Intended Learning Outcomes (CILOs)

| CILOs |                                                                                                                                                                                                                                                                                                              | Weighting (if DEC-A1 DEC-A2 DEC-A3 app.) |   |   |   |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|---|---|---|
| 1     | Understand the basic theory, research methods and research areas of strategic management.                                                                                                                                                                                                                    |                                          | x | x | x |
| 2     | Understand the new development of school of thoughts in strategic management.                                                                                                                                                                                                                                |                                          | x | x | x |
| 3     | Assess the competitive edge of renowned international enterprises and identify the status quo and contemporary issues of corporate strategic management in China.                                                                                                                                            |                                          | x | x | x |
| 4     | Analyze the key elements of corporate strategic management in the economic recovery situation of China: implications of dynamic competition, differentiation advantage, new business models, and brand strategy on enterprise performance.                                                                   |                                          | x | x | x |
| 5     | Identify the great challenges of corporate strategy in the global environment; relationships between international cooperation, strategic alliance, corporate social responsibility and brand internationalization; the development of corporate strategic management in China under the global environment. |                                          | 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    | LTA 1 | Classroom Instruction     | 1, 2, 3, 4, 5 |                            |
| 2    | LTA 2 | Case Study and Discussion | 1, 2, 3, 4, 5 |                            |

|   |       |                                                    |               |  |
|---|-------|----------------------------------------------------|---------------|--|
| 3 | LTA 3 | Reading and In-class Discussion of Research Papers | 1, 2, 3, 4, 5 |  |
|---|-------|----------------------------------------------------|---------------|--|

**Assessment Tasks / Activities (ATs)**

|   | ATs                                | CILO No.      | Weighting (%) | Remarks ("- " for nil entry)                                                                                                    | Allow Use of GenAI? |
|---|------------------------------------|---------------|---------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1 | Class attendance and participation | 1, 2, 3, 4, 5 | 30            | The use of generative AI tools is recommended. However, copyright compliance must be carefully considered to avoid legal risks. | Yes                 |
| 2 | Group research and analysis report | 1, 2, 3, 4, 5 | 30            | The use of generative AI tools is recommended. However, copyright compliance must be carefully considered to avoid legal risks. | Yes                 |
| 3 | Individual research plan           | 1, 2, 3, 4, 5 | 40            | The use of generative AI tools is recommended. However, copyright compliance must be carefully considered to avoid legal risks. | Yes                 |

**Continuous Assessment (%)**

100

**Assessment Rubrics (AR)****Assessment Task**

Class attendance and participation

**Criterion**

Class attendance and participation (30%): This course outline provides sufficient time for in-class discussion and analysis. Students' participation will provide a better understanding of the development trend and research problems of corporate strategic management, which will help students, achieve CILO.

**Excellent**

Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

**Fair**

Student who is profiting from the university experience; understanding of the subject; ability to develop solutions to simple problems in the material.

**Marginal**

Sufficient familiarity with the subject matter to enable the student to progress without repeating the course.

**Failure**

Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited, or irrelevant use of literature.

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**Assessment Task**

Group research and analysis report

**Criterion**

Group research and analysis report (30%): Each group of students will choose and read a research thesis on this subject (designated by the instructor). Each group will analyze this thesis together, discuss the research objective, research method and research contribution of this thesis, etc., share the research analysis report with other groups of students in class, and study the potential research opportunities and research methods in this respect.

**Excellent**

Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

**Fair**

Student who is profiting from the university experience; understanding of the subject; ability to develop solutions to simple problems in the material.

**Marginal**

Sufficient familiarity with the subject matter to enable the student to progress without repeating the course.

**Failure**

Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited, or irrelevant use of literature.

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**Assessment Task**

Individual research plan

**Criterion**

Individual research plan (40%): Students are required to choose the research directions or problems they are interested in combined with their enterprise industries and backgrounds, to design their individual research plans, including the research issues, contents, methods, routes, and expected research contributions. The instructor will read and appraise individual research plans in terms of significance of the research subject, innovation of research content, expected contribution, operability, etc.

**Excellent**

Strong evidence of original thinking; good organization, capacity to analyse and synthesize; superior grasp of subject matter; evidence of extensive knowledge base.

**Good**

Evidence of grasp of subject, some evidence of critical capacity and analytic ability; reasonable understanding of issues; evidence of familiarity with literature.

**Fair**

Student who is profiting from the university experience; understanding of the subject; ability to develop solutions to simple problems in the material.

**Marginal**

Sufficient familiarity with the subject matter to enable the student to progress without repeating the course.

**Failure**

Little evidence of familiarity with the subject matter; weakness in critical and analytic skills; limited, or irrelevant use of literature.

## Part III Other Information

**Keyword Syllabus**

Concept and Evolution of Strategic Management, Corporate Social Responsibility, Corporate Performance, Corporate Competition Strategy in China under the Global Environment.

**Reading List****Compulsory Readings**

| Title |                                                                                                                                      |
|-------|--------------------------------------------------------------------------------------------------------------------------------------|
| 1     | An up-to-date reading list containing book chapters and recent journal articles on each specific topic will be distributed in class. |

**Additional Readings**

| Title |                                                                                                                                      |
|-------|--------------------------------------------------------------------------------------------------------------------------------------|
| 1     | An up-to-date reading list containing book chapters and recent journal articles on each specific topic will be distributed in class. |