

FB6502: STRATEGIC MANAGEMENT

Effective Term

Semester B 2024/25

Part I Course Overview

Course Title

Strategic Management

Subject Code

FB - College of Business (FB)

Course Number

6502

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

FB6811 Strategic Management
MGT6514 Strategic Management and Business Policy
MGT5205 Strategic Management
MGT6502 Strategic Management

Part II Course Details

Abstract

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 and practical advice 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 making, strategy implementation, and organizational change in different organizational contexts.

After completing this course, students should:

- be able to understand and apply the key concepts, models, and principles of strategic management to identify, describe and explain real-world business phenomena;
- comprehend the multi-faceted roles of general managers in terms of both their responsibilities to assorted stakeholders and need to integrate and coordinate the activities of various business functions;
- 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	x
2	Analyze systematically and comprehensively an organization and its external environment			x	x
3	Evaluate the performance of an organization by identifying its stakeholders and determining the extent to which their expectations and/or needs are met/exceeded			x	x
4	Design alternative strategies / policies and evaluate their appropriateness for different situations and contexts		x	x	
5	Work as a member of a team to effectively analyze, prepare and present strategic management cases and issues		x	x	
6	Explain clearly, concisely and convincingly (both in writing and verbally) their ideas, insights, viewpoints, conclusions, and suggestions/ recommendations by combining appropriate concepts/models/principles from the course with relevant evidence or cases/ examples and making use of analysis, synthesis and/or interpretation.		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 engage in formal lectures to gain knowledge about the course topics.	1, 2, 3, 4, 6	3
2	Reading	Students will critically engage with books and articles related to course topics.	1, 2, 3, 4	3
3	Tutorials and presentation	Students will engage in group discussion and tutorial activities to extend their knowledge of the course topics, especially the part of analysis, preparation and causes.	2, 3, 4, 5, 6	5
4	Peer-discussion	Students will discuss with their peers how to improve their knowledge, and performance on assessment tasks, in order to deepen and broaden their knowledge and skills.	1, 6	4

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Contribution to discussions in class	1, 2, 3, 4, 6	20	
2	Case analysis	1, 2, 3, 4, 5, 6	20	
3	Group presentations	1, 2, 3, 4, 5, 6	40	
4	In-class quizzes and exercise	1, 2, 6	20	

Continuous Assessment (%)

100

Assessment Rubrics (AR)

Assessment Task

Contribution to class discussions and activities (individual) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Excellent

(A+, A, A-) Excellent understanding of key issues and problems; excellent application of subject matter (concepts, models and principles of strategic management) to issues and cases; able to analyze, synthesize and/or interpret as appropriate; strong evidence of original, innovative and/or integrative thinking; able to develop and communicate compelling arguments by using supporting evidence and/or logic very effectively.

Good

(B+, B, B-) Good understanding of key issues and problems; good application of subject matter to issues and cases; able to analyze, synthesize and/or interpret as appropriate; evidence of original, innovative and/or integrative thinking; able to develop and communicate convincing arguments by using relevant evidence and/or logic.

Fair

(C+, C, C-) Able to understand and address basic strategic management issues and cases by applying relevant subject matter, evidence and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.

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) Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence

Assessment Task

Case analysis and presentation (group) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

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Failure

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Assessment Task

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

Excellent

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Assessment Task

In-class quizzes and exercise (individual) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

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Assessment Task

Contribution to class discussions and activities (individual) (for students admitted from Semester A 2022/23 to Summer Term 2024)

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Part III Other Information

Keyword Syllabus

Introduction to Strategic Management, Strategy Making & Planning, Mission, Vision & Values; Stakeholders & Business Performance (including Strategy Maps); Business Success; Environmental Analysis; Organizational Analysis; Competitive (Business-level) Strategy; Corporate Strategy, Information Technology & Strategy, Culture and its Consequences; Implementing Strategy (Managing Organizational Change).

Reading List

Compulsory Readings

Title	
1	Text: To be prescribed by the professor. Typically found in University Library' s databases or purchased online form publishers.
2	Cases: To be prescribed by the professor. Typically purchased online from publishers.

Additional Readings

Title	
1	To be prescribed by the professor. Typically made available on Canvas and/or in a hard-copy course pack.