

# MGT6514: STRATEGIC MANAGEMENT AND BUSINESS POLICY

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## Effective Term

Semester B 2024/25

## 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)**

	<b>LTAs</b>	<b>Brief Description</b>	<b>CILO No.</b>	<b>Hours/week (if applicable)</b>
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)**

	<b>ATs</b>	<b>CILO No.</b>	<b>Weighting (%)</b>	<b>Remarks (e.g. Parameter for GenAI use)</b>
1	Contribution to discussions and exercises in class and online and performance on quizzes (individual)	1, 2, 3, 4, 6	20	
2	Analysis of cases & issues in written and verbal/ visual formats (team)	1, 2, 3, 4, 5, 6	30	

**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.

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### 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**

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

#### **Additional Readings**

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