

**City University of Hong Kong**

**Information on a Course  
offered by Department of Management  
with effect from Summer 2011**

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**Part I**

**Course Title:** Strategic Management

**Course Code:** FB 6811

**Course Duration:** 1 Semester

**Credit Units:** 3

**Level:** P6

**Medium of Instruction:** English

**Prerequisites:** Nil

**Precursors:** Nil

**Equivalent Courses:** Nil

**Exclusive Courses:** FB6502 Strategic Management  
MGT6514 Strategic Management and Business Policy  
MGT5205 Strategic Management

**Part II**

**1. Course Aims:**

*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 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 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 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.

## 2. Course Intended Learning Outcomes (CILOs)

*Upon successful completion of this course, students should be able to:*

No.	CILOs	Weighting (if applicable)
1.	Apply the key concepts, models and principles of strategic management to identify, describe, explain and address real-world business phenomena	
2.	Analyze systematically and comprehensively an organization and its external environment	
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	
4.	Design alternative strategies / policies and evaluate their appropriateness for different situations and contexts	
5.	Work as a member of a team to effectively analyze, prepare and present strategic management cases and issues	
6.	Communicate 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.	

### 3. Teaching and Learning Activities (TLAs)

*(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)*

**Total Hours (Group Size): Seminars 39 (30)**

CILOs	TLAs	Hours/week (if applicable)
1-4,6	Lectures with Q & A	3
1-4	Readings from textbook and selected articles	3
5,6,2,3,4	Analysis, preparation and presentation of cases and issues	5
6,1	Discussions of cases and issues in class and online	4

### 4. Assessment Tasks/Activities

*(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)*

**100% Coursework**

ILO	Type of assessment tasks/activities	Weighting (if applicable)	Remarks
1-4,6	Contribution to discussions and exercises in class and online (individual)	20%	
5,6,1-4	Analysis of cases & issues with team reports in written <u>and</u> verbal/visual formats	20%	
1	Quiz (individual)	20%	
2,6,1	Written report – strategic audit (individual)	40%	

### 5. Grading of Student Achievement:

Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

Courses are graded according to the following schedule:

Letter Grade	Grade Point	Grade Definitions	
A+ A A-	4.3 4.0 3.7	Excellent:	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.
B+ B B-	3.3 3.0 2.7	Good:	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.
C+ C C-	2.3 2.0 1.7	Adequate:	Able to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.
F	0.0	Failure:	Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence.

### **Part III**

Strategic Management is the “big picture” course which serves as the capstone for the EMBA program. It is designed to integrate concepts and knowledge from different functional areas of business, such as production/operations, marketing/sales, finance/accounting, human resources, and information systems. Instead of concentrating narrowly on a particular function or unit of the business, we “connect the dots” by considering the whole organization and the environment within which it operates in order to evaluate its performance, and analyse the causes of its success or failure. Business leaders today confront an increasingly uncertain and dynamic business environment. They must think strategically and creatively, possess strong analytical and interpretive capabilities, and be able to communicate their plans and perspectives clearly, convincingly and concisely by using tables, diagrams and graphics as well as text. This course aims to develop many of the capabilities and skills needed to be a successful business leader.

#### **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).

#### **Recommended Reading:**

##### *Text*

Hunger, J. David and Wheelen, Thomas L. (2007). Essentials of Strategic Management. 4/e, Pearson Prentice Hall.

##### *Supplementary Readings*

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

##### **Cases**

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