

**City University of Hong Kong  
Course Syllabus**

**offered by College of Business  
with effect from Semester A 2018/19  
(for students admitted in cohort 2016 Fall and thereafter)**

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**Part I Course Overview**

**Course Title:** Strategic Management

**Course Code:** FB6811P

**Course Duration:** Intensive mode: 4 days

**Credit Units:** 2

**Level:** P6

**Medium of Instruction:** Putonghua

**Medium of Assessment:** Chinese

**Prerequisites:**  
(Course Code and Title) Nil

**Precursors:**  
(Course Code and Title) Nil

**Equivalent Courses:**  
(Course Code and Title) Nil

**Exclusive Courses:**  
(Course Code and Title) Nil

## Part II Course Details

### 1. Abstract

This course aims to focus on how to strategically manage firms to achieve sustainable competitive advantages. Integrating theories and practices on corporate strategic management, this course teaches students the underlying logics of strategic decision-making, 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.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
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.		✓	✓	✓
		100%			

**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 self-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.*

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

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
TLA1	Lectures with Q & A	✓	✓	✓	✓		✓	
TLA2	Readings from textbook and selected articles	✓	✓	✓	✓			
TLA3	Analysis, preparation and presentation of cases and issues		✓	✓	✓	✓	✓	
TLA4	Discussions of cases and issues in class and online	✓					✓	

### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5	6		
<u>Continuous Assessment: 100%</u>								
Contribution to discussions and exercises in class and online (individual)	✓	✓	✓	✓	✓	✓	30%	
Case analysis writing (individual)	✓	✓	✓	✓			20%	
Term project presentation (team)					✓	✓	20%	
Written term project report (team)	✓	✓	✓	✓	✓	✓	30%	
Examination: ____% (duration: _____, if applicable)							100%	

## 5. Assessment Rubrics

*(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)*

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. Contribution to discussions and exercises in class and online (individual)		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 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.	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 .	Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.	Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence.
2. Case analysis writing (individual)						
3. Term project presentation (team)						
4. Written term project report (team)						

**Part III Other Information** (more details can be provided separately in the teaching plan)

**1. Keyword Syllabus**

*(An indication of the key topics of the course.)*

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).

**2. Reading List**

**2.1 Compulsory Readings**

*(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)*

1.	Michael A.Hitt, R.Duance Ireland, 战略管理:概念与案例 (第 10 版), 中国人民大学出版社
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**2.2 Additional Readings**

*(Additional references for students to learn to expand their knowledge about the subject.)*

1.	Peng. M. (2013). Global Strategy (3rd. Edition). South-Western Cengage Learning
2.	彭维刚 (2007) 全球企业战略 (双语教学版) 人民邮电出版社
3.	哈佛商业评论中文版