

offered by Department of Management with effect  
from Semester B, 2023/24

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**Part I Course Overview**

<b>Course Title:</b>	<b>Strategic Management</b>
<b>Course Code:</b>	<b>FB6502</b>
<b>Course Duration:</b>	<b>One Semester</b>
<b>Credit Units:</b>	<b>3</b>
<b>Level:</b>	<b>P6</b>
<b>Medium of Instruction:</b>	<b>English</b>
<b>Medium of Assessment:</b>	<b>English</b>
<b>Prerequisites:</b> (Course Code and Title)	<b>Nil</b>
<b>Precursors:</b> (Course Code and Title)	<b>Nil</b>
<b>Equivalent Courses:</b> (Course Code and Title)	<b>Nil</b>
<b>Exclusive Courses:</b> (Course Code and Title)	<b>FB6811 Strategic Management</b> <b>MGT6514 Strategic Management and Business Policy</b> <b>MGT5205 Strategic Management</b> <b>MGT6502 Strategic Management</b>

## **Part II Course Details**

### **1. 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.

## 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		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.	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.		X	X	
		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	
Lectures with Q & A		X	X	X	X		X	3
Readings from textbook		X	X	X	X			3
Analysis, preparation and presentation of cases and issues			X	X	X	X	X	5
Discussions of cases and issues in class and/or online		X					X	4

### 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		
Continuous Assessment: 100 %								
(Maris) Contribution to discussions and exercises in class and online (individual)  (Stan) Class Participation	X	X	X	X		X	20 %	
(Maris ) Case analysis reports and presentations (group)  (Stan) One case analysis and/or group project, 40% (presentation 20%, instructor's grading of the group project	X	X	X	X	X	X	40 %	
(Maris) Quizzes and/or reports (individual)  (Stan) Individual assignment	X	X				X	40 %	
Examination: 0 % (duration: , if applicable)							100	

## 5. Assessment Rubrics

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

Applicable to students admitted in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent (A+,	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
<p>1. (Maris) Contribution to discussions and exercises in class and online (individual)</p> <p>(Stan) Contribution to class discussions and activities (individual)</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>
<p>2. (Maris) Analysis of cases &amp; issues with team reports in written and verbal/visual formats</p> <p>(Stan) Case analysis and presentation (group)</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>

<p>3. (Maris) Quiz (individual)</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>
<p>4. (Maris) Individual written report – strategic audit (individual)  (Stan) Individual assignment</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>

Applicable to students admitted before Semester A 2022/23

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
<p>1. (Maris) Contribution to discussions and exercises in class and online (individual)</p> <p>(Stan) Contribution to class discussions and activities (individual)</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>

<p>2. (Maris) Analysis of cases &amp; issues with team reports in written and verbal/visual formats</p> <p>(Stan) Case analysis and presentation (group)</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>
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<p>3. (Maris) Quiz (individual)</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>
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<p>4. (Maris) Individual written report – strategic audit (individual)</p> <p>(Stan) Individual assignment</p>		<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.</p>	<p>Unable to address even the issues and problems that merely require the application of appropriate subject matter and relevant evidence</p>
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**Part III Other Information** (more details can be provided separately in the teaching plan)

Strategic Management is the “big picture” course which serves as the capstone for the MBA 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.

**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.	<p><i>Text</i></p> <p><i>(for Maris’s class)</i> - Hunger, J. David and Wheelen, Thomas L. (2014). <u>Essentials of Strategic Management</u>, 5/e, Pearson Prentice Hall.</p> <p><i>(for Stan’s class)</i> - Jones, Gareth R., Schilling, Melissa, &amp; Charles, W L Hill. (2019). Strategic Management: An Integrated Approach : Theory &amp; Cases. 13<sup>th</sup> ed. Cengage.</p>
2.	<p><i>Articles</i></p> <p><i>(for Stan’s class)</i> - To be prescribed by the professor. Typically found in University Library’s databases or purchased online from publishers.</p>

**2.2 Additional Readings**

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

1.	<p><i>(for Maris’s class)</i> - To be prescribed by the professor. Typically made available on Canvas and/or in a hard-copy course pack.</p>
2.	<p><i>Cases</i></p> <p><i>(for Maris’s class)</i> - To be prescribed by the professor. Typically made available on Blackboard and/or in a hard-copy course pack.</p> <p><i>(for Stan’s class)</i> - To be prescribed by the professor. Typically purchased online from publishers.</p>