

FB6811P: 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

6811P

Academic Unit

College of Business (CB)

College/School

College of Business (CB)

Course Duration

Non-standard Duration

Other Course Duration

Intensive mode: 4 days

Credit Units

2

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

Chinese (Putonghua)

Medium of Assessment

Chinese

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

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.

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	x
5	Work as a member of a team to effectively analyze prepare and present strategic management cases and issues		x	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	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	LTA1	Lectures with Q & A	1, 2, 3, 4, 6	
2	LTA2	Readings from textbook and selected articles	1, 2, 3, 4	
3	LTA3	Analysis, preparation and presentation of cases and issues	2, 3, 4, 5, 6	
4	LTA4	Discussions of cases and issues in class and online	1, 6	

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Contribution to discussions and exercises in class and online (individual)	1, 2, 3, 4, 5, 6	30	
2	Case analysis writing (individual)	1, 2, 3, 4	20	
3	Term project presentation (team)	5, 6	20	
4	Written term project report (team)	1, 2, 3, 4, 5, 6	30	

Continuous Assessment (%)

100

Assessment Rubrics (AR)**Assessment Task**

1. Contribution to discussions and exercises in class and online (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 by applying relevant subject matter, evidence and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.

Marginal

(D) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

Assessment Task

2. Case analysis writing (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 by applying relevant subject matter, evidence and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.

Marginal

(D) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

Assessment Task

3. Term project presentation (team) (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 by applying relevant subject matter, evidence and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.

Marginal

(D) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

Assessment Task

4. Written term project report (team) (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 by applying relevant subject matter, evidence and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.

Marginal

(D) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

Assessment Task

1. Contribution to discussions and exercises in class and online (individual) (for students admitted from Semester A 2022/23 to Summer Term 2024)

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) 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.

Marginal

(B-, C+, C) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

Assessment Task

2. Case analysis writing (individual) (for students admitted from Semester A 2022/23 to Summer Term 2024)

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) 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.

Marginal

(B-, C+, C) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

Assessment Task

3. Term project presentation (team) (for students admitted from Semester A 2022/23 to Summer Term 2024)

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) 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.

Marginal

(B-, C+, C) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

Assessment Task

4. Written term project report (team) (for students admitted from Semester A 2022/23 to Summer Term 2024)

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) 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.

Marginal

(B-, C+, C) Marginal ability to understand and address basic strategic management issues by applying relevant subject matter, evidence and logic.

Failure

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

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	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

Additional Readings

Title	
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