# FB6896P: STRATEGIES FOR BUILDING RESILIENT ENTERPRISES

**Effective Term**
Semester B 2024/25

## Part I Course Overview

**Course Title**
Strategies for Building Resilient Enterprises

**Subject Code**
FB - College of Business (FB)
**Course Number**
6896P

**Academic Unit**
College of Business (CB)

**College/School**
College of Business (CB)

**Course Duration**
Non-standard Duration

**Other Course Duration**
2 Days

**Credit Units**
1

**Level**
P5, P6 - Postgraduate Degree

**Medium of Instruction**
Chinese

**Medium of Assessment**
Chinese

**Prerequisites**
Nil

**Precursors**
Nil

**Equivalent Courses**
Nil

**Exclusive Courses**
Nil

# Part II Course Details

**Abstract**

Resilience is especially important today because the business environment is becoming more dynamic and unpredictable. According to research by McKinsey & Company, resilient organizations don't just bounce back from misfortune or change; they bounce forward. They absorb the shocks and turn them into opportunities to capture sustainable, inclusive growth. When challenges emerge, leaders and teams in resilient organizations quickly assess the situation, reorient themselves, double down on what's working, and walk away from what's not. Cultivating such organizational resilience is difficult, however—especially these days, when business leaders, frontline workers, and business units are being buffeted by multiple disruptions at once. This course aims to introduce students to the strategies, capabilities, and experience necessary to build highly resilient enterprises.

**Course Intended Learning Outcomes (CILOs)**

|  | CILOs | Weighting (if app.) | DEC-A1 | DEC-A2 | DEC-A3 |
|---|---|---|---|---|---|
| 1 | Apply strategic mindset to build a highly resilient business |  | x |  |  |
| 2 | Identify barriers to continued growth in an uncertain environment |  | x | x |  |
| 3 | Apply the theoretical model of organizational resilience to analyse the resilience capacity of enterprise |  |  | x | x |
| 4 | Identify strategic pathways to build organizational resilience |  |  | x | x |
| 5 | Design a strategic map to improve organizational resilience |  |  | 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 | Lectures | Students will be guided to identify the challenges that impact the continued growth of businesses in an uncertain environment.<br><br>Provide a theoretical model to explain how to build highly resilient enterprise. | 1, 2, 3, 4, 5 | |
| 2 | Case Discussions | Students are required to apply the theoretical model of organizational resilience to analyse cases and report the results of the analysis. | 1, 2, 3, 4, 5 | |
| 3 | Group discussion and sharing | Students will have to select their company as a case. Students are required to identify strategic paths and methods to improve organizational resilience in the context of their own enterprises | 1, 2, 3, 4, 5 | |

**Assessment Tasks / Activities (ATs)**

| | ATs | CILO No. | Weighting (%) | Remarks (e.g. Parameter for GenAI use) |
|---|---|---|---|---|
| 1 | Class participation | 1, 2, 3, 4, 5 | 20 | |
| 2 | Individual report | 1, 2, 3, 4, 5 | 20 | |
| 3 | Group report | 1, 2, 3, 4, 5 | 60 | |

**Continuous Assessment (%)**

100

**Assessment Rubrics (AR)**

**Assessment Task**

1. Class participation (20%) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Active class attendance and engagement in discussions.

**Excellent**

(A+, A, A-)
· 100% attendance.
· Actively participate in course discussions and provide valuable insights
· Excellent presentation skills.

**Good**

(B+, B, B-)
· 80% attendance.
· Actively participate in course discussions and provide perspectives
· Good presentation skills.

**Fair**

(C+, C, C-)
· 70% attendance.
· Participate in course discussions and provide perspectives

**Marginal**

(D)
· 50% attendance.
· Hardly participate in course discussions

**Failure**

(F) Fail to participate in class

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**Assessment Task**

2. Individual report (20%) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Exhibits critical thinking and clarity in writing while demonstrating a thorough understanding of the course content.

**Excellent**

(A+, A, A-)
· Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.
· The structure of the report is very clear

**Good**

(B+, B, B-) Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.

**Fair**

(C+, C, C-) Individual reports can be combined with the theoretical framework of the course.

**Marginal**

(D) The content of the individual report has little to do with the theoretical framework of the course, the content is not novel, and the structure is not clear

**Failure**

(F) Fail to submit the report

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**Assessment Task**

3. Group report (60%) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Demonstrates a deep understanding of the subject matter through collaborative analysis and clear presentation.

**Excellent**

(A+, A, A-)
· The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
· The content of the report is novel, unique and valuable
· The report is clearly structured


**Good**

(B+, B, B-)
· The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
· The content of the report is novel

**Fair**

(C+, C, C-) The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience

**Marginal**

(D) The report does not analyse specific business cases

**Failure**

(F) Fail to submit the report

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**Assessment Task**

1. Class participation (20%) (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Active class attendance and engagement in discussions.

**Excellent**

(A+, A, A-)
· 100% attendance.
· Actively participate in course discussions and provide valuable insights
· Excellent presentation skills.

**Good**

(B+, B)
· 80% attendance.
· Actively participate in course discussions and provide perspectives
· Good presentation skills.

**Marginal**

(B-, C+, C)
· 50% attendance.
· Hardly participate in course discussions

**Failure**

(F) Fail to participate in class

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**Assessment Task**

2. Individual report (20%) (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Exhibits critical thinking and clarity in writing while demonstrating a thorough understanding of the course content.

**Excellent**

(A+, A, A-)
· Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.
· The structure of the report is very clear

**Good**

(B+, B) Individual reports can be combined with the theoretical framework of the course and have unique and novel perspectives.

**Marginal**

(B-, C+, C) The content of the individual report has little to do with the theoretical framework of the course, the content is not novel, and the structure is not clear

**Failure**

(F) Fail to submit the report

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**Assessment Task**

3. Group report (60%) (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Criterion**

Demonstrates a deep understanding of the subject matter through collaborative analysis and clear presentation.

**Excellent**

(A+, A, A-)
· The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
· The content of the report is novel, unique and valuable
· The report is clearly structured

**Good**

(B+, B)
· The group report needs to use a case study approach to provide an in-depth analysis of how a company can improve organizational resilience
· The content of the report is novel

**Marginal**

(B-, C+, C) The report does not analyse specific business cases

**Failure**

(F) Fail to submit the report

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# Part III Other Information

**Keyword Syllabus**
· Organizational resilience
· Resilient business
· Building resilient enterprises

- Strategic change
- Growth strategy
- Environment of uncertainty

**Reading List**

**Compulsory Readings**

| | Title |
|---|---|
| 1 | 曹仰锋：组织韧性：如何穿越危机持续增长，中信出版社，2020年。 |

**Additional Readings**

| | Title |
|---|---|
| 1 | Nil |