

**City University of Hong Kong
Course Syllabus**

**offered by Department of Management
with effect from Semester A 2022/2023**

Part I Course Overview

Course Title: Strategic Management

Course Code: CB4303

Course Duration: One Semester

Credit Units: 3

Level: B4

Proposed Area:
(for GE courses only)

- Arts and Humanities
 Study of Societies, Social and Business Organizations
 Science and Technology

Medium of Instruction: English

Medium of Assessment: English

Prerequisites:
(Course Code and Title) CB2300 Management

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

(A 150-word description about the course)

This course is designed to be the capstone of the BBA core program. It builds on the concepts, knowledge and skills of management (CB2300) and the different business disciplines/functions. It aims to develop the ability of students to manage the strategic issues of an organization systematically and comprehensively.

This course adopts a “big picture” perspective to focus on business success. Drawing upon the language and mindset of business leaders, it provides both the conceptual tools and practical advice needed to: define, measure and achieve business success; analyze an organization and its environment; design and evaluate corporate and business strategies; understand the implications of environmental changes; and manage, or effectively participate in, strategy making/planning and implementation. The ultimate objective is to understand why and how an organization can achieve and sustain superior performance.

The course may include lectures, discussions, exercises, and cases. The lectures introduce concepts, principles, theories, models and/or frameworks. Discussions, exercises and/or cases aim to apply strategic management to the complex problems faced by real organizations.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course.)

No.	CILOs [#]	Weighting*	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1	Demonstrate understanding of the key concepts, principles, theories, models & frameworks of strategic management.		✓	✓	
2.	Be capable of completing and communicating a systematic and comprehensive strategic-level analysis of an organization and its environment.			✓	✓
3	Be able to develop and justify appropriate business strategies and corporate strategies.		✓	✓	✓
4	Incorporate knowledge and skills from different business disciplines to strategic analysis and strategy making.		✓	✓	✓
5.	Develop skills that are important to business success, including critical thinking, managing strategic issues, oral and written communication, and working as a team.		✓	✓	✓
		100%			

* If weighting is assigned to CILOs, they should add up to 100%.

Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning outcomes (PILOs) in Section A of Annex.

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	
Lectures or Presentations	Focus on introducing, describing and explaining the key concepts, principles, theories, models and framework of strategic management.	✓			✓	✓	
Discussions, exercises and/or Cases	Provide opportunities to apply the key concepts, principles, models and frameworks to real world organizations. Students are expected to analyze and evaluate organizational situations, and then recommend and justify solutions.		✓	✓	✓	✓	
Team project	Student teams will investigate the strategic issues of an organization. Presentations will be scheduled for each team to share their study.		✓		✓	✓	

4. Assessment Tasks/Activities (ATs)

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

Assessment Tasks/Activities	CILO No.					Weighting (approximate)*	Remarks
	1	2	3	4	5		
Continuous Assessment: 70%							
Individual contribution to meetings, discussions and exercises		✓	✓	✓	✓	20%	
Test(s) or Quiz(zes)	✓			✓	✓	20%	
Team project Student teams will produce a written report and present their analysis orally.		✓		✓	✓	30%	
Examination: 30% (duration: about 2 Hours)							
Written exam The final exam may include cases with	✓			✓	✓	30%	

questions, essay questions, short answer questions and/or multiple-choice questions.							
<i>* The weightings should add up to 100%.</i>						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. Individual Contribution	Meeting attendance; Quality and quantity of contributions to meetings, discussions and exercises.	The student always attends meetings and frequently makes a significant contribution by asking questions, sharing insights or making comments that are excellent.	The student attends almost all meetings on time and often contributes by asking questions, sharing insights or making comments that are good.	The student mostly attends on time and makes some contributions by asking questions, sharing insights or making comments.	The student attends meetings irregularly and rarely contributes to shared learning.	The student rarely or never attends class on time and has <u>not</u> made a significant contribution to this class.
2. Team project	Application of relevant concepts, principles, theories, models and frameworks. Quality of analysis, interpretation and development of conclusions and recommendations; Communication skills.	The deliverables effectively communicate the excellent application of strategic management knowledge and skills. Conclusions and recommendations clearly follow from and are strongly supported by evidence and reasoning.	The deliverables clearly demonstrate extensive strategic management knowledge and skills. Conclusions and recommendations follow from and are supported by good evidence and sound reasoning.	The deliverables show evidence that some strategic management knowledge and skills have been mastered. Conclusions and recommendations are supported by evidence and reasoning.	The deliverables show that a few strategic management skills have been mastered. Conclusions and recommendations are supported by some evidence and/or reasoning.	Failure to submit the required deliverables <u>or</u> deliverables at a level of quality that fails to meet the minimal standards of a capstone UG course.
3. Test(s) or Quiz(zes) and Written Exam	Demonstrating an understanding of key strategic management ideas and the ability to apply them to real world situations.	Evidence of excellent understanding and application of key strategic management concepts and skills.	Evidence of good understanding and application of key strategic management concepts and skills.	Evidence of fair understanding and application of strategic management knowledge and skills.	Evidence of familiarity with the subject matter that enables the student to proceed without repeating the course.	Lack of understanding or major misunderstanding of fundamental strategic management knowledge and skills.

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)

This course aims to cover the following topics:

- Key concepts of strategic management
- Stakeholders and business performance
- External environmental analysis
- Internal organizational analysis
- Business models
- Business-level strategy
- Corporate-level strategy
- International strategy
- Ethical, corporate social responsibility and sustainability issues for strategic management

2. Reading List

- **2.1 Compulsory Readings** To be specified by the professor / lecturer / instructor based on contemporary journal and newspaper articles as well as cases.
- Indicative Text (Hunger, J.D. & Wheelen, T.L. (202x). *Essentials of Strategic Management*, Pearson Prentice Hall).
- **2.2 Additional Readings--**