

## THE EDUCATION UNIVERSITY OF HONG KONG

### Course Outline

#### Part I

<b>Programme Title</b>	<b>: Bachelor of Arts (Honours) in Personal Finance and Bachelor of Education (Honours) (Business, Accounting and Financial Studies); all undergraduate programmes</b>
<b>Programme QF Level</b>	<b>: 5</b>
<b>Course Title</b>	<b>: Strategic Management</b>
<b>Course Code</b>	<b>: BUS4026</b>
<b>Department</b>	<b>: Social Sciences and Policy Studies</b>
<b>Credit Points</b>	<b>: 3</b>
<b>Contact Hours</b>	<b>: 39</b>
<b>Pre-requisite(s)</b>	<b>: Management and Human Resources Development</b>
<b>Medium of Instruction</b>	<b>: English</b>
<b>Course Level</b>	<b>: 4</b>

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#### Part II

The University's Graduate Attributes and seven Generic Intended Learning Outcomes (GILOs) represent the attributes of ideal EdUHK graduates and their expected qualities respectively. Learning outcomes work coherently at the University (GILOs), programme (Programme Intended Learning Outcomes) and course (Course Intended Learning Outcomes) levels to achieve the goal of nurturing students with important graduate attributes.

In gist, the Graduate Attributes for Sub-degree, Undergraduate, Taught Postgraduate, Professional Doctorate and Research Postgraduate students consist of the following three domains (i.e. in short "PEER & I"):

- Professional Excellence;
- Ethical Responsibility; &
- Innovation.

The descriptors under these three domains are different for the three groups of students in order to reflect the respective level of Graduate Attributes.

The seven GILOs are:

1. Problem Solving Skills
2. Critical Thinking Skills
3. Creative Thinking Skills
- 4a. Oral Communication Skills
- 4b. Written Communication Skills
5. Social Interaction Skills
6. Ethical Decision Making
7. Global Perspectives

## 1. Course Synopsis

This course provides opportunities for participants to explore the value and process of strategic management to direct long-term competition in a global context. Students are able to apply strategic management concepts and models for senior management to develop strategy at business level and corporate level. Integrated-approach is emphasized with respect to strategic decision making with special emphasis on managing innovation and leading organizational change. Strategic challenges for the 21<sup>st</sup> century are investigated for strategic policy making of multinational corporations.

## 2. Course Intended Learning Outcomes (CILOs)

*Upon completion of this course, students will be able to:*

- CILO<sub>1</sub> Describe the nature of strategic management and its importance to long-term competition in global context.
- CILO<sub>2</sub> Apply concepts and knowledge of strategic management to formulate business and corporate level strategies.
- CILO<sub>3</sub> Develop plans to managing innovation and leading organizational change.
- CILO<sub>4</sub> Critically evaluate the roles and the ethical responsibilities of business leaders in global setting.
- CILO<sub>5</sub> Demonstrate strategic mind-sets for the 21st Century in meeting and overcome challenges.

## 3. Content, CILOs and Teaching & Learning Activities

Course Content	CILOs	Suggested Teaching & Learning Activities
Introduction: The nature of strategic management and its importance for long-term competition: an overview on organisational mission, competitive environment, strategic direction, business policy, stakeholders and organisational value, and implications for social and ethical responsibility.	CILO <sub>1,4</sub>	Lectures, illustration, case studies, group discussion, guest talks, newspaper and magazine reading and company management reports.
Scanning the external environment: PESTLE analysis and Five forces model of Michael Porter	CILO <sub>1,2</sub>	Lectures, illustration, case studies, video display, debate, group discussion, newspaper and magazine reading and company management reports.
Scanning the internal environment: competencies and resources, value chain, intellectual capital and proprietary knowledge	CILO <sub>1,2</sub>	Lectures, illustration, case studies, group discussion, newspaper and magazine reading and company management reports.
Formulation of business strategy: SWOT analysis, mission and objectives review, Porter's competitive strategies	CILO <sub>1,2</sub>	Lectures, illustration, case studies, group discussion, newspaper and magazine reading

		and company management reports.
Formulation of corporate strategy: growth strategies and portfolio analysis	<i>CILO<sub>1,2</sub></i>	Lectures, illustration, case studies, group discussion, Hand on practice.
Managing innovation and leading organizational change: concepts and process of innovation, new product development	<i>CILO<sub>1,2,3</sub></i>	Lectures, illustration, case studies, informational interview, group discussion, Hand on practice.
Strategic challenges for 21 <sup>st</sup> Century: leadership, social responsibility and business ethics	<i>CILO<sub>1,2,3,4,5</sub></i>	Brainstorming, debates, discussion, lectures

#### 4. Assessment

Assessment Tasks	Weighting (%)	CILO
(a) Individual reflective essay on the roles and duties of CEO in strategic management of a multinational corporation. Suggestions for improvement of the competencies in strategic planning are expected. (1000 -1500 words)	50%	<i>CILO<sub>1,3,4,5</sub></i>
(b) An evaluation report on strategy developed and implemented by a multinational corporation. (Group Project) (2000- 2500words)	40%	<i>CILO<sub>1,2,4,5</sub></i>
(c) Participation in class activities (including case study discussions, presentations, and online activities)	10%	<i>CILO<sub>1,2,3,4,5</sub></i>

#### 5. Use of Generative AI in Course Assessments

Please select one option only that applies to this course:

☐ **Not Permitted:** In this course, the use of generative AI tools is not allowed for any assessment tasks.

☒ **Permitted:** In this course, generative AI tools may be used in some or all assessment tasks. Instructors will provide specific instructions, including any restrictions or additional requirements (e.g., proper acknowledgment, reflective reports), during the first lesson and in relevant assessment briefs.

#### 6. Required Text(s)

Hanson, D., Hitt, M., Ireland, R., & Hoskisson, R. (2017). *Strategic management: Competitiveness & globalisation* (6<sup>th</sup> Asia-Pacific ed.). South Melbourne: Victoria Cengage Learning.

#### 7. Recommended Readings

- Cros, F. (2018). *Innovation and society*. Hoboken, NJ: Wiley.
- Crosswhite, D. & Sharzynski, P. (2014). *The innovator's field guide: Market tested methods and frameworks to help you meet your innovation challenges*. San Francisco: Wiley.
- Hayes, J. (2018). *The theory and practice of change management* (5<sup>th</sup> ed.). Basingstoke, Hampshire: Palgrave Macmillan.
- Hill, C.W., Jones, G.R., & Schilling, M.A. (2017). *Strategic management: An integrated approach* (12<sup>th</sup> ed.). Boston, MA: Cengage Learning.
- Johnson, G., Whittington, R., Regner, P., Scholes, K. & Agnwin, D. (2017). *Exploring strategy: Text and cases* (11<sup>th</sup> ed.). Edinburgh Gate, Harlow: Pearson.
- Lynch, R. (2012). *Strategic management* (6<sup>th</sup> ed.). Edinburgh Gate, Harlow: Pearson.
- Rothaermel, F.T. (2019). *Strategic management* (4<sup>th</sup> ed.). New York: McGraw-Hill Education.
- Sola, D. & Couturier, J. (2014). *How to think strategically: Your roadmap to innovation and results*. Edinburgh Gate, Harlow: Pearson.
- Sorensen, H.E. (2012). *Business development: A market-oriented perspective*. Chester: John Wiley & Sons.
- Spender, J. C. (2014). *Business strategy: Managing uncertainty, opportunity and enterprise*. Oxford: Oxford University Press.
- Trott, P. (2016). *Innovation management and new product development*. (6<sup>th</sup> ed.). Edinburgh Gate, Harlow: Pearson.
- Wheelen, T.L. (2018). *Strategic management and business policy: globalization, innovation, and sustainability* (15<sup>th</sup> ed.). Harlow, England: Pearson.
- 邢柏 (2017) :《順豐王朝：物流王國的興起》，香港，藍天圖書。
- 劉忠明、呂源 (2007) :《競爭與策略》，香港，匯智出版有限公司。

## 8. Related Web Resources

International Management Journals	<a href="http://www.managementjournals.com">http://www.managementjournals.com</a>
The Academy of Management	<a href="http://www.aomonline.org">http://www.aomonline.org</a>
About Management	<a href="http://management.about.com/">http://management.about.com/</a>
Thinking Managers	<a href="http://www.thinkingmanagers.com">http://www.thinkingmanagers.com</a>
Management Stories	<a href="http://www.secretsofsuccess.com">http://www.secretsofsuccess.com</a>
Bplans.com	<a href="http://www.bplans.com/index.cfm">http://www.bplans.com/index.cfm</a>
Global Entrepreneurship Monitor	<a href="http://www.gemconsortium.org/">http://www.gemconsortium.org/</a>
創業管理數位網	<a href="http://www.cme.org.tw/">http://www.cme.org.tw/</a>

## 9. Related Journals

*Harvard Business Review*  
*Journal of International Business*  
*Journal of Management*  
*International Journal of Applied Strategic Management*  
*Strategic Entrepreneurship Journal*  
*Strategic Organization*

## 10. Academic Honesty

The University upholds the principles of honesty in all areas of academic work. We expect our students to carry out all academic activities honestly and in good faith. Please refer to the Policy on Academic Honesty, Responsibility and Integrity (<https://www.eduhk.hk/re/uploads/docs/000000000016336798924548BbN5>). Students should familiarize themselves with the Policy.

**11. Others**

Nil

July 2025