**Subject Code** | MM532  
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**Subject Title** | Management Policy and Strategy  
---|---
**Credit Value** | 3  
---|---
**Level** | 5  
---|---
**Normal Duration** | 1-semester  
---|---
**Pre-requisite / Co-requisite / Exclusion** | Completion of all other programme requirements  
---|---
**Role and Purposes** | This subject contributes to the achievement of the MBA Outcomes by enabling students to apply concepts from Economics, Organization Theory and Business Strategy, demonstrate critical and creative thinking, solving business problems through integration of concepts (MBA Outcome 1b). It also requires students to demonstrate the understanding of human behaviours and the ability to influence others in achieving common goals (MBA Outcome 3) by developing the students’ “strategic thinking” capabilities through the use of examples, case studies and knowledge building exercises.  
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**Subject Learning Outcomes** | Upon completion of the subject, students will be able to:  
  a. apply appropriate tools for the analysis of the strategic issues facing organizations, generating and selecting strategic options for an organization;  
  b. identify the ethical issues which arise in determining whose interests are served by the organization;  
  c. identify and evaluate the practical actions required in the implementation of strategic change;  
  d. work effectively with others in the completion of a significant project;  
  e. communicate effectively on strategic issues.  
---|---
**Subject Synopsis/Indicative Syllabus** | **Alternative Perspectives on Strategy**  
Strategy as Design, Experience and Ideas.  
**External Appraisal: The Business Environment**  
PESTEL, Porter’s 5-forces and the comparative analysis of the business environment. Alternative conceptualizations of the environment: ‘out there’ or ‘enacted by managers’.  
**Internal Appraisal: Strategic Capability**  
The Resource-based view. Assets, resources, competences and capabilities. The importance and sources of limitability.  
**Expectations, Purposes and Ethics: Who Should the Organization Serve?**  
Corporate governance. Shareholders, stakeholders and society at large. The Friedman argument versus corporate social responsibility.  
**Corporate Level and Business Level Strategy**  
The scope of the firm – transactions cost analysis and the value impact of Headquarters. Porter’s generic strategies.  
**Organizational Structures and Control Mechanisms: Corporate Culture & Leadership**  
Alternative organizational designs. Mintzberg’s typology. Direct control, planning and socialization.
Directions and Methods for Development
Ansoff Matrix. Consolidation, new product/market development, diversification. Internal growth versus acquisition and joint ventures.

Implementing Strategy
Enabling success and managing strategic change.

Teaching/Learning Methodology
The subject will be built around a Group Strategy Project, which students will develop in and outside the classroom. Lectures will introduce perspectives, concepts and techniques which students will be required to apply in the context of their projects.

Assessment Methods in Alignment with Intended Learning Outcomes

<table>
<thead>
<tr>
<th>Specific assessment methods/tasks</th>
<th>% weighting</th>
<th>Intended subject learning outcomes to be assessed (Please tick as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuous Assessment</strong>*</td>
<td>100%</td>
<td>a.  b.  c.  d.  e.</td>
</tr>
<tr>
<td>1. Class work exercises</td>
<td>20%</td>
<td>✓  ✓  ✓</td>
</tr>
<tr>
<td>2. Group presentation</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>3. Group project report</td>
<td>30%</td>
<td>✓  ✓  ✓  ✓  ✓</td>
</tr>
<tr>
<td>4. Individual strategy essay</td>
<td>30%</td>
<td>✓  ✓</td>
</tr>
<tr>
<td>5. Peer appraisal</td>
<td>10%</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer’s preference and discretion to be exercised according to students’ learning abilities.

To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment.

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

Class work, including the use of Knowledge-building Worksheets, will help students to apply concepts, and to think critically and creatively as will the Group Strategy Project and an Individual Strategy Case write-up. The understanding of human behaviours and the ability to influence others in achieving common goals are also reflected in these components.

Class work and the project are carried out in groups and the ability to work with others is assessed through a Confidential Peer Appraisal.

Student Study Effort Expected
Class contact:
Lectures and class work 39 Hrs.
Other student study effort:
Group and self-study work 78 Hrs.
Total student study effort 117 Hrs.

**Reading List and References**

**Suggested Textbook**

**Selected Suggested Reading**
Department of Management & Marketing, Faculty of Business, The Hong Kong Polytechnic University. July Issue: 11-12.


**Journals**

Academy of Management Review  
Administrative Science Quarterly  
Harvard Business Review  
Journal of Management  
Journal of Management Studies  
Strategic Management Journal