

Subject Code	MM533
Subject Title	Organisation Management and Strategy
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	None
Role and Purposes	This subject aims to equip students with sound knowledge and understanding of key principles and practices in management. It contributes to the achievement of MCG Programme Outcomes by enabling students to apply concepts from strategy and organisational development in strategic management process, and explain various corporate governance issues in organisations. It also requires students to identify ethical practices of strategic leaders (Outcome 1).
Subject Learning Outcomes	On successfully completing this subject, students will be able to: <ul style="list-style-type: none"> (a) apply strategy theories, models and language to contribute to boardroom decision making, which includes the issues of corporate governance, ethical and political consideration; (b) explain the principles of organisational development to contribute to corporate management; and (c) identify and evaluate leadership theories and best practices in the functional role and leadership of teams.
Subject Synopsis/ Indicative Syllabus	<p><u>Strategic Management Inputs</u> The nature of strategy. Industrial organisation model. Resource-based model. Vision and mission. Stakeholders. External environmental analysis. Strategic group analysis. Competitor analysis. Internal environmental analysis. Value chain analysis.</p> <p><u>Strategy Formulation</u> Corporate-level strategy. Diversification. Business-level strategy. Competitive strategy. Cooperative strategy. Strategic choice.</p> <p><u>Strategy Implementation</u> Relationship between strategy and structure. Strategic and financial control. Corporate governance. Corporate social responsibility. Ethical practices. Strategic leadership. Balanced scorecard.</p> <p><u>Organisational Development</u> The management of organisational change and development. The management and mobilization of organisational culture.</p>

	<p>Team Leadership Leadership theories. Emotional intelligence. Motivation. Team building.</p>																																										
<p>Teaching/Learning Methodology</p>	<p>Lectures cover the core principles and concepts of the subject syllabus. Seminars are for case studies, presentation and discussion. Students are expected to play an active role in seminars and are required to present real-life cases, share working experience and apply subject knowledge to the discussion.</p>																																										
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<table border="1" data-bbox="421 443 1417 1182"> <thead> <tr> <th data-bbox="421 443 842 698" rowspan="2">Specific assessment methods/tasks</th> <th data-bbox="842 443 1002 698" rowspan="2">% weighting</th> <th colspan="3" data-bbox="1002 443 1417 618">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th data-bbox="1002 618 1139 698">a.</th> <th data-bbox="1139 618 1283 698">b.</th> <th data-bbox="1283 618 1417 698">c.</th> </tr> </thead> <tbody> <tr> <td data-bbox="421 698 842 779">Continuous Assessment*</td> <td data-bbox="842 698 1002 779">50%</td> <td data-bbox="1002 698 1139 779"></td> <td data-bbox="1139 698 1283 779"></td> <td data-bbox="1283 698 1417 779"></td> </tr> <tr> <td data-bbox="421 779 842 860">1. Group presentation and report</td> <td data-bbox="842 779 1002 860">25%</td> <td data-bbox="1002 779 1139 860">✓</td> <td data-bbox="1139 779 1283 860">✓</td> <td data-bbox="1283 779 1417 860">✓</td> </tr> <tr> <td data-bbox="421 860 842 940">2. Individual essay</td> <td data-bbox="842 860 1002 940">15%</td> <td data-bbox="1002 860 1139 940"></td> <td data-bbox="1139 860 1283 940">✓</td> <td data-bbox="1283 860 1417 940">✓</td> </tr> <tr> <td data-bbox="421 940 842 1021">3. Attendance and participation</td> <td data-bbox="842 940 1002 1021">10%</td> <td data-bbox="1002 940 1139 1021">✓</td> <td data-bbox="1139 940 1283 1021">✓</td> <td data-bbox="1283 940 1417 1021">✓</td> </tr> <tr> <td data-bbox="421 1021 842 1102">Examination</td> <td data-bbox="842 1021 1002 1102">50%</td> <td data-bbox="1002 1021 1139 1102">✓</td> <td data-bbox="1139 1021 1283 1102">✓</td> <td data-bbox="1283 1021 1417 1102">✓</td> </tr> <tr> <td data-bbox="421 1102 842 1182">Total</td> <td data-bbox="842 1102 1002 1182">100 %</td> <td data-bbox="1002 1102 1139 1182"></td> <td data-bbox="1139 1102 1283 1182"></td> <td data-bbox="1283 1102 1417 1182"></td> </tr> </tbody> </table> <p data-bbox="421 1196 1490 1272">Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p data-bbox="421 1308 1490 1478">Group presentation and report – Students are required to prepare a strategic audit report on a Hong Kong listed company, and present their analyses and recommendations by applying concepts from strategic management, organisational development and leadership.</p> <p data-bbox="421 1550 1490 1675">Individual essay – Students are required to write an essay in respect of an organisational change that happened to them in their workplaces by addressing organisational development and leadership concepts and principles.</p> <p data-bbox="421 1738 1490 1863">Attendance and participation – Students are expected to actively participate in discussion in respect of their understandings of strategic management, organisational development and leadership.</p> <p data-bbox="421 1899 1490 2024">Final examination – A three-hour examination with five questions that assess students’ abilities to apply concepts/theories of strategic management, organisational development and leadership.</p> <p data-bbox="421 2051 1490 2092">Note: To pass this subject, students are required to obtain Grade D or above in BOTH</p>					Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			a.	b.	c.	Continuous Assessment*	50%				1. Group presentation and report	25%	✓	✓	✓	2. Individual essay	15%		✓	✓	3. Attendance and participation	10%	✓	✓	✓	Examination	50%	✓	✓	✓	Total	100 %			
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	<i>the Continuous Assessment and Examination components. In addition, the specific requirements on individual assessment components discussed above could be adjusted based on the pedagogical needs of subject lecturers.</i>	
Student Study Effort Expected	Class contact:	
	<ul style="list-style-type: none"> ▪ Lectures and seminars 	39 Hrs.
	Other student study effort:	
	<ul style="list-style-type: none"> ▪ Depending on their backgrounds, on average students are expected to spend around 2 more hours for each contact hour for reading subject materials/textbook, preparing tutorial participation and doing group projects and assignments. 	78 Hrs.
Reading List and References	<p data-bbox="416 831 746 864">Recommended Textbooks</p> <p data-bbox="416 880 1485 958">French, W. L., Bell, C. H. & Zawacki, R. A. (2005). Organisational Development and Transformation: Managing Effective Change (6th ed.). NY: McGraw-Hill.</p> <p data-bbox="416 1021 1485 1099">Ko, S. (Ed.) (2014). Organization Management and Strategy. Hong Kong: Pearson Education Asia Limited.</p> <p data-bbox="416 1167 1046 1200">Reading materials will be supplied in the course.</p> <p data-bbox="416 1279 560 1312">References</p> <p data-bbox="416 1328 1485 1406">Cummings, T. G. & Worley, C. G. (2015). Organisation Development and Change (10th ed.). OH: South-Western Cengage Learning.</p> <p data-bbox="416 1469 1485 1547">Dess, G. G., Lumpkin, G. T., Eisner, A. B. & McNamara, G. (2014). Strategic Management: Text and Cases (7th ed.). NY: McGraw-Hill.</p> <p data-bbox="416 1615 1485 1693">Hrebiniak, L. G. (2013). Making Strategy Work (2nd ed.). Upper Saddle River, NJ: Pearson.</p> <p data-bbox="416 1760 1485 1839">Hunger, J. D. & Wheelen, T. L. (2011). Essentials of Strategic Management (5th ed.). Upper Saddle River, NJ: Pearson.</p> <p data-bbox="416 1906 1485 1984">Mosley, D. C., Pietri, P. H. & Megginson, L. C. (2000). Management: Leadership in Action. NY: Harper Collins.</p> <p data-bbox="416 2051 1485 2085">Pearce, J. A. & Robinson, R. B. (2011). Strategic Management: Formulation,</p>	

Implementation and Control (12th ed.). NY: McGraw-Hill.

Stringer, R. (2002). Leadership and Organisation Climate: The Cloud Chamber Effect. Upper Saddle River, NJ: Pearson.

Thompson, A. A., Gamble, J. E. & Strickland, A. J. (2006). Strategy: Winning in the Marketplace: Core Concepts, Analytical Tools, Cases (2nd ed.). NY: McGraw-Hill.

Yukl, G. A. (2013). Leadership in Organisations (8th ed.). Upper Saddle River, NJ: Pearson.