

Subject Code	MM533
Subject Title	Organisation Management and Strategy
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	None
Objectives	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).
Intended 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><u>Team Leadership</u> Leadership theories. Emotional intelligence. Motivation. Team building.</p>				
Teaching/Learning Methodology	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.				
Assessment Methods in Alignment with Intended Learning Outcomes	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 %			
	Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:				
	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.				
Individual essay – Students are required to write an essay in respect of an organisational change that happened to them in their workplaces by					

	<p>addressing organisational development and leadership concepts and principles.</p> <p>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>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><i>Note: To pass this subject, students are required to obtain Grade D or above in BOTH 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 the subject lecturer.</i></p> <p><i>To reflect the significant ethic content in this subject, 10% of the overall weighting of this subject is based on individual assessment concerning ethic-related knowledge.</i></p>	
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.
	Total student study effort	117 Hrs.

<p>Reading List and References</p>	<p>Recommended Textbooks</p> <p>French, W. L., Bell, C. H. & Zawacki, R. A. (2005). Organisational Development and Transformation: Managing Effective Change (6th ed.). NY: McGraw-Hill.</p> <p>Ko, S. (Ed.) (2014). Organization Management and Strategy. Hong Kong: Pearson Education Asia Limited.</p> <p>Reading materials will be supplied in the course.</p> <p>References</p> <p>Cummings, T. G. & Worley, C. G. (2015). Organisation Development and Change (10th ed.). OH: South-Western Cengage Learning.</p> <p>Dess, G. G., Lumpkin, G. T., Eisner, A. B. & McNamara, G. (2014). Strategic Management: Text and Cases (7th ed.). NY: McGraw-Hill.</p> <p>Hrebiniak, L. G. (2013). Making Strategy Work (2nd ed.). Upper Saddle River, NJ: Pearson.</p> <p>Hunger, J. D. & Wheelen, T. L. (2011). Essentials of Strategic Management (5th ed.). Upper Saddle River, NJ: Pearson.</p> <p>Mosley, D. C., Pietri, P. H. & Megginson, L. C. (2000). Management: Leadership in Action. NY: Harper Collins.</p> <p>Pearce, J. A. & Robinson, R. B. (2011). Strategic Management: Formulation, Implementation and Control (12th ed.). NY: McGraw-Hill.</p> <p>Stringer, R. (2002). Leadership and Organisation Climate: The Cloud Chamber Effect. Upper Saddle River, NJ: Pearson.</p> <p>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.</p> <p>Yukl, G. A. (2013). Leadership in Organisations (8th ed.). Upper Saddle River, NJ: Pearson.</p>
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