

<b>Subject Code</b>	MM532
<b>Subject Title</b>	Management Policy and Strategy
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite / Co-requisite/ Exclusion</b>	Completion of all other programme requirements
<b>Role and Purposes</b>	This subject contributes to the achievement of the MBA Outcomes by enabling students to <u>apply concepts</u> (Outcome 1) from Economics, Organization Theory and Business Strategy, demonstrate <u>critical and creative thinking</u> (Outcome 2) <u>identify ethical issues</u> as they arise (Outcome 7) and <u>communicate effectively</u> (Outcome 3). It also requires students to <u>work effectively with and through others</u> (Outcome 4) and to recognize and respond to the need for <u>change management</u> (Outcome 5).
<b>Subject Learning Outcomes</b>	Upon completion of the subject, students will be able to: <ul style="list-style-type: none"> <li>a. apply appropriate tools for the analysis of the strategic issues facing organizations, generating and selecting strategic options for an organization;</li> <li>b. identify the ethical issues which arise in determining whose interests are served by the organization;</li> <li>c. identify and evaluate the practical actions required in the implementation of strategic change;</li> <li>d. work effectively with others in the completion of a significant project;</li> <li>e. communicate effectively on strategic issues.</li> </ul>
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b><u>Alternative Perspectives on Strategy</u></b> Strategy as Design, Experience and Ideas.</p> <p><b><u>External Appraisal: The Business Environment</u></b> PESTEL, Porter's 5-forces and the comparative analysis of the business environment. Alternative conceptualizations of the environment: 'out there' or 'enacted by managers'.</p> <p><b><u>Internal Appraisal: Strategic Capability</u></b> The Resource-based view. Assets, resources, competences and capabilities. The importance and sources of limitability.</p> <p><b><u>Expectations, Purposes and Ethics: Who Should the Organization Serve?</u></b> Corporate governance. Shareholders, stakeholders and society at large. The Friedman argument versus corporate social responsibility.</p> <p><b><u>Corporate Level and Business Level Strategy</u></b> The scope of the firm – transactions cost analysis and the value impact of Headquarters. Porter's generic strategies.</p> <p><b><u>Organizational Structures and Control Mechanisms: Corporate Culture &amp; Leadership</u></b> Alternative organizational designs. Mintzberg's typology. Direct control, planning and socialization.</p> <p><b><u>Directions and Methods for Development</u></b> Ansoff Matrix. Consolidation, new product/market development, diversification. Internal</p>

	<p>growth versus acquisition and joint ventures.</p> <p><b><u>Implementing Strategy</u></b> Enabling success and managing strategic change.</p>																																																																													
<b>Teaching/Learning Methodology</b>	<p>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.</p>																																																																													
<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>	<table border="1" data-bbox="427 521 1449 1205"> <thead> <tr> <th data-bbox="427 521 778 689" rowspan="2">Specific assessment methods/tasks</th> <th data-bbox="778 521 927 689" rowspan="2">% weighting</th> <th colspan="6" data-bbox="927 521 1449 622">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th data-bbox="927 622 1011 689">a.</th> <th data-bbox="1011 622 1096 689">b.</th> <th data-bbox="1096 622 1181 689">c.</th> <th data-bbox="1181 622 1265 689">d.</th> <th data-bbox="1265 622 1350 689">e.</th> <th data-bbox="1350 622 1449 689"></th> </tr> </thead> <tbody> <tr> <td data-bbox="427 689 778 757"><b>Continuous Assessment*</b></td> <td data-bbox="778 689 927 757"><b>100%</b></td> <td data-bbox="927 689 1011 757"></td> <td data-bbox="1011 689 1096 757"></td> <td data-bbox="1096 689 1181 757"></td> <td data-bbox="1181 689 1265 757"></td> <td data-bbox="1265 689 1350 757"></td> <td data-bbox="1350 689 1449 757"></td> </tr> <tr> <td data-bbox="427 757 778 824">1. Class work exercises</td> <td data-bbox="778 757 927 824">20%</td> <td data-bbox="927 757 1011 824">✓</td> <td data-bbox="1011 757 1096 824">✓</td> <td data-bbox="1096 757 1181 824">✓</td> <td data-bbox="1181 757 1265 824"></td> <td data-bbox="1265 757 1350 824"></td> <td data-bbox="1350 757 1449 824"></td> </tr> <tr> <td data-bbox="427 824 778 891">2. Group presentation</td> <td data-bbox="778 824 927 891">10%</td> <td data-bbox="927 824 1011 891"></td> <td data-bbox="1011 824 1096 891"></td> <td data-bbox="1096 824 1181 891"></td> <td data-bbox="1181 824 1265 891"></td> <td data-bbox="1265 824 1350 891">✓</td> <td data-bbox="1350 824 1449 891"></td> </tr> <tr> <td data-bbox="427 891 778 958">3. Group project report</td> <td data-bbox="778 891 927 958">30%</td> <td data-bbox="927 891 1011 958">✓</td> <td data-bbox="1011 891 1096 958">✓</td> <td data-bbox="1096 891 1181 958">✓</td> <td data-bbox="1181 891 1265 958">✓</td> <td data-bbox="1265 891 1350 958">✓</td> <td data-bbox="1350 891 1449 958"></td> </tr> <tr> <td data-bbox="427 958 778 1059">4. Individual strategy essay</td> <td data-bbox="778 958 927 1059">30%</td> <td data-bbox="927 958 1011 1059">✓</td> <td data-bbox="1011 958 1096 1059">✓</td> <td data-bbox="1096 958 1181 1059"></td> <td data-bbox="1181 958 1265 1059"></td> <td data-bbox="1265 958 1350 1059">✓</td> <td data-bbox="1350 958 1449 1059"></td> </tr> <tr> <td data-bbox="427 1059 778 1126">5. Peer appraisal</td> <td data-bbox="778 1059 927 1126">10%</td> <td data-bbox="927 1059 1011 1126"></td> <td data-bbox="1011 1059 1096 1126"></td> <td data-bbox="1096 1059 1181 1126"></td> <td data-bbox="1181 1059 1265 1126">✓</td> <td data-bbox="1265 1059 1350 1126"></td> <td data-bbox="1350 1059 1449 1126"></td> </tr> <tr> <td data-bbox="427 1126 778 1205">Total</td> <td data-bbox="778 1126 927 1205">100 %</td> <td data-bbox="927 1126 1011 1205"></td> <td data-bbox="1011 1126 1096 1205"></td> <td data-bbox="1096 1126 1181 1205"></td> <td data-bbox="1181 1126 1265 1205"></td> <td data-bbox="1265 1126 1350 1205"></td> <td data-bbox="1350 1126 1449 1205"></td> </tr> </tbody> </table> <p data-bbox="427 1216 1495 1283">*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</p> <p data-bbox="427 1317 1495 1384">To pass this subject, students are required to obtain Grade D or above in the Continuous Assessment.</p> <p data-bbox="427 1406 1495 1473"><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b></p> <p data-bbox="427 1496 1495 1697">Class work, including the use of Knowledge-building Worksheets, will help students to apply concepts (MBA Outcome 1), to think critically and creatively (MBA Outcome 2) and to <u>identify ethical issues</u> (MBA Outcome 7) as will the Group Strategy Project and an Individual Strategy Case write-up. Effective <u>communication</u> (Outcome 3) will be assessed against rubrics in the Group Presentation, while <u>change management</u> (Outcome 5) will be assessed in the Project Report.</p> <p data-bbox="427 1731 1495 1798">Class work and the project are carried out in groups and the ability to work with others (MBA Outcome 4) is assessed through a Confidential Peer Appraisal.</p>								Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a.	b.	c.	d.	e.		<b>Continuous Assessment*</b>	<b>100%</b>							1. Class work exercises	20%	✓	✓	✓				2. Group presentation	10%					✓		3. Group project report	30%	✓	✓	✓	✓	✓		4. Individual strategy essay	30%	✓	✓			✓		5. Peer appraisal	10%				✓			Total	100 %						
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<b>Student Study Effort Expected</b>	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.
<b>Reading List and References</b>	<ul style="list-style-type: none"> <li>• John A. Pearce II, Richard B. Robinson, <i>Strategic Management</i>, International Student Edition, McGraw-Hill. (2015)</li> <li>• Hitt, Ireland &amp; Hoskisson, (2015), <i>Strategic Management: Competitiveness &amp; Globalization</i>, 11<sup>th</sup> Edition, Cengage Learning, U.S.A</li> <li>• Johnson, G., Scholes, K. &amp; Whittington, R. <i>Exploring corporate strategy</i>. 8th Edition. London: Prentice Hall (2008)</li> </ul>	