

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	<p>This course introduces students to concepts and practice of the managerial functions in strategic management process. It aims to facilitate students' understanding of the major concepts of business strategy, various corporate governance issues and real-world applications of theories. The key areas of study include company structure, stakeholders and conflicts of interest, examination of current business cases and critical thinking for strategy formulation.</p> <p>This subject contributes to the achievement of MCG Programme Outcomes by enabling students to appreciate the importance of business ethics pertaining to various corporate governance issues (Outcome 1).</p>
Intended Learning Outcomes	<p>On successfully completing this subject, students will understand:</p> <ul style="list-style-type: none"> (a) the company structure, stakeholders and conflicts of interest (b) decision-making models and common cognitive pitfalls (c) critical thinking and creativity in the process of strategy forming (d) how to draw lessons from real-world business cases (e) the dynamics of the current business landscape
Subject Synopsis/ Indicative Syllabus	<p>Overview of organizational structure</p> <ul style="list-style-type: none"> - Stakeholders, investment goals and conflicts - The growth models of business - Risk taking behavior <p>Examination of business strategies</p> <ul style="list-style-type: none"> - Business objectives and targets - The environment and business models - The role of government policies in shaping business strategies <p>Problem solving techniques for managers</p> <ul style="list-style-type: none"> - How to analyze business problems - Problem solving tools

	<ul style="list-style-type: none"> - Creativity for problem solving <p>Managerial ethics and social responsibilities</p> <ul style="list-style-type: none"> - Social responsibilities of leaders - ESG (Environmental, Social and Governance) investments - Market ESG practice 																																																						
<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="421 678 1382 1563"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="5">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a.</th> <th>b.</th> <th>c.</th> <th>d.</th> <th>e.</th> </tr> </thead> <tbody> <tr> <td>Continuous Assessment*</td> <td>50%</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1. Group presentation and report</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>2. Individual essay</td> <td>20%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>3. Attendance and participation</td> <td>10%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Examination</td> <td>50%</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>Total</td> <td>100 %</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Examination components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>Group presentation and report – Students need to examine a key business issue (within the scope of our teaching) and share their findings in a group presentation as well as in a research paper. All team members must participate in both the presentation and paper</p>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					a.	b.	c.	d.	e.	Continuous Assessment*	50%						1. Group presentation and report	20%	✓	✓	✓	✓	✓	2. Individual essay	20%	✓	✓	✓	✓	✓	3. Attendance and participation	10%	✓	✓	✓	✓	✓	Examination	50%	✓	✓	✓	✓	✓	Total	100 %					
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	<p>writing.</p> <p>Individual essay – Students will be given a topic related to the learning outcomes and will write an individual paper consisting of approximately 1,500 words, including charts and diagrams as necessary.</p> <p>Attendance and participation – Students are expected to attend classes and actively participate in group discussion by contributing their insights and work experience.</p> <p>Final examination – Students are to sit for a three-hour examination. The format and scope of the examination will be explained in class.</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.
Reading List and References	<p>Recommended Textbooks</p> <p>Michael A. Hitt, R. Duane Ireland, et al., Strategic Management: Concepts and Cases: Competitiveness and Globalization, Cengage Learning, 2019</p> <p>Steven L McShane, & Mary Ann Von Glinow, Organizational Behavior: Emerging Knowledge, Global Reality, 9th Ed, International Student Edition (ISE), McGraw-Hill, 2020</p> <p>Robbins, S.P., Judge, T., Organization Behavior, 18th Ed., Prentice, Pearson 2018</p> <p>Peter G. Northouse, Leadership: Theory and Practice, 5th Edition, Thousand Oaks, CA: Sage Publications, 2015.</p> <p>References journals/articles</p> <p>Levy J. S. (1992). An Introduction to Prospect Theory. Political Psychology, Vol. 13, No. 2.</p> <p>Tversky, A., and Kahneman, D. (1981). The framing of decisions and the psychology of choice. Science, 211, 453-458.</p>	

Brett, J. M. (2007). *Negotiating globally* (2nd ed.). San Francisco, CA: Jossey-Bass.

Journals & articles

Selected articles from the following sources will be included as required readings:

Harvard Business Review

McKinsey

Academy of Management Review

Academy of Management Journal

Journal of Applied Psychology

Journal of Management

Journal of Organizational Behavior

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