

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Management  
with effect from Semester A in 2024 / 2025**

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**Part I Course Overview**

<b>Course Title:</b>	Directed Studies in Organization and Strategy
<b>Course Code:</b>	MGT8905
<b>Course Duration:</b>	One Semester
<b>Credit Units:</b>	3
<b>Level:</b>	R8
<b>Medium of Instruction:</b>	English
<b>Medium of Assessment:</b>	English
<b>Prerequisites:</b> <i>(Course Code and Title)</i>	Nil
<b>Precursors:</b> <i>(Course Code and Title)</i>	Nil
<b>Equivalent Courses:</b> <i>(Course Code and Title)</i>	Nil
<b>Exclusive Courses:</b> <i>(Course Code and Title)</i>	Nil

## Part II Course Details

### 1. Abstract

- 1) provide students with the philosophies, concepts, theories and methods that are relevant to the fields of organizational theory and strategic management; and
- 2) develop students' ability to apply these philosophies, concepts, theories and methods to research in organizational theory and strategic management.

### 2. Course Intended Learning Outcomes (CILOs)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes		
			A1	A2	A3
1.	Apply the philosophy of social science as it pertains to organizational theory and strategic management	25%		✓	✓
2.	Explain and analyze the theoretical and empirical issues that are central to the fields of organizational theory and strategic management	25%		✓	✓
3.	Apply the aforementioned theories and methods to identify, assess and address specific research questions in the fields of organizational theory and strategic management; and	25%		✓	✓
4.	Explain and analyze and evaluate the issues that arise from the international and cross-cultural application of organizational theory and strategic management.	25%		✓	✓
		100%			

### 3. Learning and Teaching Activities (LTAs)

LTA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
<b>Seminar and Conceptual paper writing</b>		X	X	X	X			
<b>Tutorial &amp; Class Participation (Peer review of papers)</b>		X	X	X	X			

### 4. Assessment Tasks/Activities (ATs)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5	6		
Continuous Assessment: <u>100%</u>								
<b>Conceptual Assignment</b>	X	X	X	X			50%	
<b>Class Participation (Peer review of papers)</b>	X	X	X	X			50%	
Examination: <u>0%</u> (duration: _____, if applicable)								
							100%	

## 5. Assessment Rubrics

Applicable to students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1. PARTICIPATION [PEER REVIEW]	Preparation	Student is almost always prepared for class with assignments and required class materials.	Student is frequently prepared for class with assignments and required class materials.	Student is occasionally prepared for class with assignments and required class materials.	Student is almost never prepared for class with assignments and required class materials.	Student is rarely prepared for class with assignments and required class materials.
	Engagement	Student almost always contributes meaningfully in class by offering ideas and/or asking questions in almost each class.	Student frequently contributes suitably in class by offering ideas and/or asking meaningful questions.	Student occasionally makes contribution by offering seemingly useful/suitable ideas and/or asking meaningful questions.	Student almost never contributes to class by offering ideas and/or asking questions.	Student rarely contributes to class by offering ideas and/or asking questions.
2. CONCEPTUAL ASSIGNMENT		Interesting and suitably complex analysis demonstrating original contribution, going well beyond standard resources/ references / concepts. Critically reviewed and integrated articles in the field. Developed new ideas and approaches that advance some portion of the theory/research in strategic management	As in C, but also shows new and original insights. Most/all relevant points drawn from conceptual frameworks, uses appropriate structure to convince. Develop a sophisticated understanding of major theories, issues and contributions to the field.	More relevant points drawn from prevalent models or conceptual frameworks, evidence of grasp of issues but has some difficulty in finding resolution or engaging in critical analysis.	Presents enough to describe what the issues are about. Uses a few mainstream references and applies correct concepts.	Presents insufficient depth to describe what the issues are.

Applicable to students admitted from Semester A 2022/23 to Summer Term 2024

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
1. PARTICIPATION [PEER REVIEW]	Preparation	Student is almost always prepared for class with assignments and required class materials.	Student is frequently prepared for class with assignments and required class materials.	Student is occasionally prepared for class with assignments and required class materials.	Student is rarely prepared for class with assignments and required class materials.
	Engagement	Student almost always contributes meaningfully in class by offering ideas and/or asking questions in almost each class.	Student frequently contributes suitably in class by offering ideas and/or asking meaningful questions.	Student occasionally makes contribution by offering seemingly useful/suitable ideas and/or asking meaningful questions.	Student rarely contributes to class by offering ideas and/or asking questions.
2. CONCEPTUAL ASSIGNMENT		Interesting and suitably complex analysis demonstrating original contribution, going well beyond standard resources/ references / concepts. Critically reviewed and integrated articles in the field. Developed new ideas and approaches that advance some portion of the theory/research in strategic management	As in C, but also shows new and original insights. Most/all relevant points drawn from conceptual frameworks, uses appropriate structure to convince. Develop a sophisticated understanding of major theories, issues and contributions to the field.	More relevant points drawn from prevalent models or conceptual frameworks, evidence of grasp of issues but has some difficulty in finding resolution or engaging in critical analysis.	Presents insufficient depth to describe what the issues are.

## Part III Other Information

### 1. Keyword Syllabus

Philosophy of organizational science; Social and economic perspectives on organization; Organization theory; Strategic management; International and cross-cultural issues; Strategic analysis.

### 2. Reading List

#### 2.1 Compulsory Readings

1.	Articles from the scholarly literature will be identified as readings for each topic in the syllabus. Major sources are expected to be <i>Administrative Science Quarterly</i> , <i>Academy of Management Journal</i> , <i>Academy of Management Review</i> , <i>Journal of Management Studies</i> , <i>Journal of Management</i> , <i>Organization Science</i> , <i>Organization Studies</i> , <i>Long Range Planning</i> , and <i>Strategic Management Journal</i> .
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#### 2.2 Additional Readings

1.	<b><i>Philosophy of Social Science, Theory Building, Methodology</i></b>
2.	Burrell, G. and Morgan, G. (1979). <i>Sociological paradigms and organizational analysis: Elements of the sociology of corporate life</i> , London: Heinemann.
3.	Dubin, R. (1978). <i>Theory building, revised edition</i> , New York: Free Press.
4.	Hakim, C. (1987). <i>Research design: Strategies and choices in the design of social research</i> , London: allen Unwin.
5.	Hollis, M. (1994). <i>The philosophy of social science: An introduction</i> , Cambridge University Press.
6.	Kerlinger, F. N. (1986). <i>Foundations of Behavioral Research</i> (3rd ed), Fort Worth: Holt, Rinehart and Winston, Inc.
7.	Morgan, G. (ed). (1983). <i>Beyond Method</i> . London: Sage.
8.	Pedhazur, E. J. (1991). <i>Measurement, design and analysis: An integrated approach</i> , Hillsdale, NJ: Erlbaum Associates.
9.	Root, M. (1993). <i>Philosophy of social science: the methods, ideals and politics</i> , Oxford: Blackwell.
10.	Sayer, A. (1984). <i>Method in Social Science: A Realist Approach</i> , London: Hutchinson.
11.	<b><i>Perspectives on organizations and organization Theory</i></b>
12.	Baum, J. A. C. & Singh, J. V. (eds). (1994). <i>Evolutionary dynamics of organizations</i> . New York: Oxford University Press.
13.	Clegg, S., Hardy, C. & Nord, W. (1996). <i>Handbook of organization studies</i> , London: Sage.
14.	Cyert, R. M. & March, J. G. (1992). <i>A behavioral theory of the firm (2<sup>nd</sup> ed.)</i> , Cambridge, MA: Blackwell

15.	Del Monte, A. (ed.) (1992). <i>Recent developments in the theory of industrial organization</i> . Ann Arbor: The University of Michigan Press.
16.	Gresov, C. & Drazin, R. (1997). Equifinality: Functional equivalence in organization design, <i>Academy of Management Review</i> , 22/2: 403-428.
17.	Hay D. A. & Morris, D. J. (1991). <i>Industrial economics and organization: theory and evidence</i> . Oxford: Oxford University Press.
18.	Ketchen, D. J. Jr., Thomas, J. B. & Snow, C. C. (1993). 'Organizational configurations and performance: a comparison of theoretical approaches', <i>Academy of Management Journal</i> , 36/6: 1278-1313.
19.	March, J. G. (1996). Continuity and change in theories of organizational action, <i>Administrative Science Quarterly</i> , 41: 278-287.
20.	Morgan, G. (1997) <i>Images of organization (2<sup>nd</sup> ed.)</i> , Thousand Oaks, CA: Sage.
21.	Pugh, D. (ed) (1984) <i>Organization Theory: Selected readings, 2<sup>nd</sup> Ed.</i> Middlesex: Penquin.
22.	Scott, W. R. (1987). <i>Organizations: Rational, natural, and open systems, 2<sup>nd</sup> Ed.</i> Englewood Cliffs: Prentice-Hall.
23.	Thompson, G., Frances, J. Levacic, R. & Mitchell, J. (eds). (1991). <i>Markets, Hierarchies and Networks: The Coordination of Social Life</i> , London: Sage.
24.	<b><i>Strategy and Strategic Management</i></b>
25.	Barnett, W. & Burgelman, R. A. (1996). Evolutionary perspectives on strategy, <i>Strategic Management Journal</i> , 17: 5-19.
26.	Baum, J. A. C. & Dutton, J. E. (eds.) (1996). <i>Advances in strategic management: The embeddedness of strategy</i> . Greenwich CT: JAI Press.
27.	Conner, K. R. (1991). A historical comparison of resource-based theory and five schools of thought within industrial organization economics: do we have a new theory of the firm? <i>Journal of Management</i> , 17/1: 121-154.
28.	D'Aveni, R. <i>Hypercompetition</i> , New York: Free Press.
29.	Doty, D. H., Glick, W. H. & Huber, G. P. (1993). Fit, equifinality, and organizational effectiveness: a test of two configurational theories, <i>Academy of Management Journal</i> , 36/6: 1196-1250.
30.	Henderson, R. & Mitchell, W. (1997). The interactions of organizational and competitive influence on strategy and performance, <i>Strategic Management Journal</i> , 18 (Summer special issue): 5-14.
31.	Hubbard, R., Vetter, D. E. & Little, E. (1998). Replication in strategic management: Scientific testing for validity, generalizability, and usefulness, <i>Strategic Management Journal</i> , 19: 243-254.
32.	Huff, A. S. (ed). (1990). <i>Mapping strategic thought</i> , New York: John Wiley & Sons.
33.	King, W.R. and Cleland, D.I. (1986). <i>Strategic planning and management handbook</i> , Van Nordstrand Reinhold.

34.	Mauri, A. J. & Michaels, M. P. (1988). Firm and industry effects within strategic management: An empirical examination, <i>Strategic Management Journal</i> , 19: 211-219.
35.	Mintzberg, H. (1993). <i>The rise and fall of strategic planning</i> , New York: Free Press.
36.	Mitroff, I. I. & Mason, R. O. (1982). Business policy and metaphysics: Some philosophical considerations, <i>Academy of Management Review</i> , 7/3: 361-371.
37.	Porter, M. E. (1991). 'Towards a dynamic theory of strategy', <i>Strategic Management Journal</i> , 12: 95-117.
38.	Rumelt, R. P., Schendel, D. & Teece, D. J. (1994). <i>Fundamental issues in strategy: A research agenda</i> , Boston, MA: Harvard Business School Press.
39.	Summer, C. E., Bettis, R. A., Duhaime, I. H., Grant, J. H., Hambrick, D. C., Snow, C. C. and Zeithaml, C. P. (1990). Doctoral education in the field of business policy and strategy, <i>Journal of Management</i> , 16/2: 361-398. [and list of readings suggested therein]
40.	<b><i>International and Cross-cultural Issues</i></b>
41.	Chandler, A. D. Jr. (1990). <i>Scale and Scope: The Dynamics of Industrial Capitalism</i> , Cambridge: Harvard University Press.
42.	Murtha, T. P., Lenway, S. A. & Bagozzi, R. P. (1998). Global mind-sets and cognitive shift in a complex multinational corporation, <i>Strategic Management Journal</i> , 19: 97-114.
43.	Porter, M. E. (1990). <i>The Competitive Advantage of Nations</i> , New York: Free Press.
44.	Sorge, A. (1991). Strategic fit and the societal effect: Interpreting cross-national comparisons of technology, organization and human resources, <i>Organization Studies</i> , 12/2: 161-190
45.	Whitley, R. (1992). <i>Business Systems in East Asia</i> . London: Sage.
46.	Whitley, R. & Kristensen, P. H. (ed.) (1996). <i>The changing European Firm: limits to convergence</i> . London: Routledge.