

**City University of Hong Kong
Course Syllabus**

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

Part I Course Overview

Course Title:	Advanced Topics in Organization and Strategy
Course Code:	MGT8906
Course Duration:	One Semester
Credit Units:	3
Level:	R8
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: <i>(Course Code and Title)</i>	Nil
Precursors: <i>(Course Code and Title)</i>	Nil
Equivalent Courses: <i>(Course Code and Title)</i>	Nil
Exclusive Courses: <i>(Course Code and Title)</i>	Nil

Part II Course Details

1. Abstract

This course aims to:

- 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%			

A1: *Attitude*

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: *Ability*

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: *Accomplishments*

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Learning and Teaching Activities (LTAs)

LTA	Brief Description	CILO No.				Hours/week (if applicable)
		1	2	3	4	
Seminar and Conceptual paper writing		X	X	X	X	
Tutorial & Class Participation		X	X	X	X	

4. Assessment Tasks/Activities (ATs)

Assessment Tasks/Activities	CILO No.				Weighting	Remarks
	1	2	3	4		
Continuous Assessment: <u>100%</u>						
Conceptual Assignment	X	X	X	X	50%	
In-class discussion	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. IN-CLASS DISCUSSION	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. IN-CLASS DISCUSSION	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.	<i>Philosophy of Social Science, Theory Building, Methodology</i>
2.	Burrell, G. and Morgan, G. (1979). <i>Sociological paradigms and organizational analysis: Elements of the sociology of corporate life</i> , London: Heinemann.
3.	Corley, Kevin G., and Dennis A. Gioia. 2011. "Building Theory about Theory Building: What Constitutes a Theoretical Contribution?" <i>Academy Of Management Review</i> 36:12-32.
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.	<i>Perspectives on organizations and organization Theory</i>
12.	Scott, W. Richard and Gerald Davis. 2007. <i>Organizations: Rational, Natural, and Open Systems</i> . Upper Saddle River, N.J.: Prentice Hall. Pp.1-34.
13.	Davis, G.F. & Marquis, C. 2005. Prospects for organization theory in the early

	twenty--first century: Institutional fields and mechanisms. <i>Organization Science</i> , 16: 332--343.
14.	Cyert, R. M. & March, J. G. (1992). <i>A behavioral theory of the firm (2nd 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 (2nd ed.)</i> , Thousand Oaks, CA: Sage.
21.	Pugh, D. (ed) (1984) <i>Organization Theory: Selected readings, 2nd Ed.</i> Middlesex: Penquin.
22.	Scott, W. R. (1987). <i>Organizations: Rational, natural, and open systems, 2nd 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.	<i>Strategy and Strategic Management</i>
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.	Nag, R., Hambrick, D.C., and Chen, M.J. (2007), What is strategic management, really? Inductive derivation of a consensus definition of the field. <i>Strategic Management Journal</i> , 28(9): 935-956.
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.	<i>International and Cross-cultural Issues</i>
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.	Peng, Mike W. (2003), "Institutional Transitions and Strategic Choices," <i>Academy of Management Review</i> , 28 (2), 275-96.
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.