

# City University of Hong Kong

## Information on a Course offered by Department of Management with effect from Semester A in 2009 / 2010

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### Part I

**Course Title:** Directed Studies in Organization and Strategy

**Course Code:** MGT8905

**Course Duration:** 1 Semester

**Credit Units:** 3

**Level:** R8

**Medium of Instruction:** English

**Prerequisites:** *(Course Code and Title)* Nil

**Precursors:** *(Course Code and Title)* Nil

**Equivalent Courses:** *(Course Code and Title)* Nil

**Exclusive Courses:** *(Course Code and Title)* Nil

### Part II

#### 1. Course Aims

*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)

*Upon successful completion of this course, students should be able to:*

No.	CILOs	Weighting (if applicable)
1.	apply the philosophy of social science as it pertains to organizational theory and strategic management	25%
2.	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.	analyze and evaluate the issues that arise from the international and cross-cultural application of organizational theory and strategic management.	25%

## 3. Teaching and Learning Activities (TLAs)

*(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)*

**Total Hour (Group Size) : Seminars 39**

CILO No.	TLA 1: Seminar and Conceptual paper writing	TLA 2: Tutorial & Class Participation (Peer review of papers)	Remarks 1. Minor focus on the ILO 2. Major focus on the ILO
CILO 1	2	1	
CILO 2	2	2	
CILO 3	2	2	
CILO 4	2	1	

## 4. Assessment Tasks/Activities

*(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)*

**100% Coursework**

CILO No.	Type of Assessment Tasks/Activities	Weighting (if applicable)
CILO 1	TLA 1 & TLA 2	25%
CILO 2	TLA 1 & TLA 2	25%
CILO 3	TLA 1 & TLA 2	25%
CILO 4	TLA 1 & TLA 2	25%

## 5. Grading of Student Achievement:

### ASSESSING AND GRADING PARTICIPATION [PEER REVIEW]

Criteria	A. Preparation	B. Engagement
Marginal D 1.0	Student is almost never prepared for class with assignments and required class materials.	Student almost never contributes to class by offering ideas and/or asking questions.
Adequate C- 1.7 C 2.0	Student is occasionally prepared for class with assignments and required class materials.	Student occasionally makes contribution by offering seemingly useful/suitable ideas and/or asking meaningful questions.

C+ 2.3		
Good B- 2.7 B 3.0 B+ 3.3	Student is frequently prepared for class with assignments and required class materials.	Student frequently contributes suitably in class by offering ideas and/or asking meaningful questions.
Excellent A- 3.7 A 4.0 A+ 4.3	Student is almost always prepared for class with assignments and required class materials.	Student almost always contributes meaningfully in class by offering ideas and/or asking questions in almost each class.

#### ASSESSING CONCEPTUAL ASSIGNMENT

Marginal D 1.0	Presents enough to describe what the issues are about. Uses a few mainstream references and applies correct concepts.
Adequate C- 1.7 C 2.0 C+ 2.3	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.
Good B- 2.7 B 3.0 B+ 3.3	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.
Excellent A- 3.7 A 4.0 A+ 4.3	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

### Part III

#### Keyword Syllabus

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

#### Recommended Reading Text(s)/Articles/Book Chapters

Articles from the scholarly literature will be identified as readings for each topic in the syllabus. Major sources are expected to be *Administrative Science Quarterly*,

*Academy of Management Journal, Academy of Management Review, Journal of Management Studies, Journal of Management, Organization Science, Organization Studies, Long Range Planning, and Strategic Management Journal.*

Other indicative readings by topics are as follows:

***Philosophy of Social Science, Theory Building, Methodology***

Burrell, G. and Morgan, G. (1979). *Sociological paradigms and organizational analysis: Elements of the sociology of corporate life*, London: Heinemann.

Dubin, R. (1978). *Theory building, revised edition*, New York: Free Press.

Hakim, C. (1987). *Research design: Strategies and choices in the design of social research*, London: allen Unwin.

Hollis, M. (1994). *The philosophy of social science: An introduction*, Cambridge University Press.

Kerlinger, F. N. (1986). *Foundations of Behavioral Research* (3rd ed), Fort Worth: Holt, Rinehart and Winston, Inc.

Morgan, G. (ed). (1983). *Beyond Method*. London: Sage.

Pedhazur, E. J. (1991). *Measurement, design and analysis: An integrated approach*, Hillsdale, NJ: Erlbaum Associates.

Root, M. (1993). *Philosophy of social science: the methods, ideals and politics*, Oxford: Blackwell.

Sayer, A. (1984). *Method in Social Science: A Realist Approach*, London: Hutchinson.

***Perspectives on organizations and organization Theory***

Baum, J. A. C. & Singh, J. V. (eds). (1994). *Evolutionary dynamics of organizations*. New York: Oxford University Press.

- Clegg, S., Hardy, C. & Nord, W. (1996). *Handbook of organization studies*, London: Sage.
- Cyert, R. M. & March, J. G. (1992). *A behavioral theory of the firm (2<sup>nd</sup> ed.)*, Cambridge, MA: Blackwell.
- Del Monte, A. (ed.) (1992). *Recent developments in the theory of industrial organization*. Ann Arbor: The University of Michigan Press.
- Gresov, C. & Drazin, R. (1997). Equifinality: Functional equivalence in organization design, *Academy of Management Review*, 22/2: 403-428.
- Hay D. A. & Morris, D. J. (1991). *Industrial economics and organization: theory and evidence*. Oxford: Oxford University Press.
- Ketchen, D. J. Jr., Thomas, J. B. & Snow, C. C. (1993). 'Organizational configurations and performance: a comparison of theoretical approaches', *Academy of Management Journal*, 36/6: 1278-1313.
- March, J. G. (1996). Continuity and change in theories of organizational action, *Administrative Science Quarterly*, 41: 278-287.
- Morgan, G. (1997) *Images of organization (2<sup>nd</sup> ed.)*, Thousand Oaks, CA: Sage.
- Pugh, D. (ed) (1984) *Organization Theory: Selected readings, 2<sup>nd</sup> Ed.* Middlesex: Penquin.
- Scott, W. R. (1987). *Organizations: Rational, natural, and open systems, 2<sup>nd</sup> Ed.* Englewood Cliffs: Prentice-Hall.
- Thompson, G., Frances, J. Levacic, R. & Mitchell, J. (eds). (1991). *Markets, Hierarchies and Networks: The Coordination of Social Life*, London: Sage.

### ***Strategy and Strategic Management***

- Barnett, W. & Burgelman, R. A. (1996). Evolutionary perspectives on strategy,

*Strategic Management Journal*, 17: 5-19.

Baum, J. A. C. & Dutton, J. E. (eds.) (1996). *Advances in strategic management: The embeddedness of strategy*. Greenwich CT: JAI Press.

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? *Journal of Management*, 17/1: 121-154.

D'Aveni, R. *Hypercompetition*, New York: Free Press.

Doty, D. H., Glick, W. H. & Huber, G. P. (1993). Fit, equifinality, and organizational effectiveness: a test of two configurational theories, *Academy of Management Journal*, 36/6: 1196-1250.

Henderson, R. & Mitchell, W. (1997). The interactions of organizational and competitive influence on strategy and performance, *Strategic Management Journal*, 18 (Summer special issue): 5-14.

Hubbard, R., Vetter, D. E. & Little, E. (1998). Replication in strategic management: Scientific testing for validity, generalizability, and usefulness, *Strategic Management Journal*, 19: 243-254.

Huff, A. S. (ed). (1990). *Mapping strategic thought*, New York: John Wiley & Sons.

King, W.R. and Cleland, D.I. (1986). *Strategic planning and management handbook*, Van Nostrand Reinhold.

Mauri, A. J. & Michaels, M. P. (1988). Firm and industry effects within strategic management: An empirical examination, *Strategic Management Journal*, 19: 211-219.

Mintzberg, H. (1993). *The rise and fall of strategic planning*, New York: Free Press.

Mitroff, I. I. & Mason, R. O. (1982). Business policy and metaphysics: Some philosophical considerations, *Academy of Management Review*, 7/3: 361-371.

Porter, M. E. (1991). 'Towards a dynamic theory of strategy', *Strategic Management Journal*, 12: 95-117.

Rumelt, R. P., Schendel, D. & Teece, D. J. (1994). *Fundamental issues in strategy: A research agenda*, Boston, MA: Harvard Business School Press.

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, *Journal of Management*, 16/2: 361-398. [and list of readings suggested therein]

### ***International and Cross-cultural Issues***

Chandler, A. D. Jr. (1990). *Scale and Scope: The Dynamics of Industrial Capitalism*, Cambridge: Harvard University Press.

Murtha, T. P., Lenway, S. A. & Bagozzi, R. P. (1998). Global mind-sets and cognitive shift in a complex multinational corporation, *Strategic Management Journal*, 19: 97-114.

Porter, M. E. (1990). *The Competitive Advantage of Nations*, New York: Free Press.

Sorge, A. (1991). Strategic fit and the societal effect: Interpreting cross-national comparisons of technology, organization and human resources, *Organization Studies*, 12/2: 161-190

Whitley, R. (1992). *Business Systems in East Asia*. London: Sage.

Whitley, R. & Kristensen, P. H. (ed.) (1996). *The changing European Firm: limits to convergence*. London: Routledge.

### **Online Resources**