

<b>Subject Code</b>	MM6311
<b>Subject Title</b>	Strategic Management and Organizational Behaviour
<b>Credit Value</b>	3
<b>Level</b>	6
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	None
<b>Objectives</b>	<p>This subject contributes to the achievement of the programme outcome by broadening, updating, and deepening students' understanding of fundamental business domain knowledge, cultivating a forward-thinking mindset that artificial intelligence as a transformative force (Outcome 2).</p> <p>It also provides industry practitioners with an in-depth knowledge of firm-level decision-making and individual-level organizational behaviour.</p>
<b>Intended Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>Grasp the primary theories and fundamental conceptions employed by scholars in strategic and organizational management.</li> <li>Demonstrate an ability to critique research methodologies and findings in the strategy management and organisational behaviour literature.</li> <li>Integrate theories of strategy management and organizational behaviour with practical issues.</li> <li>Identify and analyse a research problem related to strategic and organizational management.</li> <li>Understand the impact of emerging technologies (e.g., AI) on strategy management and organizational behaviour.</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<ol style="list-style-type: none"> <li>Introduction to strategy management and organizational behaviour</li> <li>Theories and conceptions in strategy management and organisational behaviour literature.</li> <li>Strategy-making and firm performance</li> <li>Leadership and employee management</li> <li>Analyze strategic and organizational issues from various perspectives.</li> <li>emerging topics: Artificial intelligence (AI), Environmental, social, and governance (ESG)</li> </ol>
<b>Teaching/Learning Methodology</b>	<p>This subject will be taught by seminars. Readings from the academic literature form the basis of class seminars in which theories, methodologies and findings on selected topics will be thoroughly discussed. During each seminar, several articles will be evaluated. For each article, all students will be required to prepare a short-written summary (around 1-2 pages). One student will give a presentation of the reading and other students will provide a critique of it.</p> <p>A wide range of research topics are selected and participants will try to deal with the following general questions in relation to the specific topic(s) under discussion:</p> <ul style="list-style-type: none"> <li>• What do the research studies tell us about this issue?</li> </ul>



<b>Student Study Effort Expected</b>	Class contact:	
	▪ Lectures and seminars	30 Hrs.
	Other student study effort:	
	▪ Preparation for lectures and seminars	30 Hrs.
	▪ Preparation for assignment / presentation	60 Hrs.
	Total student study effort	120 Hrs.
<b>Reading List and References</b>	<p>Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, N. L. &amp; Jennings, K. R. 1988. Employee participation: Diverse forms and different outcomes. <i>Academy of Management Review</i>, 13: 8-22.</p> <p>Meindl, J. &amp; Erlich, S. 1987. The romance of leadership and the evaluation of organizational performance. <i>Academy of Management Journal</i>, 30: 91-109.</p> <p>Farh, J. L., Earley, P. C. &amp; Lin, S. C. 1997. Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. <i>Administrative Science Quarterly</i>, 42: 421-444.</p> <p>Sutton, R. &amp; Staw, B. (1995). What theory is not. <i>Administrative Science Quarterly</i>. 40: 371-384.</p> <p>Brief, A.P., &amp; Dukerich, J.M. (1991). Theory in organizational behavior: Can it be useful? <i>Research in Organizational Behavior</i>, 13: 327-352.</p> <p>Mowday, R.T. and Sutton, R.I. (1993). Organizational behavior: Linking individuals and groups to organizational contexts. <i>Annual Review of Psychology</i>, 44: 195-229.</p> <p>Shaw, J.D., Zhu, J., Duffy, M.K., Scott, K.D., Shih, H., &amp; Susanto, E. (2011). A contingency model of conflict and team effectiveness. <i>Journal of Applied Psychology</i>, 96: 391-400.</p> <p>Hackman, J.R. &amp; Wageman, R. (2005). When and how team leaders matter. <i>Research in Organizational Behavior</i>, 26: 37-74.</p> <p>LePine, J. A., Erez, A., &amp; Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. <i>Journal of Applied Psychology</i>, 87: 52-65.</p> <p>Penner, L. Dovidio, J., Pillavin, J., &amp; Schroeder, D. (2004). Prosocial behavior: Multilevel perspectives. <i>Annual Review of Psychology</i>, 56: 365-392.</p> <p>Liu, D., Mitchell, T. R., Lee, T. W., Holtom, B. C., &amp; Hinkin, T. R. (2012). When employees are out of step with coworkers: How job satisfaction trajectory and dispersion influence individual- and unit-level voluntary turnover. <i>Academy of Management Journal</i>, 55: 1360-1380.</p> <p>Shaw, J.D., Dineen, B.R., Fang, R., &amp; Vellella, R.V. (2009). Employee-organization exchange relationships, HRM practices, and quit rates of</p>	

	<p>good and poor performers. <i>Academy of Management Journal</i>, 52: 1016-1033.</p> <p>Hoskisson, R. E., Wan, W. P., Yiu, D., &amp; Hitt, M. A. 1999. Theory and research in strategic management: Swings of a pendulum. <i>Journal of Management</i>, 25(3), 417-456.</p> <p>O'Sullivan, D., Zolotoy, L., &amp; Fan, Q. 2021. CEO early-life disaster experience and corporate social performance. <i>Strategic Management Journal</i>, 42(11), 2137-2161.</p> <p>Knippen, J. M., Shen, W., &amp; Zhu, Q. 2019. Limited progress? The effect of external pressure for board gender diversity on the increase of female directors. <i>Strategic Management Journal</i>, 40(7), 1123-1150.</p> <p>Zhu, Q., Hu, S., &amp; Shen, W. 2020. Why do some insider CEOs make more strategic changes than others? the impact of prior board experience on new CEO insiderness. <i>Strategic Management Journal</i>, 41(10): 1933-1951.</p> <p>Wang, D., Zhu, Q., Avolio, B. J., Shen, W., &amp; Waldman, D. 2023. Do employees' views matter in corporate governance? The relationship between employee approval and CEO dismissal. <i>Strategic Management Journal</i>, 44(5): 1328-1354.</p> <p>Makadok, R., Burton, R., &amp; Barney, J. 2018. A practical guide for making theory contributions in strategic management. <i>Strategic Management Journal</i>, 39: 1530-1545.</p> <p>Hambrick, D. C., &amp; Mason, P. 1984. Upper echelons: The organization as a reflection of its top managers. <i>Academy of Management Review</i>, 9: 193-206.</p> <p>Flammer, C., &amp; Luo, J. 2017. Corporate social responsibility as an employee governance tool: Evidence from a quasi-experiment. <i>Strategic Management Journal</i>, 38: 163-183.</p>
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