

The Hong Kong Polytechnic University

Subject Description Form

Please read the notes at the end of the table carefully before completing the form.

Subject Code	MM633
Subject Title	Research in Strategic Management
Credit Value	3
Level	6
Pre-requisite/ Co-requisite/ Exclusion	None
Objectives	This subject provides a survey of strategic management theory and research at an advanced level. It provides a sound basis for further in-depth study of strategic management.
Intended Learning Outcomes <i>(Note 1)</i>	Upon completion of the subject, students will be able to: a. understand the key elements that make up the strategic management process, and how firms formulate, implement and evaluate strategies at corporate and business level; b. understand the main theories and research approaches used by strategic management researchers.
Subject Synopsis/ Indicative Syllabus <i>(Note 2)</i>	<ul style="list-style-type: none"> • The nature and importance of the environment within which business and its management operate. • Analyze organizational issues from a strategic perspective. • Evaluate different methods/tools to analyze a firm's strategy making. • Mission, purpose and strategy making modes. • The behavioral, political, ethical, and social responsibility considerations in strategy analysis and choice. • Analysis and utilization of resources; core competence and capabilities; assess firms' resources to generate sustained competitive advantage. • Consolidation of strategies at the corporate level; quantum change and incrementalism. • The ability of firms in initiating, continuing or expanding international operations.
Teaching/Learning Methodology <i>(Note 3)</i>	This is a research-oriented subject designed to provide students with an opportunity to evaluate strategic management theory and research. Emphasis will be placed on students' active participation in discussions of research articles and current issues and providing them the background to conduct high quality research.

Assessment Methods in Alignment with Intended Learning Outcomes <i>(Note 4)</i>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
			a.	b.		
	Continuous Assessment*	100%				
	1. In-class discussion of the articles reflecting the latest research in the field	30%	✓	✓		
	2. A written paper which can centre on theory development or reflect a comprehensive review of some aspect of the literature in the field	30%	✓	✓		
	3. A term paper of 7,500 – 10,000 words	40%	✓	✓		
	Total	100 %				
<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 the Continuous Assessment components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: Students are assigned research articles to read. They are then required to prepare written reviews on these articles. They also need to share and discuss these reviews in the class. This approach enables students to appreciate the latest strategic management theories and concepts and their relevant managerial implications. It also gives students an opportunity to appreciate the strengths and weaknesses of various strategic management investigations.</p>						
Student Study Effort Expected	Class contact:					
	▪ Lectures and seminars		39 Hrs.			
	Other student study effort:					
	▪ Preparation for lectures and seminars		39 Hrs.			
	▪ Preparation for assignment / presentation		78 Hrs.			
	Total student study effort		156 Hrs.			

<p>Reading List and References</p>	<p>Warren, K. (2003) <i>Competitive Strategy Dynamics</i>, West Sussex, UK.</p> <p>Porter, M.E. (1985), <i>Competitive Advantage</i>, New York: Free Press.</p> <p>Brown, S. and Eisenhardt, K. (1998) <i>Competing on the Edge: Strategy as Structured Chaos</i>, Boston, Harvard Business School Press.</p> <p>Selected articles from the following journals, for example:</p> <p>Academy of Management Journal Academy of Management Review Administrative Science Quarterly Organization Science Journal of Management Studies Strategic Management Journal Journal of Management</p>
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Note 1: Intended Learning Outcomes

Intended learning outcomes should state what students should be able to do or attain upon completion of the subject. Subject outcomes are expected to contribute to the attainment of the overall programme outcomes.

Note 2: Subject Synopsis/ Indicative Syllabus

The syllabus should adequately address the intended learning outcomes. At the same time over-crowding of the syllabus should be avoided.

Note 3: Teaching/Learning Methodology

This section should include a brief description of the teaching and learning methods to be employed to facilitate learning, and a justification of how the methods are aligned with the intended learning outcomes of the subject.

Note 4: Assessment Method

This section should include the assessment method(s) to be used and its relative weighting, and indicate which of the subject intended learning outcomes that each method purports to assess. It should also provide a brief explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes.