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*Note: The modules provided and their timing is subject to availability of faculty and may be subject to change.*

## **Strategic Management pathway (Stream B): Course outline**

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Strategic Management Stream B runs over a period of four to five years and includes a foundation year when you will be registered as a masters student– either on the MPhil in Innovation, Strategy & Organisation (ISO) or on the Master of Research (MRes) – followed by three to four years as a PhD student. The programme is designed to prepare you for an academic career in the department of a globally top business school. The PhD programme consists of two components:

- The coursework component comprising a suite of foundational and methodological courses, complemented by research seminars, which introduce you to exciting past and current streams of research in the field.
- The research component which builds on the coursework and normally consists of two or three supervised research projects, connected by a common theme, which constitute the core of your PhD dissertation

### Coursework

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The coursework component comprises of a suite of foundational and methodological courses, complemented by research seminars, which introduce you to key debates and research streams in the field. The coursework component (nine required modules) will be completed during the foundation year (contributing to a masters degree) and the first year of your PhD. Typical coursework for a PhD pathway in Strategic Management is chosen from amongst the following modules:

#### CORE MODULES

- Organizations and Strategic Innovation
- IS, Innovation & Organisational Change
- Organisation Theory
- Qualitative Research Methods
- Statistical Concepts for Management Researchers OR Econometrics I
- Advanced Qualitative Research Module/Research Practicum

#### ELECTIVE MODULES

- Seminar in Strategy
- Organisational Research Methods
- Econometrics I
- Sociology / Anthropology / Political Science / Economics courses (chosen from other departments in consultation with supervisor)

Your individual coursework requirement may deviate from this list as we take account of your prior training and research interests. We will determine a final list of coursework modules towards the end of your masters year.

A trademark of an academic career is continuous, lifelong learning. During the course of your PhD, we will therefore expect you to further expand your field knowledge and methodological skillset by auditing appropriate courses offered by the school or cognate departments at Cambridge such as Sociology, History and Philosophy of Science, Political Science, Social Anthropology, and by attending appropriate courses or workshops in other business schools.

## Foundation year: research masters degree

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During the Foundation Year, you will be registered for a research masters degree, either the MPhil in Innovation, Strategy & Organisation (ISO) or the Master of Research (MRes). During this year, you may take six modules of the required nine PhD coursework modules and write a masters dissertation.

The MPhil in Innovation, Strategy & Organisation is the standard route to a Strategic Management (Stream B) PhD. A small number of students may be admitted via the Master of Research.

Students who are registered for another MPhil at Cambridge, such as Sociology can enter the Strategic Management PhD pathway Stream B by taking the MRes degree.

You will take the remaining PhD coursework modules during the subsequent first PhD year.

### Pre-course reading

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Students complete a pre-course review of statistics concepts. A reading list given six weeks before term starts. A one-hour test takes place in the first week of term, with the results determining which Econometrics module is taken.

### Masters dissertation

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During your masters year, you will write a dissertation under the supervision of a faculty member. For the MPhil, the dissertation accounts for one third of the overall mark, and for the MRes the dissertation accounts for 50 per cent of the overall mark.

### PhD continuation requirements

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If you are registered for an MRes degree during your foundation year, you will proceed to PhD registration without a further application process, provided you achieve a mark of 70 per cent in your dissertation and an average mark of 60 per cent in each module separately (the dissertation counting for 50 per cent of the mark).

As an MPhil student you need to develop an initial research proposal during the first term of your MPhil year and apply for continuation to the PhD in January. Your application will be assessed by the PhD admissions committee in January on the basis of your research proposal, an admissions interview and your module performance during the first term. Continuation to the PhD will be conditional on your overall performance in the MPhil or parts thereof; the usual conditions being a mark of 70 per cent overall and a mark of 70 per cent in the dissertation.

### Summer (July-September)

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Continuing PhD students are strongly advised to discuss with their faculty supervisor how to continue their research during the summer prior to the start of the first year of the PhD, so that they don't lose valuable time towards completion of the PhD. Students may continue their work started on the masters dissertation or individual research project. We would like students to be in Cambridge during this period. If for some reason, this is not possible (e.g. for visa reasons etc.) they can be supervised remotely via Skype and email.

## **First year of the PhD**

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The first year of the PhD is still probationary and consists of two assessed components:

### **Coursework**

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You will complete your coursework requirements for Stream B of Strategic Management, as communicated to you in the acceptance letter for PhD continuation. These courses will mostly consist of electives in your base discipline of sociology, political science, anthropology, history and philosophy of science or organisations/strategy/information systems.

### **First year report**

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You will work with a faculty supervisor to produce a research report. The first year report can take one of three forms:

- A draft scientific paper addressing a specific research question, which can form the basis for a first PhD paper,
- An extended research proposal on the broader theme that you wish to address with your PhD research, including a thorough literature review, and a clear plan for the execution of a first research paper during the second PhD year,
- A case study on a phenomenon that you wish to address with your PhD research, based on placement in a company during the summer between the masters and the first PhD years.

The first year report must demonstrate your ability to formulate sharp research questions, summarise relevant academic debates, critically assess the extant literature, and choose appropriate research methods. You may (but do not have to) incorporate any part of your masters work into the first year report, such as module essays, individual research project, dissertation or a summer project (where applicable).

### **Second year continuation requirements**

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To proceed to the second year of the PhD, you will have to gain a mark of 70 per cent for your first year report and have to pass all required courses (60 per cent pass mark).

## **Second year of the PhD**

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During the second year, you will focus on the production of your first research paper. Most students do this by "learning on the job": they join a project proposed by a faculty member, or work in close collaboration with a faculty member who will normally be a co-author on the paper. You will present progress frequently through your PhD pathway and PhD lunchtime seminars. You are expected to submit this paper to a top conference in your field early on in this academic year for presentation by the end of this academic year.

### **Third year of the PhD**

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During the third year you will focus on completing your first paper for journal submission and begin working on your second paper. You may continue to work with your co-author, choose another co-author, or work on a paper individually. While your advisors will still play a significant role in shaping the idea for this paper, you are expected to take the lead in the execution of this second paper and be clearly the primary author on this paper. You are expected to submit this paper for presentation at a top conference during this year. In parallel with the development of this second paper, you will revise your first paper and will continue to present this paper at seminars and conferences.

### **Fourth year of the PhD**

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The fourth year is your job market year. You will present your paper or papers at the top US and European job market conferences and continue to revise and polish them. We will encourage you to spend part of the fourth year as a visitor in another university to build closer ties with potential collaborators and the global management community. You will plan to submit your PhD dissertation during your fourth year.

### **Optional fifth year**

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Good research requires you to take risks, to explore avenues and tackle issues that are new and original. Research may therefore not unfold as planned and your work may require substantial revision and adaptation along the way. In fact, many of the most influential research projects ended up taking considerably longer than anticipated. We encourage students to be aspirational, ambitious and take risks – and we work with them to manage these risks. To accommodate early “wrong turns” and unforeseen delays, we sometimes recommend that a student considers delaying entering the job market by a year and spend an additional year at CJBS (and possibly another university where an opportunity is available) to work on paper revisions with faculty and strengthen their portfolio of research paper before applying for a junior faculty position. This optional fifth year is typically funded through a combination of post-doc research grants (which are contingent upon progress toward publication) and targeted teaching opportunities, which further strengthen the student’s job market prospects as she or he continues to build a portfolio of research.