

PEKING UNIVERSITY HSBC BUSINESS SCHOOL

Strategic Management Research

Academic Year: 2012/2013, Module 4
Tuesdays & Fridays, 10:10am-12:00pm, C104

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Office Hours: Tuesdays 3-5pm or by appointment

COURSE OVERVIEW

This course addresses the content and process of doing research in strategic management. Students will be exposed to latest business phenomena and classical management theories that can drive in-depth as well as innovative thinking on contemporary strategic management issues. This course also serves as a good opportunity for students to formulate their thesis research agenda.

Specifically, the topics of this course are in three main areas: (1) general methodology for management research, (2) competitive strategies, such as positioning, competitive advantages, technology and innovation-based competition, competitive dynamics, and (3) corporate strategies, such as diversification, merger and acquisition, vertical integration, alliances and networks, etc.

COURSE ASSIGNMENTS

Full attendance is required. Everyone is expected to be fully prepared with the assigned readings, and actively participate in the class discussions. The assignments will help students to make incremental progress toward the course goal of completing a research thesis in strategic management. Specifically, the grading of this course can be broken down to the following:

Class attendance and participation	10%
Weekly literature review (6 full weeks, due on Tuesdays)	30%
Thesis proposal (3 ideas, with data & literature)	10%
Paper presentations	20%
Thesis paper & presentation	30%

COURSE TEXT

Recommended Readings

1. Van de Ven, Andrew H. (2007). Engaged Scholarship: A Guide for Organizational and Social Research, Oxford, UK: Oxford University Press.
2. Schilling, Melissa (2012), Strategic Management of Technological Innovation, 4e, McGraw Hill Higher Education

SESSIONS

Week 1

Session #1 May 3rd, Introduction

Van de Ven, Andrew H. (2007). Formulating the research problem (Chapter 3, pp. 71-99), in *Engaged Scholarship: A Guide for Organizational and Social Research*.

Hoskisson RE, Hitt MA, Wan WP, Yiu D. 1999. Theory and research in strategic management: Swings of a pendulum. *Journal of Management* **25**(3): 417-456.

Nag R, Hambrick DC, Chen M-J. 2007. What is strategic management, really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal* **28**(9): 935-955.

Li Y, Peng MW. 2008. Developing theory from strategic management research in China. *Asia Pacific Journal of Management* **25**(3): 563-572.

Week 2

Session #2 May 7th, Building a Theory

Van de Ven, Andrew H. (2007). Building a theory (Chapter 4, pp. 100-142), in *Engaged Scholarship: A Guide for Organizational and Social Research*.

Whetten, David A. (1989). What constitutes a theoretical contribution? *Academy of Management Review*, 14 (4): 490-495.

Bacharach, Samuel B. (1989). Organizational theories: Some criteria for evaluation. *Academy of Management Review*, 14 (4): 496-515.

Hitt MA, Boyd BK, Li D. 2004. The state of strategic management research and a vision of the future. *Research methodology in strategy and management* **1**: 1-31.

Session #3 May 10th, Competitive Strategy

Barney JB. 1986. Types of Competition and the Theory of Strategy: Toward an Integrative Framework. *Academy of Management Review* 11(4): 791-800.

Chen M-J. 1996. Competitor analysis and interfirm rivalry: Toward a theoretical integration. *Academy of Management Review*: 100-134.

Chen M-J, Miller D. 2012. Competitive dynamics: Themes, trends, and a prospective research platform. *The Academy of Management Annals* 6(1): 135-210.

Coff RW. 1999. When Competitive Advantage Doesn't Lead to Performance: The Resource-Based View and Stakeholder Bargaining Power. *Organization Science* **10**(2): 119-133.

Week 3

Session #4 May 14th, Collaborative Strategy

Dyer J, Singh H. 1998. The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review* **23**(4): 660-679.

Gnyawali DR, Madhavan R. 2001. Cooperative networks and competitive dynamics: A structural embeddedness perspective. *Academy of Management Review* **26**(3): 431-445.

Fjeldstad ØD, Snow CC, Miles RE, Lettl C. 2012. The architecture of collaboration. *Strategic Management Journal* **33**(6): 734-750.

Alexy O, George G, Salter A. 2013. Cui bono? The selective revealing of knowledge and its implications for innovative activity. *Academy of Management Review* **38**(2): 270-291.

Session #5 May 17th, Institutions

White S, Gao J, Zhang W. 2005. Financing new ventures in China: System antecedents and institutionalization. *Research Policy* **34**(6): 894-913.

Peng MW. 2003. Institutional transitions and strategic choices. *Academy of Management Review*: 275-296.

Zhao M. 2006. Conducting R&D in countries with weak intellectual property rights protection. *Management Science* **52**(8): 1185-1191.

Hitt MA, Ahlstrom D, Dacin MT, Levitas E, Svobodina L. 2004. The institutional effects on strategic alliance partner selection in transition economies: China vs. Russia. *Organization Science* **15**(2): 173-185.

Week 4

Session #6 May 21st, Resource and Capabilities

Mahoney JT, Pandian JR. 1992. The resource-based view within the conversation of strategic management. *Strategic Management Journal* **13**(5): 363-380.

Leonard-Barton D. 1992. Core capabilities and core rigidities: a paradox in managing new product development. *Strategic Management Journal* **13**: 111-125.

Kogut B, Zander U. 1992. Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science* **3**(3): 383-397.

Teece DJ, Pisano G, Shuen A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal* **18**: 509-533.

Session #7 May 24th, Organizational Learning
*****Research proposal due *****

March JG. 1991. Exploration and Exploitation in Organizational Learning. *Organization Science* 2: 71-87.

Cohen WM, Levinthal DA. 1990. Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly* 35(1): 128-152.

Zahra SA, George G. 2002. Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review* 27(2): 185-203.

Li Y, James BE, Madhavan R, Mahoney JT. 2007. Real options: Taking stock and looking ahead. *Advances in Strategic Management* 24: 33-66.

Week 5

Session #8 May 28th, Types and Patterns of Innovation

Anderson P, Tushman ML. 1990. Technological Discontinuities and Dominant Designs: A Cyclical Model of Technological Change. *Administrative Science Quarterly* 35(4): 604-633.

Suarez FF, Utterback JM. 1995. Dominant Designs and the Survival of Firms. *Strategic Management Journal* 16: 415-430.

Henderson R, Clark KB. 1990. Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. *Administrative Science Quarterly* 35(1): 9-30.

Agarwal, R., Sarkar, M. B., & Echambadi, R. 2002. The Conditioning Effect of Time on Firm Survival: An Industry Life Cycle Approach. *Academy of Management Journal*, 45(5): 971-994

Session #9 May 31st, Sources of Innovation

Chesbrough H, Appleyard M. 2007. Open innovation and strategy. *California management review* 50(1): 57.

von Hippel E, von Krogh G. 2003. Open source software and the 'private-collective' innovation model: Issues for organization science. *Organization Science* 14(2): 209-223.

Alexy O, George G. 2013. Category Divergence, Straddling, and Currency: Open Innovation and the Legitimation of Illegitimate Categories. *Journal of Management Studies* 50(2): 173-203.

Bogers M, Afuah A, Bastian B. 2010. Users as Innovators: A Review, Critique, and Future Research Directions. *Journal of Management* 36(4): 857-875.

Week 6

Session #10 June 4th, Innovation-based Competitive Strategies

Teece DJ. 1986. Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. *Research Policy* 15(6): 285-305.

Pisano G. 2006. Profiting from innovation and the intellectual property revolution. *Research Policy* 35(8): 1122-1130.

Adner R, Kapoor R. 2010. Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal* 31(3): 306-333.

Amit R, Zott C. 2001. Value Creation in E-Business. *Strategic Management Journal* 22: 493.

Session #11 June 7th, Mergers & Acquisitions

Ahuja G, Katila R. 2001. Technological acquisitions and the innovation performance of acquiring firms: a longitudinal study. *Strategic Management Journal* 22(3): 197-220

Puranam P, Srikanth K. 2007. What they know vs. what they do: How acquirers leverage technology acquisitions. *Strategic Management Journal* 28(8): 805-825.

Zhao X. 2009. Technological Innovation and Acquisitions. *Management Science* 55(7): 1170-1183.

Makri M, Hitt MA, Lane PJ. 2010. Complementary technologies, knowledge relatedness, and invention outcomes in high technology mergers and acquisitions. *Strategic Management Journal* 31(6): 602-628.

Week 7

Session #12 June 14th, Vertical Integration & Diversification

Williamson, O.E. 1991. Economizing, strategizing, and economic organization. *Strategic Management Journal*, 12(Winter): 75-94.

Jacobides MG, Billinger S. 2006. Designing the Boundaries of the Firm: From "Make, Buy, or Ally" to the Dynamic Benefits of Vertical Architecture. *Organization Science* 17(2): 249-261.

Silverman BS. 1999. Technological resources and the direction of corporate diversification: Toward an integration of the resource-based view and transaction cost economics. *Management Science* 45(8): 1109-1124.

Chang SJ. 1996. An evolutionary perspective on diversification and corporate restructuring: entry, exit, and economic performance during 1981–89. *Strategic Management Journal* 17(8): 587-611.

Week 8

Session #13 June 18th, 2nd year student presentation

Session #14 June 21st, 2nd year student presentation

Week 9

Session #15 June 25th, Alliance

Gulati R, Singh H. 1998. The architecture of cooperation: Managing coordination costs and appropriation concerns in strategic alliances. *Administrative Science Quarterly*: 781-814.

Kale P, Dyer JH, Singh H. 2002. Alliance capability, stock market response, and long-term alliance success: the role of the alliance function. *Strategic Management Journal* **23**(8): 747-767.

Mowery DC, Oxley JE, Silverman BS. 1996. Strategic alliances and interfirm knowledge transfer. *Strategic Management Journal* **17**(Winter): 77-91.

Bercovitz J, Feldman M. 2007. Fishing upstream: Firm innovation strategy and university research alliances. *Research Policy* 36(7): 930-948.

Session #16 June 28th, Networks

Gulati R. 1998. Alliances and Networks. *Strategic Management Journal* 19(4): 293-317.

Ahuja G. 2000. Collaboration networks, structural holes, and innovation: A longitudinal study. *Administrative Science Quarterly* 45(3): 425-455.

Zaheer A, Bell GG. 2005. Benefiting from network position: firm capabilities, structural holes, and performance. *Strategic Management Journal* **26**(9): 809-825.

Gulati R. 1999. Network Location and Learning: The Influence of Network Resources and Firm Capabilities on Alliance Formation. *Strategic Management Journal* **20**(5): 397-420.

Week 10

Session #17 July 2nd, 1st year student presentation
Final paper due