

# PEKING UNIVERSITY HSBC BUSINESS SCHOOL

## Strategic Management Research

Academic Year: 2013/2014, Module 3  
Tuesdays & Fridays, 1:30pm-3:20pm, Classroom 319

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Office Hours: Tuesdays 3:30-5:30pm 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 senior students to complete their thesis process, as well as for junior students to formulate their thesis research agenda.

Specifically, the topics of this course cover 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, 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 progresses 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%
Reading paper presentations	30%
Thesis proposal (3 ideas)/outline (frontend + data + model)	30%
Final 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 February 18, 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.

#### Session #2 February 21, 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.

### Week 2

#### Session #3 February 25, Research Methodology

Echambadi, R., Campbell, B., & Agarwal, R. 2006. Encouraging Best Practice in Quantitative Management Research: An Incomplete List of Opportunities\*. *Journal of Management Studies*, 43(8): 1801-20.

Wiersema, M. F. & Bowen, H. P. 2009. The use of limited dependent variable techniques in strategy research: issues and methods. *Strategic Management Journal*, 30(6): 679-92.

Coombs, J. & Bierly III, P. 2006. Measuring technological capability and performance. *R&D Management*, 36(4): 421-38.

Hamilton, B. H. & Nickerson, J. A. 2003. Correcting for endogeneity in strategic management research. *Strategic organization*, 1(1): 51-78.

**Session #4    February 28,                      Competitive Strategy**

Porter, M. E. 1991. Towards a dynamic theory of strategy. *Strategic Management Journal*, 12(S2): 95-117.

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

Spanos, Y. E. & Lioukas, S. 2001. An examination into the causal logic of rent generation: contrasting Porter's competitive strategy framework and the resource-based perspective. *Strategic Management Journal*, 22(10): 907-34.

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

**Week 3**

**Session #5    March 4,                              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.

Garud, R. & Kumaraswamy, A. 1995. Technological and organizational designs for realizing economies of substitution. *Strategic Management Journal*, 16(S1): 93-109.

Powell, W. W., Koput, K. W., & Smith-Doerr, L. 1996. Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology. *Administrative Science Quarterly*, 41(1): 116-45.

Afuah, A. & Tucci, C. L. 2012. Crowdsourcing as a solution to distant search. *Academy of Management Review*, 37(3): 355-75.

**Session #6    March 7,                              Ecosystem Strategy**

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.

Kapoor, R. & Lee, J. M. 2013. Coordinating and competing in ecosystems: How organizational forms shape new technology investments. *Strategic Management Journal*, 34(3): 274-96.

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.

Williamson, J. P. & De Meyer, A. 2012. Ecosystem Advantage: How to successfully harness the power of partners. *California management review*, 55(1).

## Week 4

### Session #7    March 11,                      Alliance & Network

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.

Han, K., Oh, W., Im, K. S., Chang, R. M., Oh, H., & Pinsonneault, A. 2012. Value cocreation and wealth spillover in open innovation alliances. *MIS Quarterly*, 36(1): 291-325.

### Session #8    March 14,                      Mergers & Acquisitions

Villalonga, B. & McGahan, A. M. 2005. The choice among acquisitions, alliances, and divestitures. *Strategic Management Journal*, 26(13): 1183-208.

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.

Desyllas, P. & Hughes, A. 2010. Do high technology acquirers become more innovative? *Research Policy*, 39(8): 1105-21.

## Week 5

### Session #9    March 18,                      CBMA

**\*\*\*Thesis proposal/outline due \*\*\***

Stahl, G. K. & Voigt, A. 2008. Do cultural differences matter in mergers and acquisitions? A tentative model and examination. *Organization Science*, 19(1): 160-76.

Shimizu, K., Hitt, M. A., Vaidyanath, D., & Pisano, V. 2004. Theoretical foundations of cross-border mergers and acquisitions: A review of current research and recommendations for the future. *Journal of International Management*, 10(3): 307-53.

Seth, A., Song, K., & Pettit, R. 2002. Value creation and destruction in cross-border acquisitions: An empirical analysis of foreign acquisitions of US firms. *Strategic Management Journal*, 23(10): 921-40.

Yang, M. & Hyland, M. 2012. Similarity in Cross-border Mergers and Acquisitions: Imitation, Uncertainty and Experience among Chinese Firms, 1985–2006. *Journal of International Management*, 18(4): 352-65.

**Session #10 March 21, Open Source Software and Open Innovation**

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.

Fosfuri, A., Giarratana, M. S., & Luzzi, A. 2008. The penguin has entered the building: The commercialization of open source software products. *Organization Science*, 19(2): 292-305.

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.

Harison, E. & Koski, H. 2010. Applying open innovation in business strategies: Evidence from Finnish software firms. *Research Policy*, 39(3): 351-59.

**Week 6**

**Session #11 March 25, University Innovation**

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

Santoro, M. D. & Gopalakrishnan, S. 2001. Relationship dynamics between university research centers and industrial firms: Their impact on technology transfer activities. *The Journal of Technology Transfer*, 26(1-2): 163-71.

Fontana, R., Geuna, A., & Matt, M. 2006. Factors affecting university-industry R&D projects: The importance of searching, screening and signalling. *Research Policy*, 35(2): 309-23.

Etzkowitz, H. & Leydesdorff, L. 2000. The dynamics of innovation: from National Systems and "Mode 2" to a Triple Helix of university-industry-government relations. *Research Policy*, 29(2): 109-23.

**Session #12 March 28, Global R&D**

Athukorala, P.-c. & Kohpaiboon, A. 2010. Globalization of R&D by US-based multinational enterprises. *Research Policy*, 39(10): 1335-47.

Chen, C.-J., Huang, Y.-F., & Lin, B.-W. 2012. How firms innovate through R&D internationalization? An S-curve hypothesis. *Research Policy*, 41(9): 1544-54.

Zander, I. 1999. How do you mean 'global'? An empirical investigation of innovation networks in the multinational corporation. *Research Policy*, 28(2-3): 195-213.

Belderbos, R. 2003. Entry mode, organizational learning, and R&D in foreign affiliates: evidence from Japanese firms. *Strategic Management Journal*, 24(3): 235-59.

**Week 7****Session #13 April 1,****Institutions**

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

Li, Y. & Zahra, S. A. 2012. Formal institutions, culture, and venture capital activity: A cross-country analysis. *Journal of Business Venturing*, 27(1): 95-111.

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.

Li, H. & Atuahene-Gima, K. 2001. Product Innovation Strategy and the Performance of New Technology Ventures in China. *Academy of Management Journal*: 1123-34.

**Session #14 April 4,****Real Options/VC**

Bowman, E. H. & Hurry, D. 1993. Strategy through the Option Lens: an Integrated View of Resource Investments and the Incremental-Choice Process. *Academy of Management Review*, 18: 760-82.

Li, Y. & Chi, T. 2013. Venture capitalists' decision to withdraw: The role of portfolio configuration from a real options lens. *Strategic Management Journal*.

Folta, T. B. & Miller, K. D. 2002. Real Options in Equity Partnerships. *Strategic Management Journal*, 23: 77.

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

**Week 8****Session #15 April 8,****Junior student idea presentation****Session #16 April 11,****Junior student idea presentation****Week 9****Session #17 April 15,****Graduating student thesis presentation****Session #18 April 18,****Graduating student thesis presentation  
\*\*\*Final thesis due\*\*\***