



北京大學  
汇丰商学院

Peking University HSBC Business School

# MGT 517

## Strategic Management Research

### 3<sup>rd</sup> Module, 2015-2016

#### Course Information

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**Instructor: Sai Lan**

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Office Hour: Tuesdays 5:30-7:30 or by appointment

**Classes: Tuesdays & Fridays 10:30am-12:20pm**

Venue: PHBS Building, Room 335

**Course Website:** <http://cms.phbs.pku.edu.cn>

## 1. Course Description

### 1.1 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 are organized in 3 areas: (1) general principles for Strategic Management research, including its scope, requirement and methodology; (2) various research topics based on level of analysis – from individual level behavioral strategy, firm-level strategy, inter-firm-level strategy, ecosystem strategy, to international strategy; (3) latest research development in the areas of innovation and entrepreneurship.

### 1.2 Textbooks and Reading Materials

Van de Ven, Andrew H. (2007). Engaged Scholarship: A Guide for Organizational and Social Research, Oxford, UK: Oxford University Press.

## 2. Learning Outcomes

### 2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Yes
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	
	3.2. Our students will practice ethics in the duration of the program.	Yes
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	
	5.3. Our students will demonstrate competency in critical thinking.	Yes

### 2.2 Course specific objectives

The learning goals of this course include the following:

- (1) student will be trained in ethics, especially those related to serious academic research;
- (2) students will be trained to conduct high quality academic research, demonstrating their competency in problem-solving and critical thinking;
- (3) students will be trained to professionally express their ideas and logically explain and defend their arguments.

### 2.3 Assessment/Grading Details

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%
<b>Total:</b>	<b>100%</b>

## **2.4 Academic Honesty and Plagiarism**

It is important for a student's effort and credit to be recognized through class assessment. Credits earned for a student work due to efforts done by others are clearly unfair. Deliberate dishonesty is considered academic misconducts, which include plagiarism; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; or altering, forging, or misusing a University academic record; or fabricating or falsifying of data, research procedures, or data analysis.

All assessments are subject to academic misconduct check. Misconduct check may include reproducing the assessment, providing a copy to another member of faculty, and/or communicate a copy of this assignment to the PHBS Discipline Committee. A suspected plagiarized document/assignment submitted to a plagiarism checking service may be kept in its database for future reference purpose.

Where violation is suspected, penalties will be implemented. The penalties for academic misconduct may include: deduction of honour points, a mark of zero on the assessment, a fail grade for the whole course, and reference of the matter to the Peking University Registrar.

For more information of plagiarism, please refer to *PHBS Student Handbook*.

## **3. Topics, Teaching and Assessment Schedule**

### **Week 1**

#### **Session #1 - Introduction**

1. 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*.
2. 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.
3. 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.

#### **Session #2 - Building a Theory**

1. Van de Ven, Andrew H. (2007). Building a theory (Chapter 4, pp. 100-142), in *Engaged Scholarship: A Guide for Organizational and Social Research*.
2. Whetten, David A. (1989). What constitutes a theoretical contribution? *Academy of Management Review*, 14 (4): 490-495.
3. Bacharach, Samuel B. (1989). Organizational theories: Some criteria for evaluation. *Academy of Management Review*, 14 (4): 496-515.
4. Byron K, Thatcher SM. 2016. Editors' Comments: "What I Know Now That I Wish I Knew Then"—Teaching Theory and Theory Building. *Academy of Management Review* 41(1): 1-8.
5. 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 #3 - Research Methodology**

1. 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.
2. Aguinis H, Edwards JR. 2014. Methodological wishes for the next decade and how to make wishes come true. *Journal of Management Studies* 51(1): 143-174.
3. Aguinis H, Vandenberg RJ. 2014. An ounce of prevention is worth a pound of cure: Improving research quality before data collection. *Annu. Rev. Organ. Psychol. Organ. Behav.* 1(1): 569-595.
4. Boyd BK, Gove S, Hitt MA. 2005. Construct measurement in strategic management research: illusion or reality? *Strategic Management Journal* 26(3): 239-257.
5. Boyd BK, Haynes KT, Hitt MA, Bergh DD, Ketchen DJ. 2012. Contingency Hypotheses in Strategic Management Research Use, Disuse, or Misuse? *Journal of Management* 38(1): 278-313.
6. Semadeni M, Withers MC, Trevis Certo S. 2014. The perils of endogeneity and instrumental variables in strategy research: Understanding through simulations. *Strategic Management Journal* 35(7): 1070-1079.
7. 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.

**Session #4 - Firm-level: Competitive Strategy**

1. Barney JB. 1986. Types of Competition and the Theory of Strategy: Toward an Integrative Framework. *Academy of Management Review* 11(4): 791-800.
2. Dyer J, Singh H. 1998. The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review* 23(4): 660-679.
3. 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.
4. Chen M-J. 1996. Competitor analysis and interfirm rivalry: Toward a theoretical integration. *Academy of Management Review*: 100-134.
5. Barney JB, Hansen MH. 1994. Trustworthiness as a source of competitive advantage. *Strategic Management Journal* 15(S1): 175-190.
6. Porter, M. E. 1991. Towards a dynamic theory of strategy. *Strategic Management Journal*, 12(S2): 95-117.

**Week 3**  
**Session #5 - Firm-level: Resource & Capabilities**

1. 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.

2. Cohen WM, Levinthal DA. 1990. Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly* 35(1): 128-152.
3. Teece DJ, Pisano G, Shuen A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal* 18: 509-533.
4. Leonard-Barton D. 1992. Core capabilities and core rigidities: a paradox in managing new product development. *Strategic Management Journal* 13: 111-125.
5. Zahra SA, George G. 2002. Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review* 27(2): 185-203.
6. Kogut B, Zander U. 1992. Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science* 3(3): 383-397.
7. Mahoney JT, Pandian JR. 1992. The resource-based view within the conversation of strategic management. *Strategic Management Journal* 13(5): 363-380.

### **Session #6 - Firm-level: Innovation**

1. Anderson P, Tushman ML. 1990. Technological Discontinuities and Dominant Designs: A Cyclical Model of Technological Change. *Administrative Science Quarterly* 35(4): 604-633.
2. 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.
3. Harison, E. & Koski, H. 2010. Applying open innovation in business strategies: Evidence from Finnish software firms. *Research Policy*, 39(3): 351-59.
4. Bercovitz J, Feldman M. 2007. Fishing upstream: Firm innovation strategy and university research alliances. *Research Policy* 36(7): 930-948.
5. 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.
6. Perkmann, M. & Walsh, K. 2007. University–industry relationships and open innovation: Towards a research agenda. *International Journal of Management Reviews*, 9(4): 259-80.
7. 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.

### **Week 4**

#### **Session #7 - Firm-level: Value Creation/Appropriation**

1. Lavie D. 2007. Alliance portfolios and firm performance: A study of value creation and appropriation in the US software industry. *Strategic Management Journal* 28(12): 1187-1212.
2. Coff RW. 2010. The coevolution of rent appropriation and capability development. *Strategic Management Journal* 31(7): 711-733.
3. James SD, Leiblein MJ, Lu S. 2013. How firms capture value from their innovations. *Journal of management* 39(5): 1123-1155.
4. Adegbesan JA, Higgins MJ. 2011. The intra - alliance division of value created through collaboration. *Strategic Management Journal* 32(2): 187-211.

5. Lepak DP, Smith KG, Taylor MS. 2007. Value creation and value capture: a multilevel perspective. *Academy of management review* 32(1): 180-194.
6. Teece DJ. 2010. Business models, business strategy and innovation. *Long range planning* 43(2): 172-194.
7. 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.
8. Teece DJ. 1986. Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. *Research Policy* 15(6): 285-305.
9. Jacobides MG, Knudsen T, Augier M. 2006. Benefiting from innovation: Value creation, value appropriation and the role of industry architectures. *Research policy* 35(8): 1200-1221.
10. Pisano G. 2006. Profiting from innovation and the intellectual property revolution. *Research Policy* 35(8): 1122-1130.

### **Session #8 - Firm-level: Corporate Strategy**

1. Sears J, Hoetker G. 2014. Technological overlap, technological capabilities, and resource recombination in technological acquisitions. *Strategic Management Journal* 35(1): 48-67.
2. Abdullah SN, Ku Ismail KNI, Nachum L. 2015. Does having women on boards create value? The impact of societal perceptions and corporate governance in emerging markets. *Strategic Management Journal*.
3. 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.
4. Seth A, Song KP, Pettit R. 2000. Synergy, managerialism or hubris? An empirical examination of motives for foreign acquisitions of US firms. *Journal of International Business Studies* 31(3): 387-405.
5. 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 5**

#### **Session #9 - Individual-level: Behavioral Strategy**

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

1. Powell TC, Lovallo D, Fox CR. 2011. Behavioral strategy. *Strategic Management Journal* 32(13): 1369-1386.
2. Vohs KD, Mead NL, Goode MR. 2006. The psychological consequences of money. *Science* 314(5802): 1154-1156.
3. Rule NO, Ambady N. 2011. Judgments of power from college yearbook photos and later career success. *Social Psychological and Personality Science* 2(2): 154-158.
4. Podsakoff PM, MacKenzie SB, Lee J-Y, Podsakoff NP. 2003. Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology* 88(5): 879.

5. Brescoll VL, Uhlmann EL. 2008. Can an angry woman get ahead? Status conferral, gender, and expression of emotion in the workplace. *Psychological science* 19(3): 268-275.
6. Molinsky AL, Grant AM, Margolis JD. 2012. The bedside manner of homo economicus: How and why priming an economic schema reduces compassion. *Organizational Behavior and Human Decision Processes* 119(1): 27-37.
7. Zhong C-B, Liljenquist K. 2006. Washing away your sins: Threatened morality and physical cleansing. *Science* 313(5792): 1451-1452.
8. Aronson E, Wilson TD, Brewer MB. 1998. *Experimentation in social psychology*.
9. Baumeister RF, Vohs KD, Tice DM. 2007. The strength model of self-control. *Current directions in psychological science* 16(6): 351-355.
10. Foss NJ, Lindenberg S. 2013. Microfoundations for strategy: a goal-framing perspective on the drivers of value creation. *The Academy of Management Perspectives* 27(2): 85-102.

### **Session #10 - Individual-level: Entrepreneurship**

1. Stam W, Elfring T. 2008. Entrepreneurial orientation and new venture performance: The moderating role of intra- and extraindustry social capital. *Academy of Management Journal* 51(1): 97-111.
2. Batjargal B, Hitt MA, Tsui AS, Arregle J-L, Webb JW, Miller TL. 2013. Institutional Polycentrism, Entrepreneurs' Social Networks, and New Venture Growth. *Academy of Management Journal* 56(4): 1024-1049.
3. Sarasvathy SD. 2001. Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *Academy of Management Review* 26(2): 243-263.
4. Stam W, Arzlanian S, Elfring T. 2014. Social capital of entrepreneurs and small firm performance: A meta-analysis of contextual and methodological moderators. *Journal of Business Venturing* 29(1): 152-173.
5. Shane S. 2000. Prior knowledge and the discovery of entrepreneurial opportunities. *Organization science* 11(4): 448-469.
6. Klein PG. 2008. Opportunity discovery, entrepreneurial action, and economic organization. *Strategic Entrepreneurship Journal* 2(3): 175-190.
7. Baker T, Nelson RE. 2005. Creating something from nothing: Resource construction through entrepreneurial bricolage. *Administrative science quarterly* 50(3): 329-366.

### **Week 6**

#### **Session #11 - Inter-Firm level: Alliance**

1. Lin ZJ, Yang H, Arya B. 2009. Alliance partners and firm performance: resource complementarity and status association. *Strategic Management Journal* 30(9): 921-940.
2. Yamakawa Y, Yang H, Lin Z. 2011. Exploration versus exploitation in alliance portfolio: Performance implications of organizational, strategic, and environmental fit. *Research Policy* 40(2): 287-296.
3. 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.

4. Gulati R, Singh H. 1998. The architecture of cooperation: Managing coordination costs and appropriation concerns in strategic alliances. *Administrative Science Quarterly*: 781-814.
5. Mowery DC, Oxley JE, Silverman BS. 1996. Strategic alliances and interfirm knowledge transfer. *Strategic Management Journal* 17(Winter): 77-91.

### **Session #12 - Inter-Firm level: Network**

1. Zaheer A, Gözübüyük R, Milanov H. 2010. It's the connections: The network perspective in interorganizational research. *The Academy of Management Perspectives* 24(1): 62-77.
2. Jack SL. 2010. Approaches to studying networks: Implications and outcomes. *Journal of Business Venturing* 25(1): 120-137.
3. Carpenter MA, Li M, Jiang H. 2012. Social Network Research in Organizational Contexts A Systematic Review of Methodological Issues and Choices. *Journal of Management* 38(4): 1328-1361.
4. Ahuja G. 2000. Collaboration networks, structural holes, and innovation: A longitudinal study. *Administrative Science Quarterly* 45(3): 425-455.
5. 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.
6. Zaheer A, Bell GG. 2005. Benefiting from network position: firm capabilities, structural holes, and performance. *Strategic Management Journal* 26(9): 809-825.
7. 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.

### **Week 7**

#### **Session #13 - Industry/Ecosystem Strategy**

1. Adner R, Kapoor R. 2014. Innovation Ecosystems and the Pace of Substitution: Re - examining Technology S - curves. *Strategic Management Journal*.
2. Gawer A, Cusumano MA. 2014. Industry platforms and ecosystem innovation. *Journal of Product Innovation Management* 31(3): 417-433.
3. 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
4. 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.
5. Pierce L. 2009. Big losses in ecosystem niches: How core firm decisions drive complementary product shakeouts. *Strategic Management Journal* 30(3): 323-347.
6. Ceccagnoli M, Forman C, Huang P, Wu D. 2012. Co-creation of value in a platform ecosystem: The case of enterprise software. *MIS Quarterly* 36(1): 263-290.
7. Jansen S, Cusumano MA. 2013. Defining software ecosystems: a survey of software platforms and business network governance. *Software Ecosystems: Analyzing and Managing Business Networks in the Software Industry* 13.



### **Session #14 - International Strategy**

1. 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.
2. Lin ZJ, Peng MW, Yang H, Sun SL. 2009. How do networks and learning drive M&As? An institutional comparison between China and the United States. *Strategic Management Journal* 30(10): 1113-1132.
3. 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.
4. 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.
5. 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.
6. 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 8**

**Session #15 - Junior student proposal presentation**

**Session #16 - Junior student proposal presentation**

### **Week 9**

**Session #17 - Graduating student thesis presentation**

**Session #18 - Graduating student thesis presentation**  
**\*\*\*Final thesis due\*\*\***