

THE UNIVERSITY OF TEXAS AT EL PASO
MGMT 6351: INTERNATIONAL MANAGEMENT AND STRATEGY
CRN 19378
FALL 2019

Professor: Dr. Miguel A. Ramos
Department: Marketing and Management
Office: 220 Business Administration Building
Phone: 915-747-5970
Fax: 508-747-5328
Email: maramosgonzalez@utep.edu

Office hours: Tuesdays and Thursdays from 10:30 to 12:00 and 1:00 to 2:00, and by appointment.

COURSE DESCRIPTION

This is a Ph.D. seminar in the field of strategic management research with an international emphasis. It has the following objectives:

- a) To introduce you to the basic theoretical and empirical traditions of the field of strategy research.
- b) To expose you to current research in specific streams within the field.
- c) To help you develop the skills necessary to evaluate and contribute to the field.

COURSE REQUIREMENTS

Read all the assigned readings for each session and be prepared to actively participate in discussions. The additional readings listed in the appendix constitute either additional foundational research or recent advances. They may be useful for the term paper or future research.

(1) Critical summaries

Critical thinking is an intrinsic part of the research process. Beginning on Session 2, you will be assigned a specific paper each class on which you will lead the discussion. A critical summary of it will be required. In addition to fostering critical thinking, summaries can be a good aid for your comprehensive exams for future reference. Each summary should be 2 pages maximum, single-spaced, in Times New Roman font size 12, and with 1-inch margins. The summary should include the following sections (sections c and d do not apply to theoretical papers):

- a) The research question the paper addresses.
- b) Hypotheses and the key theoretical argument supporting each of them (about 1 sentence each).
- c) Sample characteristics (one sentence).
- d) Methodology (operationalization of key variables, data sources, and modeling specification(s)).

- e) Summary of results (i.e. whether hypotheses were supported or not, use abbreviations for the hypotheses).
- f) The paper's major strengths and limitations. *Push to identify limitations beyond those discussed by the authors.*
- g) The contribution it makes to the field, and a couple of major obvious and non-obvious links to the other pieces read that day or earlier in the seminar.
- h) One interesting and researchable question derived from it.

You are required to present your assigned summary in class for about 10 to 15 minutes. This will be followed by discussion with the other students and myself. *Readings marked with an asterisk in the schedule will not be summarized. Please bring paper summaries for all.*

(2) Integration

Integrative thinking is also central to the research process. Therefore one student will perform the role of 'integrator' in each session. The integrations will be discussed after the summary presentations. *Please bring integrations for all.* The integration should include the following:

- a) An illustration of how the assigned readings are linked to each other. Compare and contrast the papers.
- b) The main research question(s) answered by the papers.
- c) The answers the papers provide to the questions.
- d) Future research pointed out by the papers and the gaps you identify.
- e) Links to other sessions.

Each integration should be 3 pages maximum, single-spaced, in Times New Roman font size 12, and with 1-inch margins.

I encourage you to also try to develop your own integration for those sessions in which you do not have to formally submit one. This can help you in your preparation for the comprehensive exam.

If you want feedback before you present your integration, email it to me by Thursday morning the week before you present it. I have office hours on Thursday afternoons to discuss it.

(3) Class participation

Being a researcher also requires carrying out dialogue in both written and oral forms. It is therefore important to learn to express your ideas and opinions clearly.

(4) Final paper

Finally, to learn the craft of writing research, you are required to develop a final paper. *You should aim to eventually submit your paper to a major academic conference. It should be between 15 and 20 pages long (excluding cover page, abstract page and references), double-spaced, in Times New Roman font size 12, and 1-inch margins.* It should lay out (a) a research

question based on a meaningful gap you have identified in the literature, (b) have a theoretical development leading to one testable hypothesis, and (c) broadly describe the methodology and type of data needed for testing. I recommend reading some of the recent additional readings in the topic of your paper listed in the appendix. *Feel free to discuss the paper with me over the term.* You will present your paper in the last session on December 4. Papers are due by 5:00 p.m. on December 3 on Blackboard. I will send you the information for the submission to Blackboard in advance.

GRADING

Evaluation will be based following weights:

Critical summaries	25%
Integrations	20%
Class participation	25%
Final paper	30%

ACADEMIC HONESTY

Scholastic dishonesty implies severe consequences:

“Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.” (UTEP’s Handbook of Operating Procedures available at <http://admin.utep.edu/Default.aspx?tabid=73922>)

Please note the following regarding plagiarism:

- When you use others’ ideas be sure to cite them.
- For guidance on what constitutes plagiarism go to: <http://www.plagiarism.org/>
- Let me know if you have any questions regarding plagiarism.
- *If plagiarism is suspected, the case will be forwarded to the Office of the Dean of Students.*

IMPORTANT NOTICE: THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE.

August 28: Session 1
Introduction

Ghemawat, P. (2002). Competition and Business Strategy in Historical Perspective, *Business History Review*, 76(1): 37-74.

Felin, T., & Foss, N. J. (2005). Strategic organization: A field in search of micro-foundations. *Strategic Organization*, 3(4), 441.

Mahoney, J. T. & McGahan. A. M. (2007). The field of strategic management within the evolving science of strategic organization. *Strategic Organization*, 5(1): 79-99.

Oxley, J. E., Rivkin, J. W., & Ryall, M. D. (2010). The Strategy Research Initiative: Recognizing and encouraging high-quality research in strategy. *Strategic Organization*, 8(4): 377-386.

Bettis, R., Gambardella, A., Helfat, C., & Mitchell, W. (2014). Quantitative empirical analysis in strategic management. *Strategic Management Journal*, 35(7), 949-953.

Shaver, J.M. (1998). Accounting for endogeneity when assessing strategy performance: Does entry mode choice affect FDI survival? *Management Science*, 44(4): 571-585.

September 4: Session 2

Industrial Organization

Porter, M. E. (1981). The contributions of industrial organization to strategic management. *Academy of Management Review*, 6(4), 609-620.

Rumelt, R. P. (1991). "How Much Does Industry Matter?" *Strategic Management Journal*, 12: 167-185.

Vanneste, B. S. (2017). How much do industry, corporation, and business matter, really? A meta-analysis. *Strategy Science*, 2(2), 121-139.

Brandenburger A.M. and Stewart Jr. H.W. (1996). Value-Based Business Strategy. *Journal of Economics and Management Strategy*, (5)1:5-24.

Chatain, O. (2011). Value creation, competition, and performance in buyer-supplier relationships. *Strategic Management Journal*, 32(1), 76-102.

Wang, R. D., & Shaver, J. M. (2014). Competition-driven repositioning. *Strategic Management Journal*, 35(11), 1585-1604.

September 11: Session 3
Resource Based View (I)

(*) Penrose, E. T. (1995). *The Theory of the Growth of the Firm*. Chapters 1, 2, 5.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Peteraf, M. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic Management Journal*, 14(3):179-191.

Priem, R. L., & Butler, J. E. (2001). Is the resource-based “view” a useful perspective for strategic management research?. *Academy of Management Review*, 26(1), 22-40.

Barney, J. B. (2001). Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1), 41-56.

Priem, R. L., & Butler, J. E. (2001). Tautology in the resource-based view and the implications of externally determined resource value: Further comments. *Academy of Management Review*, 26(1), 57-66.

September 18: Session 4
Resource Based View (II)

Henderson R., & Cockburn, J. (1994). Measuring competence? Exploring firm effects in pharmaceutical Research. *Strategic Management Journal*. Winter Special Issue. (15): 63-84.

Teece, D., Pisano, G., & Shuen (1997). "Dynamic Capabilities and Strategic Management". *Strategic Management Journal*. 18 (7): 509-531.

Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they?. *Strategic management journal*, 21(10-11), 1105-1121.

Ethiraj, S. K., Kale, P., Krishnan, M. S., & Singh, J. V. (2005). Where do capabilities come from and how do they matter? A study in the software services industry. *Strategic Management Journal*, 26(1), 25-45.

Helfat, C. E., & Winter, S. G. (2011). Untangling dynamic and operational capabilities: Strategy for the (N) ever-changing world. *Strategic management journal*, 32(11), 1243-1250.

Moeen, M. (2017). Entry into nascent industries: disentangling a firm's capability portfolio at the time of investment versus market entry. *Strategic Management Journal*, 38(10), 1986-2004.

September 25: Session 5
Coasian View of the Firm and Its Extensions (I)

Coase, R. H. (1937). The nature of the firm. *Economica*, 4(16), 386-405

Williamson, O. E. (1981). The economics of organization: the transaction cost approach. *American Journal of Sociology*, 548-577.

Gibbons, R. (1999). Taking Coase seriously. *Administrative Science Quarterly*, 44(1), 145-157.

Grossman, S. J., & Hart, O. D. (1986). The costs and benefits of ownership: A theory of vertical and lateral integration. *The Journal of Political Economy*, 691-719.

Masten, S. E. (1988). Legal Basis for the Firm. *Journal of Law, Economics and Organization*, 4, 181.

October 2: Session 6
Coasian view of the Firm and its Extensions (II)

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

Ghoshal, S., & Moran, P. (1996). Bad for practice: A critique of the transaction cost theory. *Academy of Management Review*, 21(1), 13-47.

Williamson, O. E. (1996). Economic organization: The case for candor. *Academy of Management Review*, 21(1), 48-57.

Masten, S. E., Meehan, J. W., & Snyder, E. A. (1991). The costs of organization. *Journal of Law, Economics, & Organization*, 7(1), 1-25.

Sako, M., Chondrakis, G., & Vaaler, P. M. (2016). How do plural-sourcing firms make and buy? The impact of supplier portfolio design. *Organization Science*, 27(5), 1161-1182.

October 9: Session 7
Evolutionary Views

(*) Nelson, R. R. (1982). *An evolutionary theory of economic change*. Harvard University Press. Chapters 4 and 5.

March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization science*, 2(1), 71-87.

Tushman, M. L., & Anderson, P. (1986). Technological discontinuities and organizational environments. *Administrative Science Quarterly*, 439-465.

Tripsas, M. (1997). Unraveling the Process of Creative Destruction: Complementary Assets and Incumbent Survival in the Typesetter Industry. *Strategic Management Journal*, 18(S1):119-142.

Rivkin, J. W. (2000). Imitation of complex strategies. *Management science*, 46(6), 824-844.

Mostafa, R., & Klepper, S. (2017). Industrial development through tacit knowledge seeding: evidence from the Bangladesh garment industry. *Management Science*.

October 16: Session 8
Networks

Granovetter, M. (1985). Economic action and social structure: the problem of embeddedness. *American Journal of Sociology*, 481-510.

Coleman, J. S. (1988). Social capital in the creation of human capital. *American Journal of Sociology*, S95-S120.

Burt, R. (1992). The social structure of competition. Chapter 2 in N.Nohria and R. Eccles (Eds.), *Networks and Organizations*. Boston, MA.: Harvard Business School Press.

Zaheer, A., & Soda, G. (2009). Network evolution: The origins of structural holes. *Administrative Science Quarterly*, 54(1), 1-31.

Balachandran, S., & Hernandez, E. (2018). Networks and innovation: Accounting for structural and institutional sources of recombination in brokerage triads. *Organization Science*, 29(1), 80-99.

October 23: Session 9
Cognition

Levinthal, D. A., & March, J. G. (1993). The myopia of learning. *Strategic Management Journal*, 14(S2), 95-112.

Ocasio, W. (1997). Towards an attention-based view of the firm. *Strategic Management Journal*, 18(S1), 187-206.

Tripsas, M., & Gavetti, G. (2000). Capabilities, cognition, and inertia: Evidence from digital imaging. *Strategic Management Journal*, 21(10-11), 1147-1161.

Eggers, J. P., & Kaplan, S. (2009). Cognition and renewal: Comparing CEO and organizational effects on incumbent adaptation to technical change. *Organization Science*, 20(2), 461-477.

Benner, M. J., & Tripsas, M. (2012). The influence of prior industry affiliation on framing in nascent industries: The evolution of digital cameras. *Strategic Management Journal*, 33(3), 277-302.

Joseph, J., & Wilson, A. J. (2018). The growth of the firm: An attention-based view. *Strategic Management Journal*, 39(6), 1779-1800.

October 30: Session 10
The Multi-Business Firm

Teece, D.J. (1980). Economies of scope and the scope of the enterprise. *Journal of Economic Behavior and Organization*, 1(3): 223-245.

Rumelt, R. P. (1982). Diversification strategy and profitability. *Strategic Management Journal*, 3(4), 359-369.

Silverman, B. S. (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.

Levinthal, D. A., & Wu, B. (2010). Opportunity costs and non-scale free capabilities: profit maximization, corporate scope, and profit margins. *Strategic Management Journal*, 31(7), 780-801.

Khanna, T., & Palepu, K. (2000). The future of business groups in emerging markets: Long-run evidence from Chile. *Academy of Management Journal*, 43(3), 268-285.

November 6: Session 11
Mergers and Acquisitions

Hayward, M. L., & Hambrick, D. C. (1997). Explaining the premiums paid for large acquisitions: Evidence of CEO hubris. *Administrative Science Quarterly*, 103-127.

Capron, L., & Pistre, N. (2002). When do acquirers earn abnormal returns?. *Strategic Management Journal*, 23(9), 781-794.

Zollo, M. and Singh, H. (2004). Deliberate learning in corporate acquisitions: post-acquisition strategies and integration capability in U.S. bank mergers. *Strategic Management Journal*, 25(13): 1233-1256.

Kaul, A., & Wu, B. (2016). A capabilities-based perspective on target selection in acquisitions. *Strategic Management Journal*, 37(7), 1220-1239.

Hernandez, E., & Shaver, J. M. (2019). Network Synergy. *Administrative Science Quarterly*, 64(1), 171-202.

Bennett, V. M., & Feldman, E. R. (2017). Make room! Make room! A note on sequential spinoffs and acquisitions. *Strategy Science*, 2(2), 100-110.

November 13: Session 12
Corporate Social Responsibility

McWilliams, A., & Siegel, D. (2001). Corporate social responsibility: A theory of the firm perspective. *Academy of Management Review*, 26(1), 117-127

Barnett, M. L., & Salomon, R. M. (2012). Does it pay to be really good? Addressing the shape of the relationship between social and financial performance. *Strategic Management Journal*, 33(11), 1304-1320.

Flammer, C. (2015). Does corporate social responsibility lead to superior financial performance? A regression discontinuity approach. *Management Science*, 61(11), 2549-2568.

Flammer, C., & Luo, J. (2017). Corporate social responsibility as an employee governance tool: Evidence from a quasi-experiment. *Strategic Management Journal*, 38(2), 163-183.

Luo, J., Kaul, A., & Seo, H. (2018). Winning us with trifles: Adverse selection in the use of philanthropy as insurance. *Strategic Management Journal*, 39(10), 2591-2617.

November 20: Session 13
Geography and Firm Strategies

Shaver, J. M., & Flyer, F. (2000). Agglomeration economies, firm heterogeneity, and foreign direct investment in the United States. *Strategic Management Journal*, 21(12), 1175-1193.

Alcácer, J., & Zhao, M. (2012). Local R&D strategies and multilocation firms: The role of internal linkages. *Management Science*, 58(4), 734-753.

Alcacer, J., & Delgado, M. (2016). Spatial organization of firms and location choices through the value chain. *Management Science*, 62(11), 3213-3234.

Lamin, A., & Ramos, M. A. (2016). R&D investment dynamics in agglomerations under weak appropriability regimes: Evidence from Indian R&D labs. *Strategic Management Journal*, 37(3), 604-621.

Li, Y., Hernandez, E., & Gwon, S. (2019). When Do Ethnic Communities Affect Foreign Location Choice? Dual Entry Strategies of Korean Banks in China. *Academy of Management Journal*, 62(1), 172-195.

November 27: Session 14
International Expansion

Entry mode:

(*) Caves, R.E. 2007. *Multinational Enterprise and Economic Analysis* (3rd Ed.). Chapter 1.

Zaheer, S. (1995). "Overcoming the liability of foreignness," *Academy of Management Journal*, 38(2): 341-363.

Brouthers, K. D. (2002). Institutional, cultural and transaction cost influences on entry mode choice and performance. *Journal of International Business Studies*, 33(2), 203-221.

(*) Shaver, J. M. (2013). Do we really need more entry mode studies? *Journal of International Business Studies*, 44(1), 23-27.

Capabilities and Internationalization:

Holburn, G. L., & Zelner, B. A. (2010). Political capabilities, policy risk, and international investment strategy: Evidence from the global electric power generation industry. *Strategic Management Journal*, 31(12), 1290-1315.

Oh, C. H., & Oetzel, J. (2017). Once bitten twice shy? Experience managing violent conflict risk and MNC subsidiary-level investment and expansion. *Strategic Management Journal*, 38(3), 714-731.

December 4: Session 15

Presentations