

THE UNIVERSITY OF TEXAS AT EL PASO
MGMT 6351: INTERNATIONAL MANAGEMENT & STRATEGY
CRN 19772
FALL 2020

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Office hours: Virtually on Thursday from 2:30 p.m. to 4:00 p.m. and Fridays from 9:00 a.m. to 10:30 a.m., 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.

I have added some readings in marketing strategy to show important connections across the fields.

COURSE REQUIREMENTS

Read all the assigned readings for each topic and be prepared to 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 your 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. *See detailed schedule starting on page 6 for assignments in square brackets.* A critical summary of it will be required. In addition to fostering critical thinking, summaries can be a good aid for your comprehensive exams or future reference. The summary should include the sections below. Note that sections c and d do not apply to theoretical work. In those cases you should focus more on the theory development.

Sections for critical summaries:

- 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 key 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.

Note that readings marked with an asterisk in the schedule will not be summarized.

Access to readings: most readings should be accessible through our library. If you search for them with Google Scholar with VPN access you will see a "UTEP access" link. *If you have a problem accessing any reading please let me know immediately.*

Format: Each summary should be delivered as a recorded slide presentation between 8 and 10 minutes long. Make sure you spend enough time on sections f to h. See detailed schedule starting on page 6 for assignments. You will post them on a specific discussion board. When submitting your video to the discussion board you must click on Yuja media chooser in mashups.

Deadlines: the following dates (Thursdays) at 5:00 p.m. U.S. Mountain Time.

- Week 2: September 3
- Week 3: September 10
- Week 4: September 17
- Week 5: September 24
- Week 6: October 1
- Week 7: October 8
- Week 8: October 15
- Week 9: October 22
- Week 10: October 29
- Week 11: November 5
- Week 12: November 12
- Week 13: November 19
- Week 15: December 3

(2) Integration

Integrative thinking is also central to the research process. Therefore one student will perform the role of integrator in each assigned session (except for week 13 in which all students will integrate). *See detailed schedule starting on page 6 for assignments.* 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 broad research question(s) answered by the papers.
- c) The answers the papers provide to the question(s).
- d) Future research pointed out by the papers *and the gaps you identify*.
- e) Links to other sessions.

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 and in your development to integrate ideas for your future research. *If you want feedback before you present your integration, please email it to me no later than a week before it is due.*

There are no integrations assigned for weeks 1, 6 and 14.

Format: Each integration should be delivered as a recorded slide presentation between 12 and 15 minutes long. See detailed schedule starting on page 6 for assignments. You will post them on a specific discussion board. When submitting your video to the discussion board you must click on Yuja media chooser in mashups.

Deadlines: the following dates (Thursdays) at 5:00 p.m. U.S. Mountain Time.

- Week 2: September 3
- Week 3: September 10
- Week 4: September 17
- Week 5: September 24
- Week 7: October 8
- Week 8: October 15
- Week 9: October 22
- Week 10: October 29
- Week 11: November 5
- Week 12: November 12
- Week 13: November 19

(3) Participation

Being a researcher also requires carrying out dialogue clearly and respectfully. Because the format of the course is asynchronous this interaction will take place virtually. Quantity and quality of participation will be assessed.

When posting on the Discussion Board, you should:

- Be original when the type of question or issue allows it.
- Make posts that are on topic and within the scope of the course material.
- Take your posts seriously and review and edit your posts before sending.
- Always be respectful of others' opinions even when they differ from your own.
- When you disagree with someone, you should express your differing opinion in a respectful, non-critical way.
- Do not make personal or insulting remarks.

- See additional information on student conduct and Texas Senate Bill 212 below.

Format: participation on discussion boards on Blackboard. Specific requirements will vary by topic.

Deadlines: all Saturdays at 11:00 p.m. U.S. Mountain Time except November 28.

(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 semester. In addition to submitting your written manuscript, you will present it in a recorded slide presentation between 15 and 20 minutes long.*

Deadlines: Manuscripts and presentations are due by 11:00 p.m. U.S. Mountain Time on December 10.

All submissions will be checked for plagiarism with *SafeAssign*. If you have any questions on how to properly cite relevant work please do not hesitate to ask me. You can use the American Psychological Association (APA) format or an alternative one.

GRADING

Evaluation will be based following weights:

Critical summaries	30%
Integrations	15%
Participation	25%
Final paper	30%
Manuscript 25%	
Presentation 5%	

STUDENT CONDUCT

Professional and respectful conduct is expected of students. Therefore, I reserve the right to give zero credit for anything I perceive to be offensive, demeaning to others, stalking, or inconsistent with the maturity that I should expect from a graduate student. Recognize that there will often be records of these statements. In addition, note that given the nature of the delivery of this course, the meaning of comments can be misconstrued. We should all be extra careful for this reason. Finally, [Texas Senate Bill 212](#) requires all employees of Texas universities to “report incidents of sexual harassment, sexual assault, dating violence, or stalking allegedly committed by or against a student or employee, to a Title IX Coordinator or Deputy Title IX Coordinator. Under this new

law, an employee who fails to report or falsely reports such an incident will also be subject to criminal liability (misdemeanor) and termination of employment.” (source: <https://www.utep.edu/titleix/sb-212.html>)

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.

Week 1

Introduction

Participation due August 29

No critical summaries and integration are required for this week.

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.

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.

Week 2

Industrial Organization

Critical Summaries and Integration due September 3

Participation due September 5

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.

Week 3

Resource Based View (I)

Critical Summaries and Integration due September 10

Participation due September 12

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.

Fang, E., Palmatier, R. W., & Grewal, R. (2011). Effects of customer and innovation asset configuration strategies on firm performance. *Journal of Marketing Research*, 48(3), 587-602.

Week 4

Resource Based View (II)

Critical Summaries and Integration due September 17

Participation due September 19

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.

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.

Week 5

Coasian View of the Firm and Its Extensions (I)

Critical Summaries and Integration due September 24

Participation due September 26

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.

Williamson, O. E. (1991). Comparative economic organization: The analysis of discrete structural alternatives. *Administrative Science Quarterly*, 269-296.

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

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

Note: watch the videos from Brian Silverman on transaction cost economics.

Week 6

Coasian view of the Firm and its Extensions (II)

Critical Summaries due October 1

Participation due October 3

No integration required for this week

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

Poppo, L., & Zenger, T. (1998). Testing alternative theories of the firm: transaction cost, knowledge-based, and measurement explanations for make-or-buy decisions in information services. *Strategic Management Journal*, 19(9), 853-877.

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.

Houston, M. B., & Johnson, S. A. (2000). Buyer–supplier contracts versus joint ventures: Determinants and consequences of transaction structure. *Journal of Marketing Research*, 37(1), 1-15.

Dong, M. C., Zeng, F., & Su, C. (2019). Network embeddedness as a dependence-balancing mechanism in developing markets: differential effects for channel partners with asymmetric dependencies. *Journal of the Academy of Marketing Science*, 47(6), 1064-1084.

Week 7

Evolutionary Views

Critical Summaries and Integration due October 8

Participation due October 10

(*) 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.

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

Zuo, L., Fisher, G. J., & Yang, Z. (2019). Organizational learning and technological innovation: the distinct dimensions of novelty and meaningfulness that impact firm performance. *Journal of the Academy of Marketing Science*, 47(6), 1166-1183.

Week 8

Networks

Critical Summaries and Integration due October 15

Participation due October 17

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.

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.

Thomaz, F., & Swaminathan, V. (2015). What goes around comes around: The impact of marketing alliances on firm risk and the moderating role of network density. *Journal of Marketing*, 79(5), 63-79.

Week 9

Cognition

Critical Summaries and Integration due October 22

Participation due October 24

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.

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.

Week 10

The Multi-Business Firm

Critical Summaries and Integration due October 29

Participation due October 31

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.

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.

Swaminathan, V., Murshed, F., & Hullah, J. (2008). Value creation following merger and acquisition announcements: The role of strategic emphasis alignment. *Journal of Marketing Research*, 45(1), 33-47.

Week 11

Mergers and Acquisitions

Critical Summaries and Integration due November 5

Participation due November 7

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.

Week 12 (deadline November 12)
Corporate Social Responsibility
Critical Summaries and Integration due November 12
Participation due November 14

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.

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.

Lenz, I., Wetzel, H. A., & Hammerschmidt, M. (2017). Can doing good lead to doing poorly? Firm value implications of CSR in the face of CSI. *Journal of the Academy of Marketing Science*, 45(5), 677-697.

Week 13

Geography and Firm Strategies

Critical Summaries and Integration due November 19

Participation due November 21

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.

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.

Butt, M. N., Antia, K. D., Murtha, B. R., & Kashyap, V. (2018). Clustering, Knowledge sharing, and intrabrand competition: a multiyear analysis of an evolving franchise system. *Journal of Marketing*, 82(1), 74-92.

Note: during week 14 focus on your final paper. Feel free to schedule a meeting for feedback.

Week 15 (deadline December 3)
International Expansion
Critical Summaries due December 3
Participation due December 5

No integration required for this week.

Entry mode:

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.

Dow, D., & Larimo, J. (2009). Challenging the conceptualization and measurement of distance and international experience in entry mode choice research. *Journal of International Marketing*, 17(2), 74-98.

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.