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.

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- Week 3: September 10
- Week 4: September 17
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(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:

<table>
<thead>
<tr>
<th>Critical summaries</th>
<th>30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrations</td>
<td>15%</td>
</tr>
<tr>
<td>Participation</td>
<td>25%</td>
</tr>
<tr>
<td>Final paper</td>
<td>30%</td>
</tr>
<tr>
<td>Manuscript</td>
<td>25%</td>
</tr>
<tr>
<td>Presentation</td>
<td>5%</td>
</tr>
</tbody>
</table>

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.


Week 2
Industrial Organization
Critical Summaries and Integration due September 3
Participation due September 5


*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


Week 7
Evolutionary Views

Critical Summaries and Integration due October 8
Participation due October 10


Week 8
Networks
Critical Summaries and Integration due October 15
Participation due October 17


Week 10
The Multi-Business Firm
Critical Summaries and Integration due October 29
Participation due October 31


Week 11
Mergers and Acquisitions
Critical Summaries and Integration due November 5
Participation due November 7


Week 13
Geography and Firm Strategies
Critical Summaries and Integration due November 19
Participation due November 21


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:


Capabilities and Internationalization:
