

**MGMT/MKT 6354**  
**Management Topics in International Business**  
**The University of Texas at El Paso**

---

<b>Instructor</b>	Mengge Li
<b>Class Time</b>	Thursday 9 to 11:45 AM at BUSN 307
<b>Office</b>	Room 203, College of Business Administration
<b>Office Hours</b>	Tuesday 9:30 to 11:30 AM and Thursday 1:30 to 3:30 PM
<b>E-mail</b>	<a href="mailto:mli3@utep.edu">mli3@utep.edu</a>
<b>Phone</b>	915.747.7742 (Office)

---

**COURSE DESCRIPTION AND LEARNING GOALS**

---

In strategic management, strategic leadership and governance is a central domain of research. Strategic leaders are the top management teams that formulate and implement strategy to create firm value. Governance refers to the monitoring and incentive mechanisms that align the interests of top managers with shareholders and stakeholders. All modern organizations, private and public, for profit and nonprofit, small and large, need strategic leaders that shape strategy, and governance mechanisms that monitor and incentivize strategic leaders. Strategic leadership and governance shapes and is shaped by firm strategy and performance in various institutional and national contexts. This doctoral seminar introduces a variety of theoretical frameworks in strategic leadership and governance and extensively discusses key questions in this domain, with an emphasis on international contexts. These questions include:

- How do CEOs, top managers, board of directors shape strategy and influence firm performance?
- How does strategic leadership and governance shape ethical and socially responsible behavior?
- How do national contexts and regulatory regimes change the effects of strategic leadership and governance?

- How do global corporations manage to align their governance with different expectations and standards across countries?
- What are the differences between the various governance mechanisms such as ownership structure, debt structure, boards of directors composition and leadership, incentive pay, executive succession, the market for corporate control, private equity, and institutional context?
- What are the influences of various top management team and individual characteristics such as cognition, personality, social interaction, etc.?

## **COURSE REQUIREMENTS**

---

### **1. Attendance and Participation.**

Class attendance is mandatory. Students must attend all sessions of the class and actively participate in class activities. Students are expected to finish the required readings prior to attending each session. Further, in order to facilitate learning, students need to come to the class prepared, and contribute to the class discussion by sharing/highlighting ideas/issues pertinent to the course matter.

### **2. Critical Summaries of Readings.**

Each student will also be required to write a 1-2 page summary/analysis of 1 or 2 articles each week (articles to be determined the week before). Each write-up will be distributed to all class participants and will also include two discussion questions the student wants to ask to the class about the article. These summaries will have the following format:

- a) Title of reading (complete citation)
- b) Summarized by: student's name
- c) Purpose of Reading: this section should describe how this reading fits in a broader stream of research, why it was written, what its fundamental objective is, etc.
- d) Theoretical Argument: this section should summarize the theoretical argument of the reading, its basic assumptions, propositions, etc.
- e) Results, Conclusions, and Integration: this section should summarize any empirical results, any theoretical conclusions, implications of the reading, how it fits with others this week or other weeks, etc.
- f) Two questions for discussion in class

Summaries will be gathered at the beginning of the class during which a reading is discussed. Each summary should be 2 pages maximum, single-spaced, in Times New Roman font size 12, and with 1-inch margins. **Please bring copies for all fellow students and the instructor.**

You will lead the discussion on the specific paper that you summarize. 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.

### **3. Integrating and Leading Class Discussion.**

You will each take turn in leading class discussions throughout the semester. The discussion leaders are responsible for being the most knowledgeable students in the session. The job of the discussion leader is to provide a general overview of the readings, lead discussions on the readings, and provide integration and synthesis of key themes emerging on the topics. The integration should include the following:

- a) An illustration of how the assigned readings are linked to each other.
- 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.

### **4. Research Paper.**

A research paper is due at the end of the semester. This paper should be a high-quality manuscript that could be submitted to *a major academic conference* after further revision. This paper must be original work and must be relevant to a topic covered in the course. It should lay out, at least, a research question based on a gap you have identified in the literature, have a sound theoretical development leading to prediction(s), and describe the methodology for testing (identify clearly what type of data would be needed and explain how it would be collected). To help you structure this major project the following schedule of assignments must be adhered to:

- A detailed outline of your idea (2-3 pages) is due **Sep 29**. The purpose of this outline is to help you set up your research question and decide how to approach the issues. This allows us to help you determine how to proceed. In this paper you should outline your intentions for the project, present the primary variables of interest, and explain their

relationships. You should also include a preliminary set of references to show a start at a literature review.

- The first draft of the paper is due **Nov 17**. The purpose of the draft is: 1) to keep you on track to complete the paper, and 2) to allow me to review the paper and provide feedback before the final draft.
- The final revised draft is due **Dec 7**.

Both drafts of your paper should follow the style of the *Academy of Management Journal* and not exceed 25 double-spaced pages of text (exclusive of references, exhibits, tables, etc.). No late papers will be accepted, and no incomplete grades will be given for this course.

### **5. Research Presentation.**

You will present your research paper multiple times to the class. The presentation format is similar to a dissertation defense. PowerPoint slides are required and handouts may be prepared as needed. The presentation will be about 30 to 45 minutes including Q&A.

- The first presentation will be on **Oct 5**. This will be a short presentation (10 minutes) to briefly present the main idea of your research paper.
- The first presentation will be on **Nov 16**. This presentation will be similar to a proposal defense. You should present the draft of your research paper, receive feedbacks and comments from cohorts and the instructors.
- The second presentation will be on **Dec 7**. This presentation will be similar to a dissertation defense. You should have incorporated valuable feedback from the second presentation as well as the reviewers' comments. You need to be able to successfully defend your research paper.

### **6. Manuscript Review.**

It is important for you to have some experience on the other side of the table to review manuscripts. Therefore, you will be given a real manuscript to review. You need to read the manuscript carefully and provide comments on the manuscript.

## **COURSE EVALUATION**

---

### Grading Components

Measure	Weight
Class Participation	15%
Critical Summaries	20%
Discussion Leader	15%
Research Paper	35%
Research Presentation	10%
Manuscript Review	5%

### Grading Scale

Letter Grade	Percentage
A	90% - 100%
B	80% - 89%
C	70% - 79%
D	60% - 69%
F	Below 60%

## COURSE POLICIES

---

### Academic Honesty

"The University of Texas at El Paso prides itself on its standards of academic excellence. In all matters of intellectual pursuit, UTEP faculty and students must strive to achieve excellence based on the quality of work produced by the individual. In the classroom and in all other academic activities, students are expected to uphold the highest standards of academic integrity. Any form of academic dishonesty is an affront to the pursuit of knowledge and jeopardizes the quality of the degree awarded to all graduates of UTEP. It is imperative, therefore, that the members of this academic community understand the regulations pertaining to academic integrity and that all faculty insist on adherence to these standards. Any student who commits an act of academic dishonesty is subject to discipline. Academic 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, and any act designed to give unfair advantage to a student or the attempt to commit such acts.

Proven violations of the detailed regulations, as printed in the Handbook of Operating Procedures (HOP), and available in the Office of the Dean of Students and on the homepage of the Dean of Students at: <http://www.utep.edu/dos> may result in sanctions ranging from disciplinary probation, to a failing grade on the work in question, to a failing grade in the course, to suspension or dismissal, among others." (UTEP's Handbook of Operating Procedures)

**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.**

## Session 1 (Week of 8-27): Course Introduction and Review of Syllabus

---

## Session 2 (Week of 9-3): Upper-Echelons Perspective

---

### Assigned Readings:

- Hambrick, D. C., & Mason, P. A. 1984. Upper Echelons: The Organization as a Reflection of Its Top Managers. *Academy of Management Review*, 9(2): 193–206.
- Whitler, K. A., Lee, B., Krause, R., & Morgan, N. A. (2020). Upper echelons research in marketing. *Journal of the Academy of Marketing Science*. <https://doi.org/10.1007/s11747-020-00724-4>
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. 2022. What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 33(3), 101353. <https://doi.org/10.1016/j.leaqua.2019.101353>
- Krause, R., Roh, J., & Whitler, K. A. (2022). The Top Management Team: Conceptualization, Operationalization, and a Roadmap for Scholarship. *Journal of Management*, 01492063211072459. <https://doi.org/10.1177/01492063211072459>
- Georgakakis, D., Heyden, M. L. M., Oehmichen, J. D. R., & Ekanayake, U. I. K. (2022). Four decades of CEO–TMT interface research: A review inspired by role theory. *The Leadership Quarterly*, 33(3), 101354. <https://doi.org/10.1016/j.leaqua.2019.101354>

### Additional Readings:

- Carpenter, M. A., Geletkanycz, M. A., & Sanders, W. G. 2004. Upper Echelons Research Revisited: Antecedents, Elements, and Consequences of Top Management Team Composition. *Journal of Management*, 30(6): 749–778.
- Hambrick, D. C., Finkelstein, S., & Mooney, A. C. 2005. Executive Job Demands: New Insights for Explaining Strategic Decisions and Leader Behaviors. *Academy of Management Review*, 30(3): 472–491.
- Hambrick, D. C. 2007. Upper echelons theory: An update. *Academy of Management Review*, 32(2): 334–343.
- Busenbark, J. R., Krause, R., Boivie, S., & Graffin, S. D. 2016. Toward a Configurational Perspective on the CEO A Review and Synthesis of the Management Literature. *Journal of Management*, 42(1): 234–268.
- Bergh, D. D., Aguinis, H., Heavey, C., Ketchen, D. J., Boyd, B. K., et al. 2016. Using meta-analytic structural equation modeling to advance strategic management research: Guidelines and an empirical illustration via the strategic leadership-performance relationship. *Strategic Management Journal*, 37(3): 477–497.

### Session 3 (Week of 9-10): Managerial Discretion and Executive Job Demand

---

#### Assigned Readings:

- Hambrick, D. C., & Finkelstein, S. 1987. Managerial discretion: A bridge between polar views of organizational outcomes. *Research in Organizational Behavior*, 9: 369–406.
- Hambrick, D. C., & Abrahamson, E. 1995. Assessing Managerial Discretion across Industries: A Multimethod Approach. *Academy of Management Journal*, 38(5): 1427–1441.
- Crossland, C., & Hambrick, D. C. 2011. Differences in managerial discretion across countries: how nation-level institutions affect the degree to which ceos matter. *Strategic Management Journal*, 32(8): 797–819.
- Zhu, D. H., Jia, L., & Li, F. (2021). Too Much on the Plate? How Executive Job Demands Harm Firm Innovation and Reduce Share of Exploratory Innovations. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2019.0334>
- Lee, M. K., Gupta, A., & Hambrick, D. C. (2022). The Distinct Effects of Wealth- and CSR-Oriented Shareholder Unrest on CEO Career Outcomes: A New Lens on Settling Up and Executive Job Demands. *Academy of Management Journal*, 65(1), 186–217. <https://doi.org/10.5465/amj.2019.1346>

#### Additional Readings:

- Williamson, O. E. 1963. Managerial Discretion and Business Behavior. *The American Economic Review*, 53(5): 1032–1057.
- Finkelstein, S., & Hambrick, D. C. 1990. Top-Management-Team Tenure and Organizational Outcomes: The Moderating Role of Managerial Discretion. *Administrative Science Quarterly*, 35(3): 484–503.
- Finkelstein, S., & Boyd, B. K. 1998. How Much Does the CEO Matter? The Role of Managerial Discretion in the Setting of CEO Compensation. *Academy of Management Journal*, 41(2): 179–199.
- Shen, W., & Cho, T. S. 2005. Exploring involuntary executive turnover through a managerial discretion framework. *Academy of Management Review*, 30(4): 843–854.
- Boyd, B. K., & Gove, S. 2006. Managerial constraint: The intersection between organizational task environment and discretion. *Research Methodology in Strategy and Management*, 3: 57–95.
- Wangrow, D. B., Schepker, D. J., & Barker, V. L. 2015. Managerial Discretion An Empirical Review and Focus on Future Research Directions. *Journal of Management*, 41(1): 99–135.

## Session 4 (Week of 9-17): Agency Theory and Behavioral Agency Model

---

### Assigned Readings:

- Eisenhardt, K. M. 1989. Agency Theory: An Assessment and Review. *Academy of Management Review*, 14(1): 57–74.
- Pepper, A., & Gore, J. 2015. Behavioral Agency Theory New Foundations for Theorizing About Executive Compensation. *Journal of Management*, 41(4): 1045–1068.
- Hoskisson, R. E., Chirico, F., Zyung, J. (Daniel), & Gambeta, E. (2017). Managerial Risk Taking: A Multitheoretical Review and Future Research Agenda. *Journal of Management*, 43(1), 137–169. <https://doi.org/10.1177/0149206316671583>
- Graffin, S. D., Hubbard, T. D., Christensen, D. M., & Lee, E. Y. (2020). The influence of CEO risk tolerance on initial pay packages. *Strategic Management Journal*, 41(4), 788–811. <https://doi.org/10.1002/smj.3112>
- DesJardine, M. R., & Shi, W. (2020). CEO Temporal Focus and Behavioral Agency Theory: Evidence from Mergers and Acquisitions. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2018.1470>

### Additional Readings:

- Kahneman, D., & Tversky, A. 1979. Prospect Theory: An Analysis of Decision under Risk. *Econometrica*, 47(2): 263–291.
- Fama, E. F. 1980. Agency Problems and the Theory of the Firm. *Journal of Political Economy*, 88(2): 288–307.
- Wiseman, R. M., & Gomez-Mejia, L. R. 1998. A Behavioral Agency Model of Managerial Risk Taking. *Academy of Management Review*, 23(1): 133–153.
- Devers, C. E., McNamara, G., Wiseman, R. M., & Arrfelt, M. 2008. Moving Closer to the Action: Examining Compensation Design Effects on Firm Risk. *Organization Science*, 19(4): 548–566.
- Young, M. N., Peng, M. W., Ahlstrom, D., Bruton, G. D., & Jiang, Y. 2008. Corporate Governance in Emerging Economies: A Review of the Principal–Principal Perspective. *Journal of Management Studies*, 45(1): 196–220.
- Shi, W., Connelly, B. L., & Hoskisson, R. E. 2016. External Corporate Governance and Financial Fraud: Cognitive Evaluation Theory Insights on Agency Theory Prescriptions. *Strategic Management Journal*, n/a-n/a.

## Session 5 (Week of 9-24): Social Capital / Social Network Theory

---

### Assigned Readings:

- Cao, Q., Simsek, Z., & Jansen, J. J. P. (2015). CEO Social Capital and Entrepreneurial Orientation of the Firm: Bonding and Bridging Effects. *Journal of Management*, 41(7), 1957–1981. <https://doi.org/10.1177/0149206312469666>
- Ferris, S. P., Javakhadze, D., & Rajkovic, T. (2017). CEO social capital, risk-taking and corporate policies. *Journal of Corporate Finance*, 47, 46–71. <https://doi.org/10.1016/j.jcorpfin.2017.09.003>
- Griffin, P. A., Hong, H. A., Liu, Y., & Ryou, J. W. (2021). The dark side of CEO social capital: Evidence from real earnings management and future operating performance. *Journal of Corporate Finance*, 101920. <https://doi.org/10.1016/j.jcorpfin.2021.101920>
- El-Khatib, R., Jandik, D., & Jandik, T. (2021). Network centrality, connections, and social capital: Evidence from CEO insider trading gains. *Financial Review*, 56(3), 433–457. <https://doi.org/10.1111/fire.12260>
- He, J. (2021). Executive Network Centrality and Corporate Reporting. *Management Science*. <https://doi.org/10.1287/mnsc.2020.3924>

### Additional Readings:

- McDonald, M. L., & Westphal, J. D. (2003). Getting by with the Advice of Their Friends: CEOs' Advice Networks and Firms' Strategic Responses to Poor Performance. *Administrative Science Quarterly*, 48(1), 1–32. <https://doi.org/10.2307/3556617>
- Khanna, V., Kim, E. H., & Lu, Y. (2015). CEO Connectedness and Corporate Fraud. *The Journal of Finance*, 70(3), 1203–1252. <https://doi.org/10.1111/jofi.12243>
- Burt, R. S., & Soda, G. (2021). Network Capabilities: Brokerage as a Bridge Between Network Theory and the Resource-Based View of the Firm. *Journal of Management*, 47(7), 1698–1719. <https://doi.org/10.1177/0149206320988764>
- Burt, R. S., & Wang, S. (2022). Bridge Supervision: Correlates of a Boss on the Far Side of a Structural Hole. *Academy of Management Journal*, 65(6), 1835–1863. <https://doi.org/10.5465/amj.2021.0676>

## Session 6 (Week of 10-1): Managerial Cognition

---

### Assigned Readings:

- Vuori, T. O., & Huy, Q. N. 2016. Distributed Attention and Shared Emotions in the Innovation Process How Nokia Lost the Smartphone Battle. *Administrative Science Quarterly*, 61(1): 9–51.
- Choudhury, P., Wang, D., Carlson, N. A., & Khanna, T. (2019). Machine learning approaches to facial and text analysis: Discovering CEO oral communication styles. *Strategic Management Journal*, 40(11), 1705–1732. <https://doi.org/10.1002/smj.3067>
- Kiss, A. N., Libaers, D., Barr, P. S., Wang, T., & Zachary, M. A. (2020). CEO cognitive flexibility, information search, and organizational ambidexterity. *Strategic Management Journal*, 41(12), 2200–2233. <https://doi.org/10.1002/smj.3192>
- Graf-Vlachy, L., Bundy, J., & Hambrick, D. C. (2020). Effects of an Advancing Tenure on CEO Cognitive Complexity. *Organization Science*. <https://doi.org/10.1287/orsc.2019.1336>
- Eklund, J. C., & Mannor, M. J. (2021). Keep Your Eye on the Ball or on the Field? Exploring the Performance Implications of Executive Strategic Attention. *Academy of Management Journal*, 64(6), 1685–1713. <https://doi.org/10.5465/amj.2019.0156>

### Additional Readings:

- Walsh, J. P. 1995. Managerial and Organizational Cognition: Notes from a Trip Down Memory Lane. *Organization Science*, 6(3): 280–321.
- Ocasio, W. 1997. Towards an Attention-based View of the Firm. *Strategic Management Journal*, 18(S1): 187–206.
- Yadav, M. S., Prabhu, J. C., & Chandy, R. K. 2007. Managing the Future: CEO Attention and Innovation Outcomes. *Journal of Marketing*, 71(4): 84–101.
- Helfat, C. E., & Peteraf, M. A. 2015. Managerial cognitive capabilities and the microfoundations of dynamic capabilities. *Strategic Management Journal*, 36(6): 831–850.
- Miller, C. C., Chiu, S. (Shih-C., Wesley II, C. L., Vera, D., & Avery, D. R. (2022). Cognitive Diversity at The Strategic Apex: Assessing Evidence on the Value of Different Perspectives and Ideas among Senior Leaders. *Academy of Management Annals*, 16(2), 806–852. <https://doi.org/10.5465/annals.2020.0387>

## Session 7 (Week of 10-8): CEO Demographics and Personality

---

### Assigned Readings:

- Chatterjee, A., & Hambrick, D. C. 2007. It's All about Me: Narcissistic Chief Executive Officers and Their Effects on Company Strategy and Performance. *Administrative Science Quarterly*, 52(3): 351–386.
- Harrison, J. S., Thurgood, G. R., Boivie, S., & Pfarrer, M. D. (2019). Measuring CEO personality: Developing, validating, and testing a linguistic tool. *Strategic Management Journal*, 40(8), 1316–1330. <https://doi.org/10.1002/smj.3023>
- Colombo, M. G., Fisch, C., Momtaz, P. P., & Vismara, S. (2022). The CEO beauty premium: Founder CEO attractiveness and firm valuation in initial coin offerings. *Strategic Entrepreneurship Journal*, 16(3), 491–521. <https://doi.org/10.1002/sej.1417>
- Keil, T., Lavie, D., & Pavićević, S. (2022). When Do Outside CEOs Underperform? From a CEO-Centric to a Stakeholder-Centric Perspective of Post-Succession Performance. *Academy of Management Journal*, 65(5), 1424–1449. <https://doi.org/10.5465/amj.2018.1087>
- Chandler, J. A., Kim, Y. (Anthony), Waddingham, J. A., & Hill, A. D. (2023). Going global? CEO political ideology and the choice between international alliances and international acquisitions. *Journal of International Business Studies*. <https://doi.org/10.1057/s41267-023-00607-0>

### Additional Readings:

- Hambrick, D. C., & Fukutomi, G. D. S. 1991. The Seasons of a CEO's Tenure. *Academy of Management Review*, 16(4): 719–742.
- Hayward, M. L. A., & Hambrick, D. C. 1997. Explaining the Premiums Paid for Large Acquisitions: Evidence of CEO Hubris. *Administrative Science Quarterly*, 42(1): 103–127.
- Kaplan, S. N., Klebanov, M. M., & Sorensen, M. 2012. Which CEO Characteristics and Abilities Matter? *The Journal of Finance*, 67(3): 973–1007.
- Yim, S. 2013. The acquisitiveness of youth: CEO age and acquisition behavior. *Journal of Financial Economics*, 108(1): 250–273.
- Kish-Gephart, J. J., & Campbell, J. T. 2015. You Don't Forget Your Roots: The Influence of CEO Social Class Background on Strategic Risk Taking. *Academy of Management Journal*, 58(6): 1614–1636.

## Session 8 (Week of 10-15): Top Management Teams and Organizational Outcomes

---

### Assigned Readings:

- Georgakakis, D., Greve, P., & Ruigrok, W. (2017). Top management team faultlines and firm performance: Examining the CEO-TMT interface. *The Leadership Quarterly*, 28(6), 741–758. <https://doi.org/10.1016/j.leaqua.2017.03.004>
- Richard, O. C., Wu, J., Markoczy, L. A., & Chung, Y. (2019). Top management team demographic-faultline strength and strategic change: What role does environmental dynamism play? *Strategic Management Journal*, 40(6), 987–1009. <https://doi.org/10.1002/smj.3009>
- Tang, S., Nadkarni, S., Wei, L., & Zhang, S. X. (2021). Balancing the Yin and Yang: TMT Gender Diversity, Psychological Safety, and Firm Ambidextrous Strategic Orientation in Chinese High-Tech SMEs. *Academy of Management Journal*, 64(5), 1578–1604. <https://doi.org/10.5465/amj.2019.0378>
- Ormiston, M. E., Wong, E. M., & Ha, J. (2021). The role of CEO emotional stability and team heterogeneity in shaping the top management team affective tone and firm performance relationship. *The Leadership Quarterly*, 101543. <https://doi.org/10.1016/j.leaqua.2021.101543>
- Fox, B. C., Simsek, Z., & Heavey, C. (2021). Top Management Team Experiential Variety, Competitive Repertoires, and Firm Performance: Examining the Law of Requisite Variety in the 3D Printing Industry (1986-2017). *Academy of Management Journal*, amj.2019.0734. <https://doi.org/10.5465/amj.2019.0734>

### Additional Readings:

- Homberg, F., & Bui, H. T. M. (2013). Top Management Team Diversity: A Systematic Review. *Group & Organization Management*, 38(4), 455–479. <https://doi.org/10.1177/1059601113493925>
- García-Granero, A., Fernández-Mesa, A., Jansen, J. J. P., & Vega-Jurado, J. (2018). Top management team diversity and ambidexterity: The contingent role of shared responsibility and CEO cognitive trust. *Long Range Planning*, 51(6), 881–893. <https://doi.org/10.1016/j.lrp.2017.11.001>
- Schubert, T., & Tavassoli, S. (2019). Product Innovation and Educational Diversity in Top and Middle Management Teams. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2017.0741>
- Belderbos, R., Lokshin, B., Boone, C., & Jacob, J. (2022). Top management team international diversity and the performance of international R&D. *Global Strategy Journal*, 12(1), 108–133. <https://doi.org/10.1002/gsj.1395>
- Huynh, K., Wilden, R., & Gudergan, S. (2022). The interface of the top management team and the board: A dynamic managerial perspective. *Long Range Planning*, 102194. <https://doi.org/10.1016/j.lrp.2022.102194>

## Session 9 (Week of 10-22): Board Structure and Composition

---

### *Assigned Readings:*

- Krause, R., Withers, M., & Semadeni, M. 2016. Compromise on the Board: Investigating the Antecedents and Consequences of Lead Independent Director Appointment. *Academy of Management Journal*, amj.2015.0852.
- Oehmichen, J., Braun, D., Wolff, M., & Yoshikawa, T. (2017). When Elites Forget Their Duties: The Double-Edged Sword of Prestigious Directors on Boards. *Journal of Management Studies*, n/a-n/a. <https://doi.org/10.1111/joms.12275>
- Balsmeier, B., Fleming, L., & Manso, G. (2017). Independent boards and innovation. *Journal of Financial Economics*, 123(3), 536–557. <https://doi.org/10.1016/j.jfineco.2016.12.005>
- Chang, C.-H., & Wu, Q. (2020). Board Networks and Corporate Innovation. *Management Science*. <https://doi.org/10.1287/mnsc.2020.3587>
- Shin, T., & You, J. (2022). Faults and Faultlines: The Effects of Board Faultlines on CEO Dismissal. *Journal of Management*, 01492063221083889. <https://doi.org/10.1177/01492063221083889>

### *Additional Readings:*

- Ellstrand, A. E., Tihanyi, L., & Johnson, J. L. 2002. Board Structure and International Political Risk. *Academy of Management Journal*, 45(4): 769–777.
- Tuggle, C. S., Schnatterly, K., & Johnson, R. A. 2010. Attention Patterns in the Boardroom: How Board Composition and Processes Affect Discussion of Entrepreneurial Issues. *Academy of Management Journal*, 53(3): 550–571.
- Quigley, T. J., & Hambrick, D. C. 2012. When the former CEO stays on as board chair: effects on successor discretion, strategic change, and performance. *Strategic Management Journal*, 33(7): 834–859.
- Post, C., & Byron, K. 2015. Women on Boards and Firm Financial Performance: A Meta-Analysis. *Academy of Management Journal*, 58(5): 1546–1571.
- Heyden, M. L. M., Oehmichen, J., Nichting, S., & Volberda, H. W. 2015. Board Background Heterogeneity and Exploration-Exploitation: The Role of the Institutionally Adopted Board Model. *Global Strategy Journal*, 5(2): 154–176.

## Session 10 (Week of 10-29): Board Monitoring and Vigilance

---

### Assigned Readings:

- Faleye, O., Hoitash, R., & Hoitash, U. 2011. The costs of intense board monitoring. *Journal of Financial Economics*, 101(1): 160–181.
- Hambrick, D. C., Misangyi, V. F., & Park, C. A. 2015. The Quad Model for Identifying a Corporate Director’s Potential for Effective Monitoring: Toward a New Theory of Board Sufficiency. *Academy of Management Review*, 40(3): 323–344.
- Krause, R. (2016). Being the CEO’s boss: An examination of board chair orientations. *Strategic Management Journal*, n/a-n/a. <https://doi.org/10.1002/smj.2500>
- Goranova, M. L., Priem, R. L., Ndofor, H. A., & Trahms, C. A. (2017). Is there a “Dark Side” to Monitoring? Board and Shareholder Monitoring Effects on M&A Performance Extremeness. *Strategic Management Journal*, 38(11), 2285–2297. <https://doi.org/10.1002/smj.2648>
- Veltrop, D. B., Bezemer, P.-J., Nicholson, G., & Pugliese, A. (2020). Too Unsafe to Monitor? How Board–CEO Cognitive Conflict and Chair Leadership Shape Outside Director Monitoring. *Academy of Management Journal*, 64(1), 207–234. <https://doi.org/10.5465/amj.2017.1256>

### Additional Readings:

- Wright, P., Kroll, M., & Elenkov, D. 2002. Acquisition Returns, Increase in Firm Size, and Chief Executive Officer Compensation: The Moderating Role of Monitoring. *Academy of Management Journal*, 45(3): 599–608.
- Adams, R. B., & Ferreira, D. 2007. A Theory of Friendly Boards. *The Journal of Finance*, 62(1): 217–250.
- Kroll, M., Walters, B. A., & Wright, P. 2008. Board vigilance, director experience, and corporate outcomes. *Strategic Management Journal*, 29(4): 363–382.
- He, J., & Huang, Z. 2011. Board Informal Hierarchy and Firm Financial Performance: Exploring a Tacit Structure Guiding Boardroom Interactions. *Academy of Management Journal*, 54(6): 1119–1139.
- Balsmeier, B., Buchwald, A., & Stiebale, J. 2014. Outside directors on the board and innovative firm performance. *Research Policy*, 43(10): 1800–1815.

## Session 11 (Week of 11-5): Executive Turnover and Succession

---

### Assigned Readings:

- Zhang, Y. A., & Qu, H. 2015. The Impact of CEO Succession with Gender Change on Firm Performance and Successor Early Departure: Evidence from China's Publicly Listed Companies in 1997-2010. *Academy of Management Journal*, amj.2014.0176.
- Schepker, D. J., Kim, Y., Patel, P. C., Thatcher, S. M. B., & Campion, M. C. (2017). CEO succession, strategic change, and post-succession performance: A meta-analysis. *The Leadership Quarterly*. <https://doi.org/10.1016/j.leaqua.2017.03.001>
- Lee, J. M., Yoon, D., & Boivie, S. (2018). Founder CEO Succession: The Role of CEO Organizational Identification. *Academy of Management Journal*. <https://doi.org/10.5465/amj.2017.0091>
- Yi, X., Zhang, Y. A., & Windsor, D. (2019). You Are Great and I Am Great (Too): Examining New CEOs' Social Influence Behaviors during Leadership Transition. *Academy of Management Journal*, 63(5), 1508–1534. <https://doi.org/10.5465/amj.2018.0365>
- Keil, T., Lavie, D., & Pavićević, S. (2022). When Do Outside CEOs Underperform? From a CEO-Centric to a Stakeholder-Centric Perspective of Post-Succession Performance. *Academy of Management Journal*, 65(5), 1424–1449. <https://doi.org/10.5465/amj.2018.1087>

### Additional Readings:

- Graffin, S. D., Carpenter, M. A., & Boivie, S. 2011. What's all that (strategic) noise? anticipatory impression management in CEO succession. *Strategic Management Journal*, 32(7): 748–770.
- Chen, J., & Thompson, P. 2015. New Firm Performance and the Replacement of Founder-CEOs. *Strategic Entrepreneurship Journal*, 9(3): 243–262.
- Quigley, T. J., Crossland, C., & Campbell, R. J. 2016. Shareholder Perceptions of the Changing Impact of CEOs: Market Reactions to Unexpected CEO Deaths, 1950 – 2009. *Strategic Management Journal*, n/a-n/a.
- Zhu, D. H., & Shen, W. 2016. Why do some outside successions fare better than others? The role of outside CEOs' prior experience with board diversity. *Strategic Management Journal*, n/a-n/a.
- Georgakakis, D., & Ruigrok, W. 2016. CEO succession origin and firm performance: A multilevel study. *Journal of Management Studies*, n/a-n/a.

## Session 12 (Week of 11-12): Endogeneity in Strategic Leadership Research

---

### Assigned Readings:

- Shi, W., Zhang, Y., & Hoskisson, R. E. (2017). Ripple Effects of CEO Awards: Investigating the Acquisition Activities of Superstar CEOs' Competitors. *Strategic Management Journal*, 38(10), 2080–2102. <https://doi.org/10.1002/smj.2638>
- Lee, J. M., Kim, J., & Bae, J. (2020). Founder CEOs and innovation: Evidence from CEO sudden deaths in public firms. *Research Policy*, 49(1), 103862. <https://doi.org/10.1016/j.respol.2019.103862>
- Recendes, T., Aime, F., Hill, A. D., & Petrenko, O. V. (2022). Bargaining your way to success: The effect of Machiavellian chief executive officers on firm costs. *Strategic Management Journal*, 43(10), 2012–2041. <https://doi.org/10.1002/smj.3402>
- Sieweke, J., Bostandzic, D., & Smolinski, S.-M. (2023). The influence of top management team gender diversity on firm performance during stable periods and economic crises: An instrumental variable analysis. *The Leadership Quarterly*, 101703. <https://doi.org/10.1016/j.leaqua.2023.101703>
- Hill, A. D., Johnson, S. G., Greco, L. M., O'Boyle, E. H., & Walter, S. L. (2021). Endogeneity: A Review and Agenda for the Methodology-Practice Divide Affecting Micro and Macro Research. *Journal of Management*, 47(1), 105–143. <https://doi.org/10.1177/0149206320960533>

### Additional Readings:

- Semadeni, M., Withers, M. C., & Trevis Certo, S. (2014). The perils of endogeneity and instrumental variables in strategy research: Understanding through simulations. *Strategic Management Journal*, 35(7), 1070–1079. <https://doi.org/10.1002/smj.2136>
- Certo, S. T., Busenbark, J. R., Woo, H., & Semadeni, M. (2016). Sample selection bias and Heckman models in strategic management research. *Strategic Management Journal*, 37(13), 2639–2657. <https://doi.org/10.1002/smj.2475>
- Antonakis, J., Bastardo, N., & Rönkkö, M. (2021). On Ignoring the Random Effects Assumption in Multilevel Models: Review, Critique, and Recommendations. *Organizational Research Methods*, 24(2), 443–483. <https://doi.org/10.1177/1094428119877457>
- Busenbark, J. R., Yoon, H. (Elle), Gamache, D. L., & Withers, M. C. (2022). Omitted Variable Bias: Examining Management Research With the Impact Threshold of a Confounding Variable (ITCV). *Journal of Management*, 48(1), 17–48. <https://doi.org/10.1177/01492063211006458>

**Session 13 (Week of 11-19):**

---

**Thanksgiving Week. No class.**

**Session 14 (Week of 11-26):**

---

**Reviewing a Manuscript.**

**Session 15 (Week of 12-3):**

---

**Final Research Presentation. Final Research Paper Due.**