

MGMT 6351 – International Strategic Management
(Cross-listed with MGMT 5335)
The University of Texas at El Paso

Instructor	Mengge Li
Office	Room 203, College of Business Administration
Office Hours	Tuesday and Thursday 10 AM to 12 PM
E-mail	mli3@utep.edu
Phone	(915) 747-7742 (Office)

COURSE DESCRIPTION AND LEARNING GOALS

This is an introductory course to the strategic management domain for early-stage doctoral students. The course exposes students to the major areas of research in the strategic management domain. Students are expected to delve into the most influential and foundational literature in various streams of research. After completing this course, students are expected to have a general understanding of the strategic management domain. Specifically, its different streams of research, its evolution as a field of study, its core theoretical paradigm, and its methodological approaches.

COURSE EVALUATION

Grading Components

(1) Participation	10%
(2) Critical Summaries of Readings	40%
(3) Grades from MGMT 5335 PMBA	50%

(1) Participation

Prior to the start of the PMBA class on November 1, we may have virtual meetings to discuss the assigned readings. The virtual meetings will be synchronized and attendance is mandatory. 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 3 articles each week. 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 sent via email to the instructor by the end of Friday each week. Each summary should be 2 pages maximum, single-spaced, in Times New Roman font size 12, and with 1-inch margins.

(3) Grades from MGMT 5335 PMBA

This course is cross-listed with MGMT 5335 – International Strategic Management (Professional MBA). Thus, all students will be attending the PMBA course and are expected to finish all course components. The grades from PMBA class will account for 50% for this course.

Grading Scale

100≥A≥90

90>B≥80

80>C≥70

70>D≥60

60>F

A: Represents achievement that is outstanding relative to the level necessary to meet course requirements.

B: Represents achievement that is significantly above the level necessary to meet course requirements.

C: Represents achievement that meets the course requirements in every respect.

D: Represents achievement that is worthy of credit even though it fails to meet fully the course requirements.

F: Represents failure (or no credit) and signifies that the work was either (1) completed but at a level of achievement that is not worthy of credit or (2) was not completed and there was no agreement between the instructor and the student that the student would be awarded an I (see also I).

I: (Incomplete) Assigned at the discretion of the instructor only under extraordinary circumstances, (e.g. hospitalization). It requires a written agreement between instructor and student.

WEEKLY READINGS (SEE BELOW)

Week 1 (August 22) - Behavioral Strategy

- March, J. G. (1991). Exploration and Exploitation in Organizational Learning. *Organization Science*, 2(1), 71–87.
- Barr, P. S., Stimpert, J. L., & Huff, A. S. (1992). Cognitive change, strategic action, and organizational renewal. *Strategic Management Journal*, 13(S1), 15–36. <https://doi.org/10.1002/smj.4250131004>
- Bettis, R. A., & Prahalad, C. K. (1995). The dominant logic: Retrospective and extension. *Strategic Management Journal*, 16(1), 5–14. <https://doi.org/10.1002/smj.4250160104>
- Denison, D. R., & Mishra, A. K. (1995). Toward a Theory of Organizational Culture and Effectiveness. *Organization Science*, 6(2), 204–223. <https://doi.org/10.1287/orsc.6.2.204>
- Ocasio, W. (1997). Towards an Attention-based View of the Firm. *Strategic Management Journal*, 18(S1), 187–206. [https://doi.org/10.1002/\(SICI\)1097-0266\(199707\)18:1+<187::AID-SMJ936>3.0.CO;2-K](https://doi.org/10.1002/(SICI)1097-0266(199707)18:1+<187::AID-SMJ936>3.0.CO;2-K)
- Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the Process of Sensemaking. *Organization Science*, 16(4), 409–421. <https://doi.org/10.1287/orsc.1050.0133>
- Weick, K. E., & Sutcliffe, K. M. (2006). Mindfulness and the Quality of Organizational Attention. *Organization Science*, 17(4), 514–524. <https://doi.org/10.1287/orsc.1060.0196>
- Raisch, S., Birkinshaw, J., Probst, G., & Tushman, M. L. (2009). Organizational Ambidexterity: Balancing Exploitation and Exploration for Sustained Performance. *Organization Science*, 20(4), 685–695. <https://doi.org/10.1287/orsc.1090.0428>
- Gavetti, G., Greve, H. R., Levinthal, D. A., & Ocasio, W. (2012). The Behavioral Theory of the Firm: Assessment and Prospects. *Academy of Management Annals*, 6(1), 1–40. <https://doi.org/10.5465/19416520.2012.656841>

Week 2 (August 29) - Competitive Strategy

- Chen, M.-J. (1996). Competitor Analysis and Interfirm Rivalry: Toward A Theoretical Integration. *Academy of Management Review*, 21(1), 100–134. <https://doi.org/10.5465/amr.1996.9602161567>
- Hambrick, D. C., Cho, T. S., & Chen, M.-J. (1996). The Influence of Top Management Team Heterogeneity on Firms' Competitive Moves. *Administrative Science Quarterly*, 41(4), 659–684. <https://doi.org/10.2307/2393871>
- McEvily, B., & Zaheer, A. (1999). Bridging ties: A source of firm heterogeneity in competitive capabilities. *Strategic Management Journal*, 20(12), 1133–1156. [https://doi.org/10.1002/\(SICI\)1097-0266\(199912\)20:12<1133::AID-SMJ74>3.0.CO;2-7](https://doi.org/10.1002/(SICI)1097-0266(199912)20:12<1133::AID-SMJ74>3.0.CO;2-7)
- Ferrier, W. J. (2001). Navigating the Competitive Landscape: The Drivers and Consequences of Competitive Aggressiveness. *Academy of Management Journal*, 44(4), 858–877. <https://doi.org/10.2307/3069419>
- Morgan, N. A., Vorhies, D. W., & Mason, C. H. (2009). Market orientation, marketing capabilities, and firm performance. *Strategic Management Journal*, 30(8), 909–920. <https://doi.org/10.1002/smj.764>
- Chen, M.-J., & Miller, D. (2012). Competitive Dynamics: Themes, Trends, and a Prospective Research Platform. *Academy of Management Annals*, 6(1), 135–210. <https://doi.org/10.1080/19416520.2012.660762>
- Chen, M.-J., & Miller, D. (2015). Reconceptualizing competitive dynamics: A multidimensional framework. *Strategic Management Journal*, 36(5), 758–775. <https://doi.org/10.1002/smj.2245>
- Andrevski, G., Brass, D. J., & Ferrier, W. J. (2016). Alliance Portfolio Configurations and Competitive Action Frequency. *Journal of Management*, 42(4), 811–837. <https://doi.org/10.1177/0149206313498901>
- Connelly, B. L., Tihanyi, L., Ketchen, D. J., Carnes, C. M., & Ferrier, W. J. (2017). Competitive repertoire complexity: Governance antecedents and performance outcomes. *Strategic Management Journal*, 38(5), 1151–1173. <https://doi.org/10.1002/smj.2541>

Week 3 (September 5) - Cooperative Strategy

- Hennart, J.-F. (1988). A Transaction Costs Theory of Equity Joint Ventures. *Strategic Management Journal*, 9(4), 361–374.
- Gulati, R. (1995). Social Structure and Alliance Formation Patterns: A Longitudinal Analysis. *Administrative Science Quarterly*, 40(4), 619–652. <https://doi.org/10.2307/2393756>
- 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), 116–145. <https://doi.org/10.2307/2393988>
- Gulati, R. (1998). Alliances and networks. *Strategic Management Journal*, 19(4), 293–317. [https://doi.org/10.1002/\(SICI\)1097-0266\(199804\)19:4<293::AID-SMJ982>3.0.CO;2-M](https://doi.org/10.1002/(SICI)1097-0266(199804)19:4<293::AID-SMJ982>3.0.CO;2-M)
- Ahuja, G. (2000). The duality of collaboration: Inducements and opportunities in the formation of interfirm linkages. *Strategic Management Journal*, 21(3), 317–343. [https://doi.org/10.1002/\(SICI\)1097-0266\(200003\)21:3<317::AID-SMJ90>3.0.CO;2-B](https://doi.org/10.1002/(SICI)1097-0266(200003)21:3<317::AID-SMJ90>3.0.CO;2-B)
- Ahuja, G. (2000). Collaboration Networks, Structural Holes, and Innovation: A Longitudinal Study. *Administrative Science Quarterly*, 45(3), 425–455. <https://doi.org/10.2307/2667105>
- Borgatti, S. P., & Halgin, D. S. (2011). On Network Theory. *Organization Science*, 22(5), 1168–1181. <https://doi.org/10.1287/orsc.1100.0641>
- Jacobides, M. G., Cennamo, C., & Gawer, A. (2018). Towards a theory of ecosystems. *Strategic Management Journal*, 39(8), 2255–2276. <https://doi.org/10.1002/smj.2904>

Week 4 (September 12) - Corporate Strategy

- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Peteraf, M. A. (1993). The Cornerstones of Competitive Advantage: A Resource-Based View. *Strategic Management Journal*, 14(3), 179–191.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
- Palich, L. E., Cardinal, L. B., & Miller, C. C. (2000). Curvilinearity in the diversification–performance linkage: An examination of over three decades of research. *Strategic Management Journal*, 21(2), 155–174. [https://doi.org/10.1002/\(SICI\)1097-0266\(200002\)21:2<155::AID-SMJ82>3.0.CO;2-2](https://doi.org/10.1002/(SICI)1097-0266(200002)21:2<155::AID-SMJ82>3.0.CO;2-2)
- Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643–650. <https://doi.org/10.1177/014920630102700602>
- David, R. J., & Han, S.-K. (2004). A systematic assessment of the empirical support for transaction cost economics. *Strategic Management Journal*, 25(1), 39–58. <https://doi.org/10.1002/smj.359>
- Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350. <https://doi.org/10.1002/smj.640>
- Zott, C., & Amit, R. (2008). The fit between product market strategy and business model: Implications for firm performance. *Strategic Management Journal*, 29(1), 1–26. <https://doi.org/10.1002/smj.642>

Week 5 (September 19) - Entrepreneurship & Strategy

- Covin, J. G., & Slevin, D. P. (1991). A Conceptual Model of Entrepreneurship as Firm Behavior. *Entrepreneurship Theory and Practice*, 16(1), 7–26. <https://doi.org/10.1177/104225879101600102>
- Ahuja, G., & Morris Lampert, C. (2001). Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*, 22(6–7), 521–543. <https://doi.org/10.1002/smj.176>
- Hitt, M. A., Ireland, R. D., Camp, S. M., & Sexton, D. L. (2001). Strategic entrepreneurship: Entrepreneurial strategies for wealth creation. *Strategic Management Journal*, 22(6–7), 479–491. <https://doi.org/10.1002/smj.196>
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A Model of Strategic Entrepreneurship: The Construct and its Dimensions. *Journal of Management*, 29(6), 963–989. [https://doi.org/10.1016/S0149-2063\(03\)00086-2](https://doi.org/10.1016/S0149-2063(03)00086-2)
- Baker, T., & Nelson, R. E. (2005). Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage. *Administrative Science Quarterly*, 50(3), 329–366. <https://doi.org/10.2189/asqu.2005.50.3.329>
- Austin, J., Stevenson, H., & Wei–Skillern, J. (2006). Social and Commercial Entrepreneurship: Same, Different, or Both? *Entrepreneurship Theory and Practice*, 30(1), 1–22. <https://doi.org/10.1111/j.1540-6520.2006.00107.x>
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial Orientation and Business Performance: An Assessment of past Research and Suggestions for the Future. *Entrepreneurship Theory and Practice*, 33(3), 761–787. <https://doi.org/10.1111/j.1540-6520.2009.00308.x>
- Dacin, M. T., Dacin, P. A., & Tracey, P. (2011). Social Entrepreneurship: A Critique and Future Directions. *Organization Science*, 22(5), 1203–1213. <https://doi.org/10.1287/orsc.1100.0620>
- Nambisan, S. (2017). Digital Entrepreneurship: Toward a Digital Technology Perspective of Entrepreneurship. *Entrepreneurship Theory and Practice*, 41(6), 1029–1055. <https://doi.org/10.1111/etap.12254>
- Shane, S., Drover, W., Clingingsmith, D., & Cerf, M. (2019). Founder passion, neural engagement and informal investor interest in startup pitches: An fMRI study. *Journal of Business Venturing*, 105949. <https://doi.org/10.1016/j.jbusvent.2019.105949>

Week 6 (September 26) - Global Strategy

- Kogut, B., & Singh, H. (1988). The Effect of National Culture on the Choice of Entry Mode. *Journal of International Business Studies*, 19(3), 411–432. <https://doi.org/10.1057/palgrave.jibs.8490394>
- Kogut, B., & Zander, U. (1993). Knowledge of the Firm and the Evolutionary Theory of the Multinational Corporation. *Journal of International Business Studies*, 24(4), 625–645. <https://doi.org/10.1057/palgrave.jibs.8490248>
- Madhok, A. (1997). Cost, Value and Foreign Market Entry Mode: The Transaction and the Firm. *Strategic Management Journal*, 18(1), 39–61. [https://doi.org/10.1002/\(SICI\)1097-0266\(199701\)18:1<39::AID-SMJ841>3.0.CO;2-J](https://doi.org/10.1002/(SICI)1097-0266(199701)18:1<39::AID-SMJ841>3.0.CO;2-J)
- Dunning, J. H. (1998). Location and the Multinational Enterprise: A Neglected Factor? *Journal of International Business Studies*, 29(1), 45–66. <https://doi.org/10.1057/palgrave.jibs.8490024>
- Gupta, A. K., & Govindarajan, V. (2000). Knowledge flows within multinational corporations. *Strategic Management Journal*, 21(4), 473–496. [https://doi.org/10.1002/\(SICI\)1097-0266\(200004\)21:4<473::AID-SMJ84>3.0.CO;2-I](https://doi.org/10.1002/(SICI)1097-0266(200004)21:4<473::AID-SMJ84>3.0.CO;2-I)
- Zahra, S. A., Ireland, R. D., & Hitt, M. A. (2000). International Expansion by New Venture Firms: International Diversity, Mode of Market Entry, Technological Learning, and Performance. *Academy of Management Journal*, 43(5), 925–950. <https://doi.org/10.5465/1556420>
- Peng, M. W., Wang, D. Y. L., & Jiang, Y. (2008). An institution-based view of international business strategy: A focus on emerging economies. *Journal of International Business Studies*, 39(5), 920–936. <https://doi.org/10.1057/palgrave.jibs.8400377>
- Cavusgil, S. T., & Knight, G. (2015). The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalization. *Journal of International Business Studies*, 46(1), 3–16. <https://doi.org/10.1057/jibs.2014.62>

Week 7 (October 3) - Knowledge & Innovation

Cohen, W. M., & Levinthal, D. A. (1990). Absorptive Capacity: A New Perspective on Learning and Innovation. *Administrative Science Quarterly*, 35(1), 128–152. <https://doi.org/10.2307/2393553>

Levinthal, D. A., & March, J. G. (1993). The Myopia of Learning. *Strategic Management Journal*, 14, 95–112.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(S2), 109–122. <https://doi.org/10.1002/smj.4250171110>

Tsai, W. (2001). Knowledge Transfer in Intraorganizational Networks: Effects of Network Position and Absorptive Capacity on Business Unit Innovation and Performance. *Academy of Management Journal*, 44(5), 996–1004. <https://doi.org/10.5465/3069443>

Katila, R., & Ahuja, G. (2002). Something Old, Something New: A Longitudinal Study of Search Behavior and New Product Introduction. *Academy of Management Journal*, 45(6), 1183–1194. <https://doi.org/10.2307/3069433>

Laursen, K., & Salter, A. (2006). Open for innovation: The role of openness in explaining innovation performance among U.K. manufacturing firms. *Strategic Management Journal*, 27(2), 131–150. <https://doi.org/10.1002/smj.507>

Ahuja, G., Lampert, C., & Tandon, V. (2008). Moving Beyond Schumpeter: Management Research on the Determinants of Technological Innovation. *Academy of Management Annals*, 2, 1–98. <https://doi.org/10.1080/19416520802211446>

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. <https://doi.org/10.1002/smj.821>

Week 8 (October 10) - Stakeholder Strategy

- Waddock, S. A., & Graves, S. B. (1997). The Corporate Social Performance–Financial Performance Link. *Strategic Management Journal*, 18(4), 303–319. [https://doi.org/10.1002/\(SICI\)1097-0266\(199704\)18:4<303::AID-SMJ869>3.0.CO;2-G](https://doi.org/10.1002/(SICI)1097-0266(199704)18:4<303::AID-SMJ869>3.0.CO;2-G)
- Hillman, A. J., & Keim, G. D. (2001). Shareholder value, stakeholder management, and social issues: What's the bottom line? *Strategic Management Journal*, 22(2), 125–139. [https://doi.org/10.1002/1097-0266\(200101\)22:2<125::AID-SMJ150>3.0.CO;2-H](https://doi.org/10.1002/1097-0266(200101)22:2<125::AID-SMJ150>3.0.CO;2-H)
- Buysse, K., & Verbeke, A. (2003). Proactive environmental strategies: A stakeholder management perspective. *Strategic Management Journal*, 24(5), 453–470. <https://doi.org/10.1002/smj.299>
- Sharma, S., & Henriques, I. (2005). Stakeholder influences on sustainability practices in the Canadian forest products industry. *Strategic Management Journal*, 26(2), 159–180. <https://doi.org/10.1002/smj.439>
- Harrison, J. S., Bosse, D. A., & Phillips, R. A. (2010). Managing for stakeholders, stakeholder utility functions, and competitive advantage. *Strategic Management Journal*, 31(1), 58–74. <https://doi.org/10.1002/smj.801>

Week 9 (October 17) - Strategic Human Capital

- Huselid, M. A. (1995). The Impact Of Human Resource Management Practices On Turnover, Productivity, And Corporate Financial Performance. *Academy of Management Journal*, 38(3), 635–672. <https://doi.org/10.5465/256741>
- Delery, J. E., & Doty, D. H. (1996). Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions. *Academy of Management Journal*, 39(4), 802–835. <https://doi.org/10.5465/256713>
- Collins, C. J., & Clark, K. D. (2003). Strategic Human Resource Practices, Top Management Team Social Networks, and Firm Performance: The Role of Human Resource Practices in Creating Organizational Competitive Advantage. *Academy of Management Journal*, 46(6), 740–751. <https://doi.org/10.5465/30040665>
- Hatch, N. W., & Dyer, J. H. (2004). Human capital and learning as a source of sustainable competitive advantage. *Strategic Management Journal*, 25(12), 1155–1178. <https://doi.org/10.1002/smj.421>
- Becker, B. E., & Huselid, M. A. (2006). Strategic Human Resources Management: Where Do We Go From Here? *Journal of Management*, 32(6), 898–925. <https://doi.org/10.1177/0149206306293668>

Week 10 (October 24) - Strategic Leadership & Governance

- Westphal, J. D., & Zajac, E. J. (1995). Who Shall Govern? CEO/Board Power, Demographic Similarity, and New Director Selection. *Administrative Science Quarterly*, 40(1), 60. <https://doi.org/10.2307/2393700>
- Thomsen, S., & Pedersen, T. (2000). Ownership Structure and Economic Performance in the Largest European Companies. *Strategic Management Journal*, 21(6), 689–705.
- Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P. (2001). Does Leadership Matter? CEO Leadership Attributes and Profitability Under Conditions of Perceived Environmental Uncertainty. *Academy of Management Journal*, 44(1), 134–143. <https://doi.org/10.5465/3069341>
- Hambrick, D. C. (2007). Upper Echelons Theory: An Update. *Academy of Management Review*, 32(2), 334–343. <https://doi.org/10.5465/amr.2007.24345254>
- Hillman, A. J., & Dalziel, T. (2003). Boards of Directors and Firm Performance: Integrating Agency and Resource Dependence Perspectives. *Academy of Management Review*, 28(3), 383–396. <https://doi.org/10.5465/amr.2003.10196729>
- Vera, D., & Crossan, M. (2004). Strategic Leadership and Organizational Learning. *The Academy of Management Review*, 29(2), 222–240. <https://doi.org/10.2307/20159030>
- Carpenter, M. A., Geletkanycz, M. A., & Sanders, Wm. G. (2004). Upper Echelons Research Revisited: Antecedents, Elements, and Consequences of Top Management Team Composition. *Journal of Management*, 30(6), 749–778. <https://doi.org/10.1016/j.jm.2004.06.001>
- 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. <https://doi.org/10.2189/asqu.52.3.351>
- Dezső, C. L., & Ross, D. G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33(9), 1072–1089. <https://doi.org/10.1002/smj.1955>
- Quigley, T. J., Crossland, C., & Campbell, R. J. (2017). Shareholder perceptions of the changing impact of CEOs: Market reactions to unexpected CEO deaths, 1950–2009. *Strategic Management Journal*, 38(4), 939–949. <https://doi.org/10.1002/smj.2504>

