**华中科技大学管理学院**

**企业战略管理（博士）教学大纲**

**（2016年版）**

* 授课老师

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* 课程简介

为博士生所开设的企业战略管理课程，通过8次有关战略管理领域研究概况和相关理论的教学，目的是为了让学生比较系统地了解战略管理领域的主要理论，阅读和整理经典文献，掌握研究动态，开展批判性评论，培训学生英语文献阅读能力、口头交流和表达能力、批判性思维能力，以及英文学术文章写作和发表的能力。

This Ph.D. course is designed to introduce students to fundamental questions and approaches to the study of strategic management. It covers selected topics on strategic management theories, with a focus on its theoretical foundations and substantial issues. selected topics include: general introduction of strategic management theories, strategic decision and socio-political strategies of the firm, economizing logic of organization, social science perspective of organization, resource-based theory of the firm, institutional theory and the related resource dependence theory, dyamic capabitlity theory, top management team (TMT) and cognition,etc..

* 课程目标
* 学习战略管理领域研究所常用的理论和方法
* 培养学生阅读和整理英文文献的能力
* 培养学生英文口头交流和表达的能力
* 培养学生的批判性思维，发现研究gap的能力
* 培养学生英文写作和在国际主流期刊发表论文的能力

· To acquire an in-depth understanding of the *theories*, *concepts, models, and paradigms* that collectively form the foundation for strategic management.

· To gain the critical review skills in identifying the major assumptions, strengths, and limitations of academic papers.

· To develop the critical thinking in generating theory-driven research ideas

· To learn the skills of developing research papers that are publishable at international journals.

* 授课方式

除了第一次课主要由任课老师（田志龙教授）讲授之外，其余所有课时都以学生报告文献阅读，老师点评和引导为主，辅之以老师对理论的简要介绍。因此，同学们事先的准备对于本课程的顺利开展至关重要。

All the classes will be hold in this way except the first class, that is, students make presentations under the guide and inspiration of the professors. a brief introduction of the related theory or theories will be made by the professor at the begining of a class.

* 课程要求

本课程要求学生全程参与，提前阅读文献，每次课选择1-2篇文献做好PPT，并在课堂上交流.

* In each session, papers in the reading list will be assigned to each individual student. Required readings are attached to this syllabus. You must come to each class after thoroughly reading all the required readings.
* A one to two page (typed, single spaced) *critical review of the assigned paper* will be required from each student. Please bring enough copies to the class to distribute to all the participants.

文献阅读要求：

* 文章写作的动机是什么？为什么所研究的问题在理论上是重要的？
* 文章所基于的主要理论是什么？还能用别的理论来解释吗？
* 文章所采用的方法是什么？所采用的方法是否是最好的？
* 文章的理论贡献是什么？
* 文章假设提出的逻辑清楚吗？
* 文章有什么样的不足？这些不足为什么没有在文章中克服？
* 如果要沿着文章的主题让你继续深入写一篇文章，你有什么样的想法？
* 文章中还有什么方面的技巧？

**Critical Comments (the most important part)**: raise the **problems** and **concerns** point by point,usually following the paper’s structure. For example,

* Is the main research question important/significant? Why?
* Are the assumptions in the conceptual model valid? Why?
* Is the hypothesis development solid? Is the logic clear? Why?
* Is the research design, sampling, or empirical analysis appropriate?
* Are the conclusions of the paper valid? Does the paper answer the questions proposed?
* What are your suggestions for the authors to solve the issues you raise? Whatis the possible way of extension? How would you proceed?
* How would you position the article among the assigned readings or in thefield?

附：文献阅读列表

**1）第1-2次课（田志龙 教授）**

**第1次课，主题：战略管理理论概述**

* 战略管理领域的研究问题与前沿介绍
* 战略管理基础理论体系：教材内容回顾
* 战略管理研究领域介绍：
* 战略管理领域研究的理论视角介绍

阅读材料：

《战略管理》教材：你在本科和硕士阶段用过的战略管理教材；例如：M.A.希特，R.D.爱尔兰，R.E.霍斯基森著. 战略管理：竞争与全球化（概念），北京：机械工业出版社.

M.E.波特著. 竞争战略. 北京：华夏出版社.

M.E.波特著. 竞争优势. 北京：华夏出版社.

**第2次课，主题：战略决策与企业社会-政治战略**

* “环境-战略-绩效”范式中的战略是如何制定的？
* 企业的社会-政治战略（或企业非市场行为）

阅读材料

H.明茨伯格等著. 战略历程：纵览战略管理学派. 北京：机械工业出版社.

赫伯特.西蒙. 管理行为(a study of decision-making process in administrative organizations). 机械工业出版社

Richard Scott. 组织理论（Organizations: rational, natural and open system）. 华夏出版社，2001

Richard Scott. 制度与组织( Institutions and organizations). 中国人民大学出版社，

Pfeffer, J. and Salancik, G. 组织的外部控制（The external control of organization: a resource dependence perspective）. Stanford: Stanford University Press,2003（可查国内翻译版）

**2）第3-4次课（杨治 副教授）**

第3次课，主题：**The Economics of Organization**

**需阅读文献（前4篇必读)：**

**Oliver E. Williamson.1991. “Strategizing, Economizing, and Economic Organization”. Strategic Management Journal, 12:75-94.**

**David A. Griffith, Robert F. Lusch. 2007. “Getting Marketers to invest in firm-specific capital” Journal of Marketing.71: 129-145.**

**Yan Zhang, Haiyang Li, Michael A. Hitt and Geng Cui. 2007. “R&D Intensity and International Joint Venture Performance in an Emerging Market: Moderating Effects of Market Focus and Ownership Structure”. Journal of International Business Studies. 38. 944-960.**

**Zhilin Yang, Chenting Su, Kim-Shyan Fam. 2012. “Dealing with institutional distance in international marketing channels: Governanc strategies that engender legitimacy and efficiency”. Journal of Marketing. 76: 41-55**

Coase, R. H. 1937. “The nature of the firm,” Economica 386-405.

Williamson, Oliver E. 1996. “Transaction Cost Economics and Organization Theory.” Ch. 9 in The Mechanisms of Governance, Oxford University Press.

Williamson, Oliver E. 1975. Markets and Hierarchies. Free Press, pp. 132-54 on the multidivisional structure.

Williamson, Oliver E. 1985. The Economic Institutions of Capitalism. Free Press.Pp. 206-239 on the organization of work.

Klein, Benjamin. 1988. “Vertical Integration as Organizational Ownership: The Fisher Body – General Motors Relationship Revisited.” Journal of Law, Economics, and Organization 4:199-213.

Freeland, Robert. 2000. “Creating Holdup Through Vertical Integration: Fisher Body Revisited.” Journal of Law and Economics pp. 33-66.

Holmstrom, Bengt and John Roberts. 1998. “The Boundaries of the Firm Revisited.” Journal of Economic Perspectives 12: 73-94.

Filipe M. Santos, Kathleen M. Eisenhardt, 2005. “Organizational boundaries and theories of organization”. Organization Science. 16: 491-508.

第4次课，主题：**Social Science of Organization**

**需阅读文献(前4篇必读）：**

**Zhixing Xiao,Anne S. Tsui. 2007. “When Brokers May Not Work: The Cultural Contingency of Social Capital in Chinese High-Tech Firms”. Administrative Science Quarterly, 52:1-31.**

**Yan Zhang, Haiyang Li. 2010. “Innovation search of new ventures in a technology cluster: The role of ties with service intermediaries”. Strategic Management Journal, 31: 88-109**

**Veronica H. Villena, Elena Revilla, Thomas Y. Choi, 2011. “The dark side of buyer-supplier relationships: A social capital perspective”. Journal of Operations Management. 29: 561-576.**

**Noordhoff, Corine S., Kyriakos Kyriakopoulos, Christine Moorman, Pieter Pauwels and Benedict G.C. Dellaert, 2011. “The bright side and dark side of embedded ties in business-to-business innovation”. Journal of Marketing. 75:34-52**

Granovetter, Mark 1985. "Economic action and social structure: The problem of embeddedness," AJS 91:481-510.

Powell, Walter W. 1990. “Neither market nor hierarchy: Network forms of organization,” in Research in Organization Behavior, 12: 295-336, Barry M. Staw and L. L. Cummings, eds. JAI.

Burt, Ron. 1992. Structural Holes, Harvard University Press. Ch. 1, The Social Structure of Competition, pp. 8-49.

Uzzi, Brian, 1997. “Social Structure and Competition in Interfirm Networks: The Paradox of Embeddedness.” ASQ 42: 35-67

Powell, Walter W., K. Koput, and L. Smith-Doerr. 1996. “Interorganizational Collaboration and the Locus of Innovation.” ASQ 41(1): 116-45.

Uzzi, Brian. 1999. “Embeddedness in the Making of Financial Capital.” ASR 64: 481-505.

Podolny, Joel. 2001. “Networks as the Pipes and Prisms of the Market.” AJS 107(1): 33-60.

Ahuja, Gautam. 2000. Collaboration networks, structural holes, and innovation: A longitudinal study. ASQ 45: 425-455.

**3）第5-6次课（高勇强 教授）**

第5次课，主题：**Resource-Based Theory**

**需阅读文献（前4篇必读）：**

**Laurence Capron and Oliver Chatain. Competitors' resource-oriented strategies: Acting on competitors' resources through interventions in factor markets and political markets. Academy of Management Review, 2008, 33(1): 97–121**

**Francisco Jose Acedo, Carmen Barroso, and Jose Luis Galan. The resource-based theory: Dissemination and Main Trends. Strategic Management Journal, 2006, 27: 621-636.**

**Scott L. Newbert. Empirical research on the resource-based view of the firm: An assessment and suggestions for future research. Strategic Management Journal, 2007. 28: 121-146.**

**Martin H. Kunc and John D.W. Morecroft. Managerial decision making and firm performance under a resource-based paradigm. Strategic Management Journal, 2010, 31: 1164-1182.**

Scott L. Newbert. Value, rareness, competitive advantage, and performance: A conceptual-level empirical investigateion of the resource-based view of the firm. Strategic Management Journal, 2008, 29: 745-768

Mona Markhija. Comparing the resource-based and market-based view of the firm: empirical evidnce from Crech privatization. Strategic Management Journal, 2003,24(5):433-451

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

Constance Helfat and Margaret Peteraf. The dynamic resource-based view: capability lifecycles. Strategic Management Journal, 2003, 24(10):997-1010

David Hoopes, Tammy Madsen and Gordon Walker. Why is there a resource-based view? Toward a theory of competitive heterogeneity. Strategic Management Journal, 2003, 24(10):889-902

Birger Wernerfelt. A resource-based View of the firm. Strategic Management Journal, 1984,5(2):171-180

Barney J.B. Firm resources and sustained competitive advantage. Journal of Management, 1991 (17) : 65-75.

第6次课，主题：**Institutional Theory (related Resource Dependence Theory)**

**需阅读文献（前4篇必读）**

**Tina Dacin, Jerry Goodstein and Richard Scott. Institutional theory and institutional change: introduction to the special research forum. Academy of Management Journal, 2002, 45(1):45-57**

**Davis, G.F. and Cobb, J.A. Resource Dependence Theory: Past and Future. Research in the Sociology of Organizations, 2009**

**Marya L. Besharov and Wendy K. Smith. Multiple institutional logics in organizations: Explainning their varied nature and implications. Academy of Management Review, 2014, 39(3): 364-381.**

**Alex Bitektine and Patrick Haack. The "macro" and the "micro" of legitimacy: Toward a multilevel theory of the legitimacy process. Academy of Management Review, 2015, 40: 49-75.**

Anne-Claire Pache and Filipe Santos. Inside the hybrid organization: Selective coupling as a response to competing institutional logics. Academy of Management Journal, 2013, 56(4): 972-1001.

Christine Oliver. Sustainable competitive advantage: combining institutional and resource-based view. Strategic Management Journal, 1997, 18(9):697-713

Taltiana Kostova and Kendall Roth. Adoption of an organizational practice by subsidiaries of multinational corporations: institutional and relational effects. Academy of Management Journal, 2002, 45(1):215-233

Alaka Rao, Jone Pearce and Katherine Xin. Governments, reciprocal exchange and trust among business associates. Journal of international business Studies, 2005, 36:104-118

Sheng, S., Zhou, K., and Li, J. The effects of business and political ties on firm performance: Evidence from China. Journal of Marketing, 2011

Barbara Gray, Jill M. Purdy, and Shahzad Ansari. From interactions to institutions: Microprocesses of framing and mechanisms for the structuring of institutional fields. Academy of Management Review, 2015, 40(1): 115-143.

**4）第7-8次课（贺远琼 副教授）**

**第7次课，主题：Dynamic Capability**

**需阅读文献（前4篇必读）**

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

**Kale, P. and Singh, H.. Building firm capabilities through learning: The role of the alliance learning process in alliance capability and firm-level alliance success. Strategic Management Journal, 2007, 28: 981-1000.**

**Doving, E. and Gooderham, P.N.. Dynamic capabilities as antecedents of the scope of related diversification: The case of small firm accountancy practices. Strategic Management Journal, 2008, 29: 841-857.**

**Teece, D.J. Explicating dynamic capabilities: The nature and microfoundations of sustainable enterprise performance. Strategic Management Journal, 2007, 28: 1319-1350.**

Sidney Winter. Understanding dynamic capabilities. Strategic Management journal, 2003,24(10):991-995

Eisenhardt, K. and J. Martin (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21: 1105-1121.

Teece, D. Pisano, G. and Shuen, A. Dynamic capabilities and strategic management. Strategic Management Journal, 1997, 18(7):509-533

Constance Helfat. Know-how and asset complementarily and dynamic capability accumulation: the case of R&D. Strategic Management Journal, 1997,18(5):339-360

Ajitabh Ambastha and K Momaya. Competitiveness of firms: review of theory, frameworks and models. Singapore Management Review, 2004,26(1):45-62

Jay Barney. How a firm’s capabilities affect boundary decisions. Sloan Management Review, 1999, 40(3):137.

Jay Barney and Mark Hansen. Trustworthiness as a source of competitive advantage. Strategic Management Journal, 1994, 15(special issue):175-190

Jay Barney. Looking inside for competitive advantage. Academy of Management Review, 1995, 9(4): 49-62

Iain Cockburn, Rebecca Henderson and Scott Stern. Understanding the origins of competitive advantage. Strategic Management Journal, 2000, 21(10/11): 1123-1145

Shaker Zahra, Harry Sapienza and Per Davidsson. Entrepreneurship and dynamic capabilities: a review, model and research agenda. Journal of Management Studies, 2006, 43(4):917-956

Pankaj Ghemawat and Joan Costa. The organizational tension between static and dynamic efficiency. Strategic Management Journal, 1993,14(special issue): 59-73

Constance Helfat. Know-how and asset complementarily and dynamic capability accumulation: the case of R&D. Strategic Management Journal, 1997,18(5):339-360

McEvily, B. and Marcus, A.. Embedded ties and the acquisition of competitive capabilities. Strategic Management Journal, 2005, 26: 1033-1055.

**第8次课，主题：TMT and cognition**

**需阅读文献（前4篇必读）**

**Gary, M.S., Wood, R.E. and Pillinger, T.. Enhancing mental models, analogical transfer, and performance in strategic decision making. Strategic Management Journal, 2012, 33: 1229-1246.**

**Kilduff, M., Angelmar, R. and Mehra, A.. Top management-team diversity and firm performance: Examining the role of cognitions. Organization Science. 2000, 11(1): 21-34.**

**Cho, T.S. and Hambrick, D.C.. Attention as the Mediator Between Top Management Team Characteristics and Strategic Change: The Case of Airline Deregulation.. Organization Science, 2006, 17(4): 453-470.**

**Dane, E. and Pratt, M.G.. Exploring intuition and its role in managerial decision making. Academy of Management Review, 2007, 32(1): 33-54.**

Kaplan, S.. Framing contests: Strategy making under uncertainty. Organization Science, 2008, 19(5): 729-752.

Hodgkinson, G.P. and Healey, M.P.. Psychological foundations of dynamic capabilities: reflexion and reflection in strategic management. Strategic Management Journal, 2011, 32: 1500-1516.

Ocasio, W.. Towards an attention-based view of the firm. Strategic Management Journal, 1997, 18(summer special issue): 187-206.

Stubbart, C.I.. Managerial cognition: A missing link in strategic management research. Journal of Management Studies, 1989, 26(4): 325-347.

Narayanan, V.K., Zane, L.J., Kemmerer, B.. The cognitive perspective in strategy: An integrative review. Journal of Management, 2011, 37(1): 305-351.

Weick, K.E., Sutcliffe, K.M. and Obstfeld, D.. Organizing and the process of sensemaking. Organization Science, 2005, 16(4): 409-421.

Nadkarnl, S. and Barr, P.S.. Environmental context, managerial cognition, and strategic action: An integrated view. Strategic Management Journal, 2008, 29: 1395-1427.

Greve, H.R.. Managerial cognition and the mimetic adoption of market positions: What you see is what you do. Strategic Management Journal, 1998, 19: 967-988.

Gavetti, G. and Rivkin, J.W.. On the Origin of Strategy: Action and Cognition over Time. Organization Science, 2007, 18(3): 420-421.

Dutton, J.E. and Jackson, S.E.. Categorizing strategic issues: Links to organizational action. Academy of Management Review, 1987, 12(1): 76-90.

Weick, K.E., Sutcliffe, K.M. and Obstfeld, D.. Organizing and the process of sensemaking. Organization Science, 2005, 16(4): 409-421.

Gavetti, G., Levinthal, D.A. and Rivkin, J.W.. Strategy making in novel and complex worlds: The power of analogy. Strategic Management Journal, 2005, 26(8): 691-712.

Greve, H.R. and Taylor, A.. Innovations as catalysts for organizational change: Shifts in organizational cognition and search. Administrative Science Quarterly, 2000, 45(1): 54-83.

Panagiotou, G.. The impact of managerial cognitions on the structure-conduct-performance paradigm: A strategic group perspective. Management Decision, 2006, 44(3): 423-441.

Ashkanasy, N.M.. Studies of cognition and emotion in organizations: Attribution, affective events, emotional intelligence and perception of emotion. Australian Journal of Management, 2002, 27: 11-21.

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