

## **NEW PARADIGMS IN STRATEGIC MANAGEMENT (MGPO-702)**

Fall 2016

Wednesdays, 11:30 – 14:30,  
Bronfman Building 310

Dror Etzion

**COURSE DESCRIPTION:** In this course we will build on students' knowledge of strategy and organization theory to explore contemporary management research that is focused primarily on problems and issues, as well as theory advancement. What does this mean, and how might it differ from other PhD seminars? In many other courses, students are asked to study theories – institutional theory, resource based view, and the like – tracking their evolution from seminal texts through to recent advances. In this course, our primary efforts will revolve around how strategy and organizational theory can help understand 21<sup>st</sup> century organizations and the world they inhabit, covering such issues as shifting labor practices, financialization and grand societal challenges. Moreover, we will be faithful to the word “new” in the course title, meaning that almost all papers will have been published within the past decade.

**PEDAGOGICAL APPROACH:** The course is organized as a seminar. To make the classes successful, you must read the material assigned for each session, and be prepared to discuss it in detail. You will be expected to engage each other in developing a critical understanding of each paper. The success or failure of this class rests significantly on you. How much you learn will depend primarily on the degree to which you engage with the material and the classroom discussions.

**READINGS:** Readings are available online, e.g. via Google Scholar, when using a McGill IP address.

### **EVALUATION - OVERVIEW**

Class participation: 30 %

Discussion questions: 20 %

Term paper: 50 %

Total 100 %

### **EVALUATION - DETAILS**

#### **1. Class participation (30%):**

Regular attendance and class participation are critical to your successful completion of this course. You should complete the assigned readings prior to each class and be fully prepared to discuss them. You should also be able to outline the topic that readings address, describe the core points of the readings, and offer your analysis of the strengths and weaknesses of central arguments.

Students will share the responsibility for discussing materials and for raising questions. All students should arrive at class with questions, topics, and issues to be vetted and debated. Class participation requires your active, thoughtful participation throughout the term. A good seminar should have active dialog and debate. If someone proposes an idea that is contrary to your view, speak up. Your task is to engage one another in an assessment of the readings.

1. **Motivation:** What problem or issue is the paper addressing? How clear is it? What mechanism is proposed to explain key relationships? Is there one? What framing is used to position the work with respect to other research?
2. **Argumentation:** What arguments are used to make the work convincing? What assumptions underlie the work? How valid are they? What “hook” does the paper use to get you into it? What data and methods are used? Do they fit the question?
3. **Analysis:** Is the data adequate to the task? What research design was used? Which methods were applied? Was the analysis competent? What are the scope conditions? What, if any, alternative explanations could account for the empirical findings? How would you test these?
4. **Implications:** What new findings does the paper offer? What next steps does this work suggest or require? What problems, if any, did you find with the paper’s findings or conclusions? What implications for theory or practice arise from this research?
5. **Creative Critique:** How could this work be extended or refined? If you disagree with the argument, what would it require to persuade you? Can these differences be adjudicated through further empirical study?

## 2. Discussion questions (20%):

Once or twice during the course (depending on registration) you will prepare a set of critical discussion questions, 2-3 per reading plus 1-2 across the readings (Max: 10 in total). These questions should go beyond a basic reading of the material and should attempt to identify problems with the readings that are not already acknowledged by the authors (the intention is to develop your skills as critical readers). In addition to the questions listed above, you might consider posing some broader questions relating to the importance of the research question, how it fits with other research streams and papers, important things the paper ignored or glossed over, and complementarities or contradictions between the papers as a group. This is just a partial list.

## 3. Individual papers (50%)

Participants will write a research paper that relates one or more topics covered in class to their own research interests. The paper should define a research question, review and critique relevant literature, and develop an original theoretical argument that leads to testable propositions or hypotheses. In completing the requirements for this course you can submit either a theoretical or an empirical paper. The goal is to work on a paper of publishable quality.

- A theoretical paper should review extant literature and propose a theoretical extension. Both a thorough and integrated literature review, and an interesting, well-argued extension will be required.
- An empirical paper should propose a research question and design a study to address it. You do not need to have collected the data, but the design should be based on data that can be collected with reasonable effort. Developing research ideas that take advantage of existing databases is encouraged. Both quantitative and qualitative studies are welcome.

The body of the paper (excluding title page, references, figures and so forth) should not exceed 15 page, 12-point Times New Roman, double-spaced, 1-inch margins. The paper should otherwise follow the submission guidelines of AMR for theoretical papers and AMJ for empirical papers. The final paper is due December 15, 2015.

### **Coordinates and communications**

**Office:** Bronfman 486  
**Telephone:** 514.398.4071  
**Email:** dror.etzion@mcgill.ca  
**Office hours:** Wednesdays, 14:30 – 15:30 and by appointment

I am generally good, though not exceedingly quick, with email. In other words, you can expect me to respond to all emails, and I can generally promise a 48 hour turnaround time, but don't assume anything better than that.

You are most welcome to drop in unannounced at office hours, but if you stop by some other time I may or may not be able to accommodate you right away. But I will try.

**In accord with McGill University's Charter of Students' Rights, students in this course have the right to submit in English or in French any written work that is to be graded.**

**McGill University values academic integrity. Therefore all students must understand the meaning and consequences of cheating, plagiarism and other academic offences under the Code of Student Conduct and Disciplinary Procedures**  
(see <http://www.mcgill.ca/students/srr/honest> for more information).

**Reading schedule:**

Date	Topic	Readings
September 7	Course overview: Problem oriented research	<p>Davis, Gerald F. (2015) Editorial Essay What Is Organizational Research For? <i>Administrative Science Quarterly</i> 60(2): 179-188.</p> <p>Alvesson, M. &amp; Sandberg, J. (2011) Generating research questions through problematization. <i>Academy of Management Review</i> 36(2): 247-271.</p> <p>Biggart, N. W. (2016). Biggart's Lament, or Getting Out of the Theory Cave. <i>Journal of Management Studies</i>.</p> <p>Davis, G. F. (2010). Do Theories of Organizations Progress? <i>Organizational Research Methods</i>, 13(4): 690-709.</p> <p>Erez, A., &amp; Grant, A.M. (2014) Separating data from intuition: Bringing evidence into the management classroom. <i>Academy of Management Learning &amp; Education</i> 13(1): 104-119.</p> <p>Whittington, R. 2012. Big Strategy/Small Strategy. <i>Strategic Organization</i>, 10(3): 263-268.</p>
September 14	Non-market strategy	<p>Baron, D. P., Neale, M., &amp; Rao, H. (2016). Extending nonmarket strategy: Political economy and the radical flank effect in private politics. <i>Strategy Science</i>, 1(2): 105-126.</p> <p>Funk, R., &amp; Hirschman, D. (2015). Beyond nonmarket strategy: market actions as corporate political activity. <i>Academy of Management Review</i>.</p> <p>Delmas, M., Lim, J. &amp; Nairn-Birch, N. (2015) Corporate environmental performance and lobbying. <i>Academy of Management Discoveries</i>.</p> <p>Henisz, W. J., Dorobantu, S., &amp; Narthey, L. J. (2014). Spinning gold: The financial returns to stakeholder engagement. <i>Strategic Management Journal</i> 35(12): 1727–1748.</p> <p>Hadani, M., and Schuler, D.A. (2013) In search of El Dorado: The elusive financial returns on corporate political investments. <i>Strategic Management Journal</i> 34(2): 165-181.</p> <p>Barley, S.R. (2010). Building an institutional field to corral a government: A case to set an agenda for organization studies. <i>Organization Studies</i> 31.6 (2010): 777-805.</p>
September 21	Social movements	<p>Briscoe, F., Gupta, A., &amp; Anner, M. (2015). Social activism and practice diffusion: How activist tactics affect non-targeted organizations. <i>Administrative Science Quarterly</i>, 60(2): 300–332.</p> <p>Hiatt, S. R., Grandy, J. B., &amp; Lee, B. H. (2015). Organizational responses to public and private politics: An analysis of climate change activists and US oil and gas firms. <i>Organization Science</i>, 26(6): 1769-1786.</p>

		<p>McDonnell, MH. (2015). Radical repertoires: The incidence and impact of corporate-sponsored social activism. <i>Organization Science</i>, 27(1): 53-71.</p> <p>Pacheco, D. F., &amp; Dean, T. J. (2014). Firm responses to social movement pressures: A competitive dynamics perspective. <i>Strategic Management Journal</i>, 36(7): 1093–1104.</p> <p>Weber, K., Heinze, K. L., &amp; DeSoucey, M. (2008). Forage for Thought: Mobilizing Codes in the Movement for Grass-fed Meat and Dairy Products. <i>Administrative Science Quarterly</i>, 53: 529-567.</p>
September 28	Sustainability and CSR	<p>York, J. G., &amp; Lenox, M. J. (2014). Exploring the Socio-Cultural Determinants of de novo versus de alio Entry in Emerging Industries. <i>Strategic Management Journal</i>, 35(3): 1930-1951.</p> <p>Ioannou, Ioannis, and George Serafeim. (2015). The impact of corporate social responsibility on investment recommendations: Analysts' perceptions and shifting institutional logics. <i>Strategic Management Journal</i> 36(7): 1053-1081.</p> <p>Chatterji, Aaron K., and Michael W. Toffel. (2010) How firms respond to being rated. <i>Strategic Management Journal</i> 31(9): 917-945.</p> <p>Maguire, S., &amp; Hardy, C. (2013). Organizing processes and the construction of risk: A discursive approach. <i>Academy of Management Journal</i>, 56(1): 231-255.</p> <p>Kim, Y. H., &amp; Davis, G. F. (2016). Challenges for Global Supply Chain Sustainability: Evidence from Conflict Minerals Reports. <i>Academy of Management Journal</i>.</p> <p>Zhao, X., &amp; Murrell, A. 2016. Revisiting the corporate social performance-financial performance link: A replication of Waddock and Graves. <i>Strategic Management Journal</i>.</p>
October 5	Financialization	<p>Davis, G. F., &amp; Kim, S. (2015). Financialization of the economy. <i>Annual Review of Sociology</i>, 41(1): 203-221.</p> <p>Davis, G. F. (2009). The Rise and Fall of Finance and the End of the Society of Organizations. <i>Academy of Management Perspectives</i>, 23(3): 27-44.</p> <p>MacKenzie, D. (2011). The Credit Crisis as a Problem in the Sociology of Knowledge. <i>American Journal of Sociology</i>, 116(6): 1778-1841.</p> <p>Marti, E., &amp; Scherer, A. G. (2016). Financial regulation and social welfare: The critical contribution of management theory. <i>Academy of Management Review</i>, 41(2): 298-323.</p> <p>Ferraro, F., Pfeffer, J., &amp; Sutton, R. I. (2005). Economics language and assumptions: How theories can become self-fulfilling. <i>Academy of Management Review</i>, 30(1), 8-24.</p> <p>Fourcade, M., &amp; Healy, K. (2013). Classification situations: Life-chances in the neoliberal era. <i>Accounting, Organizations and Society</i> 38(8): 559-572.</p>

October 12	The dark side of corporations	<p>Mishina, Y., Dykes, B.J., Block, ES &amp; Pollock, TG. (2010). Why “Good” Firms do Bad Things: The Effects of High Aspirations, High Expectations, and Prominence on the Incidence of Corporate Illegality. <i>Academy of Management Journal</i>, 53: 701-722.</p> <p>Kaplan, S. (2008). Are U.S. CEOs Overpaid? <i>Academy of Management Perspectives</i>, 22(2): 5-20.</p> <p>Walsh, J.P. (2008). CEO Compensation and the Responsibilities of the Business Scholar to Society. <i>Academy of Management Perspectives</i>, 22(2): 26-33</p> <p>Karnani, A. (2007) Doing well by doing good—Case study: ‘Fair &amp; Lovely’ whitening cream. <i>Strategic Management Journal</i> 28(1): 1351-1357.</p> <p>Baum, JAC. &amp; McGahan A.. (2013) The reorganization of legitimate violence: The contested terrain of the private military and security industry during the post-Cold War era. <i>Research in Organizational Behavior</i> 33 (2013): 3-37.</p> <p>Whiteman, G., &amp; Cooper, W. H. (2016). Decoupling Rape. <i>Academy of Management Discoveries</i>, 2(2): 115-154.</p>
October 19	The bright side of corporations	<p>Nilsson, W. (2015) Positive institutional work: Exploring institutional work through the lens of positive organizational scholarship. <i>Academy of Management Review</i> 40(3): 370-398.</p> <p>Grant, A. M. (2012). Leading with meaning: beneficiary contact, prosocial impact, and the performance effects of transformational leadership. <i>Academy of Management Journal</i>, (55), 458-476.</p> <p>Briscoe, F., &amp; Safford, S. (2008). The Nixon-in-China Effect: Activism, Imitation, and the Institutionalization of Contentious Practices. <i>Administrative Science Quarterly</i>, 53: 460-491.</p> <p>Bode, C., Singh, J., &amp; Rogan, M. (2015). Corporate social initiatives and employee retention. <i>Organization Science</i>, 26(6): 1702-1720.</p> <p>Sonenshein, S. (2009). Emergence of ethical issues during strategic change implementation. <i>Organization Science</i>, 20(1), 223-239.</p>
November 2	Geography, community, and organizations	<p>Lounsbury, M. (2007). A tale of two cities: Competing logics and practice variation in the professionalizing of mutual funds. <i>Academy of Management Journal</i> 50(2): 289-307.</p> <p>Laursen, K., Masciarelli, F. &amp; Prencipe, A. (2012). Regions matter: how localized social capital affects innovation and external knowledge acquisition. <i>Organization Science</i> 23(1): 177-193.</p> <p>Klepper, S. (2006). The evolution of geographic structure in new industries. <i>Revue de l'OFCE</i>(5): 135-158.</p>

		<p>Molotch, H., Freudenburg, W., &amp; Paulsen, K. E. (2000). History Repeats Itself, But How? City Character, Urban Tradition, and the Accomplishment of Place. <i>American Sociological Review</i>, 65(6): 791-823.</p> <p>Marquis, C., Davis, G. F., &amp; Glynn, M. A. (2013). Golfing alone? Corporations, elites, and nonprofit growth in 100 American communities. <i>Organization Science</i>, 24(1), 39-57.</p> <p>Simons, T., Vermeulen, P. A., &amp; Knoben, J. (2016). There's No Beer without a Smoke: Community Cohesion and Neighboring Communities' Effects on Organizational Resistance to Antismoking Regulations in the Dutch Hospitality Industry. <i>Academy of Management Journal</i>, 59(2): 545-578.</p>
November 9	Shifting organizational forms	<p>Battilana, J., &amp; Dorado, S. (2010). Building Sustainable Hybrid Organizations: The Case of Commercial Microfinance Organizations. <i>Academy of Management Journal</i>, 53(6): 1419-1440.</p> <p>Pache, AC., &amp; Santos, F. (2013). Inside the Hybrid Organization - Selective Coupling as a Response to Conflicting Institutional Logics. <i>Academy of Management Journal</i>, 56(4): 972-1001.</p> <p>Gehman, J. &amp; Grimes, M (forthcoming) Hidden badge of honor: How contextual distinctiveness affects category promotion among certified B corporations. <i>Academy of Management Journal</i>.</p> <p>Boone, C., &amp; Özcan, S. (2014). Why Do Cooperatives Emerge in a World Dominated by Corporations? The Diffusion of Cooperatives in the U.S. Bio-Ethanol Industry, 1978–2013. <i>Academy of Management Journal</i>, 57(4): 990-1012.</p> <p>Dubb, S. (2016). Community Wealth Building Forms: What They Are and How to Use Them at the Local Level. <i>The Academy of Management Perspectives</i>, 30(2): 141-152.</p>
November 16	Shifting labor relationships	<p>Bechky, B.A. (2006). Gaffers, gofers, and grips: Role-based coordination in temporary organizations. <i>Organization Science</i> 17(1): 3-21.</p> <p>DeVoe, S.E., &amp; Pfeffer, J.. (2007). Hourly payment and volunteering: The effect of organizational practices on decisions about time use. <i>Academy of Management Journal</i> 50(4): 783-798.</p> <p>Cobb, J. A. (2016). How firms shape income inequality: Stakeholder power, executive decision making, and the structuring of employment relationships. <i>Academy of Management Review</i>, 41(2): 324-348.</p> <p>Short, J. L., Toffel, M. W., &amp; Hugill, A. R. (2015). Monitoring Global Supply Chains. <i>Strategic Management Journal</i>.</p>

		Chan, S. (2013). 'I am King': Financialisation and the paradox of precarious work. <i>The Economic and Labour Relations Review</i> , 24(3), 362-379.
November 23	Technology and work practices	<p>Kaplan, S. (2011). Strategy and PowerPoint: An inquiry into the epistemic culture and machinery of strategy making. <i>Organization Science</i>, 22(2), 320-346.</p> <p>Butts, M. M., Becker, W. J., &amp; Boswell, W. R. (2015). Hot buttons and time sinks: The effects of electronic communication during nonwork time on emotions and work–nonwork conflict. <i>Academy of Management Journal</i>, 58: 763–788.</p> <p>Barley, S. R. (2015). Why the Internet Makes Buying a Car Less Loathsome: How Technologies Change Role Relations. <i>Academy of Management Discoveries</i>, 1(1): 31-60.</p> <p>Antorini, Y.M., Muñoz Jr, A.M., &amp; Askildsen, T. (2012). Collaborating with customer communities: Lessons from the LEGO Group. <i>MIT Sloan Management Review</i>, 53(3): 73-79.</p> <p>Ansari, S., &amp; Phillips, N. (2011). Text me! New consumer practices and change in organizational fields. <i>Organization Science</i>, 22(6): 1579-1599.</p>
November 30	Grand challenges	<p>Ferraro, F., Etzion, D., &amp; Gehman, J. (2015). Tackling Grand Challenges Pragmatically: Robust Action Revisited. <i>Organization Studies</i>, 36(3): 363-390.</p> <p>Plowman, D. A., Baker, L., Beck, T., Kulkarni, M., Solansky, S. T. &amp; Travis, D. V. (2007). Radical change accidentally: The emergence and amplification of small change. <i>Academy of Management Journal</i>, 50(3): 515-543.</p> <p>Markard, J., Raven, R. &amp; Truffer, B. (2012) Sustainability transitions: An emerging field of research and its prospects. <i>Research Policy</i> 41(6): 955-967.</p> <p>Cobb, J.A, Wry, T., &amp; Zhao, E.Y. (2016) Funding Financial Inclusion: Institutional Logics and the Contextual Contingency of Funding for Microfinance Organizations. <i>Academy of Management Journal</i>.</p> <p>Kristensen, P.H. 2016. Constructing Chains of Enablers for Alternative Economic Futures: Denmark as an Example. <i>Academy of Management Perspectives</i>, 30(2): 153-166.</p>