

SNABS-course: Strategic management in a global and digital world- 7,5 ECTS – Västerås, Sweden/or via zoom

Mälardalen University, Linnaeus University, University of Skövde

Link to the SNABS-website: <https://www.phdsnabs.org/>

Purpose

The course aims at providing the participants with an understanding of how strategic management can be understood as an academic subject with a focus on international business, globalization, and digitalization. The course also aims at developing the PhD-candidates' understanding of traditional and emerging issues surrounding global interdependence. The course will include a discussion of what contemporary research says about the new era of globalization, signified by lockdowns, protectionism and anti-globalization movements.

General course information

The course requirement is being admitted as a PhD-candidate in Industrial economics and organization, Business administration or similar social science-oriented subjects. Adjuncts teaching in these subjects are also welcome to participate. The course is designed for about 10-15 students. The course is part of the SNABS course-package which is financed by the Jan Wallander and Tom Hedelius foundation, Tore Browaldhs foundation and is free of charge for all Swedish applicants.

A majority of the sessions are planned to be held live at Mälardalen campus, Västerås. Physical attendance is encouraged, but the sessions will be run in hybrid mode for those unable to travel, and in case of renewed meeting restrictions. For information and for applying for the course, please contact Madelène Westerberg: madelene.westerberg@mdh.se. In your application, please indicate one of the following three alternatives:

- I plan to attend all sessions physically
- I plan to attend all sessions virtually
- I plan to attend some sessions virtually and some sessions physically

Learning objectives

After the course, the PhD-candidate shall be able to:

Knowledge and Understanding

1. Explain and describe some main theoretical perspectives in strategic management, international business/globalization studies
2. Give an account of scientific theoretical and methodological concepts and perspectives that are related to studies in strategic management, international business/globalization

Skills and Abilities

3. Show ability to identify, describe and analyze theoretical issues in on-going globalization debates
4. Show ability to identify, motivate and formulate a relevant research problem connected to strategic management, international business/globalization studies

Evaluation Ability and Approach

5. Seek, evaluate and critically interpret information relevant to a chosen research problem
6. Critically review, value and constructively comment on an academic text within the field of strategic management or international business/globalization studies in writing and orally.

Language

The course will be given in English.

Teaching team, course directors and examiners

The teaching team will consist of staff from Mälardalen University, Linnaeus University and University of Skövde. Course responsibility and examination: Emilia Rovira Nordman and Emre Yildiz from Mälardalen University.

Overlap

The course partly overlaps with the course “re-framing globalization” at Mälardalen university.

Learning activities

The learning activities are concentrated to eight days according to the following:

Session date	Theme	Teacher
Intro-session (12.30-13.00), November 11	Course introduction and short module overview	Emilia Rovira Nordman and Emre Yildiz (MDH)
Module 1 (13.15-16.00), November 11	Strategic management theories – an overview	Anders Pehrsson (LiU)
Module 2 (12.30-15.15), November 17	The resource based view	Jim Andersén (HiS)
Module 3 (13.15-16.00), November 25	International strategy in MNEs – the backbone of IB	Ulf Andersson (MDH)
Module 4 (13.15-16.00), December 2	How internet changed IB – insights for international e-commerce	Aswo Safari (MDH)
Module 5 (13.15-16.00), December 16	Models of collaboration in IB research – theoretical foundations and future directions.	Emre Yildiz (MDH)
Module 6 (9.15-12.00), or (13.15-16.00) (TBD), January 13	China’s geopolitical ambitions and international business	Gustav Sundqvist (MDH)
Module 7 (13.15-	From mercantilism to born globals	Emilia Rovira Nordman

16.00), January 27		(MDH)
Module 8 (13.15-16.00), Mini-conference, February 7	Presentation and opposition of course papers	Emilia Rovira Nordman and Emre Yildiz (MDH)

Examination

The examination consists of two parts:

- 1) Learning memos (for each module)
- 2) Course paper + presentation and opposition

Learning Memos

The learning memos are 1-2 pages (Times New Roman, 12pt. 1.5 line spacing).

- 1) Choose one (empirical paper) from the reading list for the upcoming module and answer the following questions:
 - Summarize the main theory that the paper is based on
 - What method/s is/are used by the authors and why have the researcher/s chosen to use this method?
 - Do you think that the theory would still provide a suitable basis for analyzing empirical material that is collected today? What are the boundary conditions of the theory? In what areas and under which assumptions does this theory apply/not apply?
 - From the perspective of your planned dissertation, what is the most interesting thing about the paper?

Learning memos are due on Friday lunch at 12.00 the week before each upcoming module.

Course Paper

You are expected to write an individual course paper based on (one or more) theories that are discussed during the course. In this paper you are expected to identify, motivate and formulate a relevant research problem in strategic management and/or international business/globalization studies. Use a theory that has been discussed during the course to analyze your research problem and discuss its relevance for solving the identified research problem. Read more articles that use this theory to extend your knowledge about the theory's applicability. Refer to these articles in your course paper (use the Harvard citation guide¹). When doing this you get the opportunity to reflect on the conditions of knowledge production in strategic management and/or international business/globalization studies. What do we already know and what do we need to investigate further? What additional knowledge is needed? Do you see any need for theory modification or new theory development?

The course papers should be between 8000 - 9000 words (Times New Roman, 12pt. 1.5 line spacing). The papers will be presented and discussed on the final day of the course at a mini-conference. At this conference, you should be prepared to both present your paper (a 10-minute presentation) and critically review fellow students' work (orally and in

¹ <https://www.mendeley.com/guides/harvard-citation-guide>

writing).

Modules	Examination	Points	Relates to the following learning objectives
Strategic management theories – an overview	Learning Memo	0,5	1, 2
The resource based view	Learning Memo	0,5	1, 2
International strategy in MNEs – the backbone of IB	Learning Memo	0,5	1, 2
How internet changed IB – insights for international e-commerce	Learning Memo	0,5	1, 2
Models of collaboration in IB research – theoretical foundations and future directions.	Learning Memo	0,5	1, 2
China’s geopolitical ambitions and international business	Learning Memo	0,5	1, 2
From mercantilism to born globals	Learning Memo	0,5	1,2
Relevant research problem	Course paper	3	3, 4, 5
	Presentation and opposition of course papers	1	6

Mandatory attendance

All class sessions are mandatory. This is to facilitate your learning process as the seminars provide the opportunity to discuss and debate, ask follow-up questions and discuss any loose threads, prepare your work and really get to the core of the subject. All participation in the seminars is based on you preparing the learning memos in advance.

If you nevertheless must miss a module, you will have to write a make-up assignment. The make-up assignment consists of a prolonged learning memo (where you need to discuss all the empirical papers in the missed module).

Literature

The readings for this course are mostly articles published in well-known academic journals, for example *Strategic Management Journal*, *Journal of International Business Studies*, *Entrepreneurship Theory and Practice*, *Journal of Business Venturing*, *International Business Review*, and *Business and Society*

A detailed syllabus with exact literature references to mandatory articles is specified under each session. Students are responsible for downloading articles that are accessible through the libraries at their home institutions.

Strategic management theories – an overview

Resource-based theory:

Grant, R.M. (1991), The resource-based theory of competitive advantage: Implications for strategy formulation, *California Management Review*, 33, 114–135.

Knowledge-based theory:

Zahra, S., Ireland, R. and Hitt, M. (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.

Contingency theory:

Boyd, B.K., Haynes, K.T., Hitt, M.A., Bergh, D.D. and Ketchen, D.J. (2012), Contingency hypotheses in strategic management research: Use, disuse, or misuse?, *Journal of Management*, 38(1), 278–313.

Industrial organization:

Porter, M. (1981), The contribution of industrial organization to strategic management, *Academy of Management Review*, 6, 609–620.

Competitive dynamics:

Fiegenbaum, A. and Thomas, H. (1995), Strategic groups as reference groups: Theory, modeling and empirical examination of industry and competitive strategy, *Strategic Management Journal*, 16(6), 461–476.

All theories are exemplified and examples are derived from the following book:

Pehrsson, A. (Ed.). (2021). *Competitive International Strategy: Key Implementation Issues*. New York: Routledge. ISBN: 978-1-003-05473-3 (an e-book is available) <https://doi.org/10.4324/9781003054733>

The resource based view

Andersén, J. (2021), A relational natural-resource-based view on product innovation: the influence of green product innovation and green suppliers on differentiation advantage in small manufacturing firms, *Technovation*, 104: 102254. (empirical)

Andersén, J., Jansson, C., and Ljungkvist, T. (2016), Resource immobility and sustained performance – a systematic assessment of how immobility has been considered in empirical resource-based studies, *International Journal of Management Reviews*, 18(4), 371-396. (theoretical)

Barney, J. B. (1991), Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. (theoretical)

Lioukas, C. S., Reuer, J. J., and Zollo, M. (2016), Effects of information technology capabilities on strategic alliances: implications for the resource-based view, *Journal of Management Studies*, 53(2), 161-183. (empirical)

Raffiee, J., and Coff, R. (2016), Micro-foundations of firm-specific human capital: When do employees perceive their skills to be firm-specific? *Academy of Management Journal*, 59(3), 766-790. (empirical)

Wiklund, J., and Shepherd, D. (2003), Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses. *Strategic Management Journal*, 24(13), 1307-1314. (empirical)

International strategy in MNEs – the backbone of IB

Ghoshal, S. (1987), Global strategy: An organizing framework. *Strategic Management Journal*, 8(5), 425-440.

Kogut, B. and U. Zander (1993), Knowledge of the firm and the evolutionary theory of the multinational corporation. *Journal of International Business Studies*, 24(4), 625-645.

Andersson, U., Forsgren, M. and Holm, U. (2002), The strategic impact of external networks - subsidiary performance and competence development in the multinational corporation, *Strategic Management Journal*, 23(11), 979-996.

Benito, G.R.G. (2005). Divestment and international business strategy. *Journal of Economic Geography*, 5(2), 235-251.

Andersson, U., Forsgren, M. and Holm, U. (2007), Balancing subsidiary influence in the federative MNC – a business network perspective, *Journal of International Business Studies*, 38(5), 802-818.

Grøgaard, B. (2012), Alignment of strategy and structure in international firms: An empirical examination. *International Business Review*, 21(3), 397-407.

How internet changed IB – insights for international e-commerce

Eastlick, M. A., Lotz, S. L. and Warrington, P. (2006). Understanding online B-to-C relationships: An integrated model of privacy concerns, trust, and commitment, *Journal of Business Research*, 59(8), 877-886.

Edwards, S. M., Lee, J. K., and Ferle, C. L. (2009), Does place matter when shopping online? Perceptions of similarity and familiarity as indicators of psychological distance, *Journal of Interactive Advertising*, 10(1), 35-50.

Harrison-Walker, L. J. (2002), If you build it, will they come? Barriers to international e-marketing, *Journal of Marketing Theory and Practice*, 10(2), 12-21.

Safari, A., and Thilenius, P. (2013), Alleviating uncertainty through trust: A narrative approach to consumers' foreign online purchasing behaviour. *Journal of Customer Behaviour*, 12(2-3), 211-226.

Safari, A., Thilenius, P., and Hadjikhani, A. (2013), The Impact of psychic distance on consumers' behavior in international online purchasing. *Journal of International Consumer Marketing*, 25(4), 234-249.

Yamin, M., and Sinkovics, R. R. (2006), Online internationalisation, psychic distance reduction and the virtuality trap, *International Business Review*, 15(4), 339-360.

Models of collaboration in IB research – Theoretical foundations and future directions

Björkman, I., Stahl, G. K., and Vaara, E. (2007), Cultural differences and capability transfer in cross-border acquisitions: the mediating roles of capability complementarity, absorptive capacity, and social integration, *Journal of International Business Studies*, 38(4), 658-672.

Christoffersen, J. (2013), A review of antecedents of international strategic alliance performance: synthesized evidence and new directions for core constructs, *International Journal of Management Reviews*, 15(1), 66-85.

Nippa, M., and Reuer, J. J. (2019), On the future of international joint venture research, *Journal of International Business Studies*, 50(4), 555-597.

Sarala, R. M., and Vaara, E. (2010), Cultural differences, convergence, and crossvergence as explanations of knowledge transfer in international acquisitions, *Journal of International Business Studies*, 41(8), 1365-1390.

Shimizu, K., Hitt, M. A., Vaidyanath, D., & Pisano, V. (2004). Theoretical foundations of cross-border mergers and acquisitions: A review of current research and recommendations for the future, *Journal of International Management*, 10(3), 307-353.

Yildiz, H. E., & Fey, C. F. (2016). Are the extent and effect of psychic distance perceptions symmetrical in cross-border M&As? Evidence from a two-country study, *Journal of International Business Studies*, 47(7), 830-857.

China's geopolitical ambitions and international business

Hofman, P. S., Moon, J., and Wu, B. (2017), Corporate social responsibility under authoritarian capitalism: Dynamics and prospects of state-led and society-driven CSR, *Business & Society* 56(5), 651–71.

Huotari, M., Weidenfeld, J., and Arcesati, R. (2020), Managing economic cooperation and competition with China: towards a more integrated European trade policy approach. See link: https://merics.org/sites/default/files/2020-05/200312_MERICS_Report_MECC_final_3.pdf.

Kim, S.H., Udawatte, P., and Yin, J. (2018), The effects of corporate social responsibility on real and accrual-based earnings management: evidence from China. *Australian Accounting Review*, 29(3), 580–94.

Meunier, S. (2014), Beggars can't be choosers': the European crisis and Chinese direct investment in the European Union, *Journal of European Integration*, 36(3), 283–302.

Pareja-Alcaraz, P. (2017), Chinese investments in southern Europe's energy sectors: similarities and divergences in China's strategies in Greece, Italy, Portugal and Spain. *Energy Policy*, 101, 700–710.

Rühlig, T. (2020), Who controls Huawei? Implications for Europe. *UI Paper*. See link: <https://www.ui.se/globalassets/butiken/ui-paper/2020/ui-paper-no.-5-2020.pdf>.

From mercantilism to born globals

Johanson, J., and Vahlne, J.-E. (1977), The internationalization process of the firm — a model of knowledge development & increasing foreign market commitments, *Journal of International Business Studies*, 8(1), 23–32.

Melén, S., and Rovira Nordman, E. (2009), The internationalisation modes of born globals: a longitudinal study, *European Management Journal*, 27(4), 243–254.

McDougall, P. P., Shane, S., and Oviatt, B. M. (1994), Explaining the formulation of international new ventures: the limits of theories from international business research, *Journal of Business Venturing*, 9(6), 469–487.

Nambisan, S. (2016), Digital entrepreneurship: toward a digital technology perspective of entrepreneurship, *Entrepreneurship Theory and Practice*, 41(6), 1029–1055.

Rugman, A. M. (2010). Reconciling internalization theory and the eclectic paradigm. *Multinational Business Review*, 18(2), 1-12.