

CENTRO UNIVERSITARIO DE CIENCIAS ECONÓMICO – ADMINISTRATIVAS
UNIVERSIDAD DE GUADALAJARA

MAESTRÍA EN NEGOCIOS Y ESTUDIOS ECONÓMICOS

Gestión Estratégica de Organizaciones

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1. OBJETIVOS DEL CURSO

Este seminario tiene por objetivos:

- A. Analizar las teorías y tópicos en investigación de la administración estratégica de las organizaciones.
- B. Examinar las diversas perspectivas teóricas que tienen un impacto significativo en la investigación de la estrategia de las organizaciones
- C. Entrenar a los estudiantes a convertirse en investigadores informados capaces de contribuir con sus investigaciones a la literatura en administración estratégica de las organizaciones.
- D. Analizar los diferentes tópicos de la investigación informada por las diferentes teorías de la estrategia organizacional.

2. PROGRAMA

Sesión 1. Los procesos de transformación estratégica en relación con la evolución de las organizaciones.

- Vargas Hernández J. G. y Guillén Mondragón I. J. (2005).

Sesión 2. Que es estrategia? Cómo se hace la investigación de estrategia?

- Peng (2012). Chapter 1: Strategizing around the globe (pp. 1-19) SKIM
- Mahoney (2012). Chapter 6: The theoretical building blocks of organizational economics.

Sesión 3.Cuál es la naturaleza de la firma? Cómo los costos de transacción dan forma a la conducta? La respuesta de los costos de transacción. Debates y aplicaciones.

- Mahoney (2012). Chapter 2: Transaction costs theory.

Sesión 4. Cómo crecen las empresas? La teoría conductual de la firma

- Mahoney (2012). Chapter 1: Behavioral theory of the firm + Chapter 5 pp. 169-178 on Penrose and pp. 185-196 on Nelson and Winter.

Sesión 5. Cuál es la importancia de la industria? El punto de vista basado en la industria

- Peng (2012). Chapter 2: Managing industry competition.
- Peng (2012). Chapter 3: Leveraging resources and capabilities [Pay attention to “Debates and Extensions,” pp. 92-96]

Sesión 6. Cómo capitalizar las capacidades? Las capacidades realmente son importantes? El punto de vista basado en los recursos. Debates y aplicaciones.

- Mahoney (2012). Chapter 5: Resource-based theory, dynamic capabilities, and real options (pp. 167-208).

Sesión 7. Son importantes las instituciones? Cómo las instituciones afectan la estrategia? El punto de vista basado en las instituciones. Aplicaciones y debates

- Peng (2012). Chapter 4: Emphasizing institutions, cultures, and ethics.
- Mahoney (2012). Chapter 3: Property rights theory

Sesión 8. Cómo los agentes como administradores confunden las cosas? Teoría de la agencia.

- Mahoney (2012). Chapter 4: Agency theory
- Peng (2012). Chapter 11: Governing the corporation around the world.

Sesión 9. Cómo combatir y obtener beneficios de las incertidumbres? El punto de vista de las opciones.

- Mahoney (2012). Chapter 5: Real options (pp. 208-217).

Sesión 10. Cómo avanzar la estrategia globalmente? El punto de vista sustantivo y la perspectiva de procesos.

- Wright, M., I. Filatotchev, R. Hoskisson, and M. W. Peng (2005). Strategy research in emerging economies: Challenging conventional wisdom. *Journal of Management Studies*, 42: 1-33.

Sesión 11: Cómo estrategizar e internacionalizar la firma emprendedora?

- Peng (2012). Chapter 5: Growing and internationalizing the entrepreneurial firm.

Sesión 12: *Cómo hacer para que las alianzas y las redes trabajen? Fundamentos y aplicaciones.*

- Peng (2012). Chapter 7

Sesión 13. *Cómo hacer para que las fusiones y las adquisiciones trabajen?*

- Roll, R. (1986). The hubris hypothesis of corporate takeovers. *J of Business*, 59: 197-216.

Sesión 14. *Cómo gobernar la corporación? Fundamentos y aplicaciones*

- Peng (2012). Chapter 11.

Sesiones 15 y 16 : Presentación de los papers

3. REFERENCIAS

Textos requeridos:

- Vargas Hernández J. G. y Guillen Mondragón I. J. (2005). Los procesos de transformación estratégica en relación con la evolución de las organizaciones, *Estudios Gerenciales*, No 94, Enero-marzo del 2005. Universidad ICESI. 65-80. ISSN: 0120 6648.
- Peng, M. W. (2012). *Global Strategy*. Cincinnati: Thomson South-Western.
- Mahoney, J. (2012). *Economic Foundations of Strategy*. Thousand Oaks, CA: Sage.

Texto de referencia

- Hitt, M., R. E. Freeman, and J. Harrison (eds.) (2001). *The Blackwell Handbook of Strategic Management*. Blackwell.

Lecturas complementarias:

Sesión 1. *Que es estrategia? Cómo se hace la investigación de estrategia?*

- Dess, G. and D. Beard (1984). Dimensions of organizational task environments. *Administrative Science Quarterly*, 29: 52-73.
- Rumelt, R., D. Schendel, and D. Teece (eds.) (1994). *Fundamental Issues in Strategy: A Research Agenda*. Chapter 1. Boston: Harvard Business School Press.
- Dess, G., and G. T. Lumpkin (2001). Emerging issues in strategy process research, Ch. 1 in M. Hitt, R. E. Freeman, and J. Harrison (eds.), *The Blackwell Handbook of Strategic Management* (pp. 3-34). Oxford, UK: Blackwell.

- Diamond, J. (1997). *Guns, Germs, and Steel* (Prologue: Yali's question, pp. 9-32). New York: Norton.
- Peng, M. W. (2005). From China strategy to global strategy. *Asia Pacific Journal of Management*, 22: 123-141.
- Peng, M. W. and J. Q. Zhou (2006). Most cited articles and authors in global strategy research. *Journal of International Management* (in press).

Sesión 2. Cuál es la naturaleza de la firma? Cómo los costos de transacción dan forma a la conducta? La respuesta de los costos de transacción. Debates y aplicaciones.

Case study:

- Coase, R. (1937). The nature of the firm. *Economica*, 4: 486-405.
- Williamson, O. E. (1985). *The Economic Institutions of Capitalism*. Chapters 1, 2, and 4. New York: Free Press.
- Williamson, O. E. (1999). Strategy research: Governance and competence perspectives. *Strategic Management Journal*, 20: 1087-1108.
- Williamson, O. E. (2000). The new institutional economics: Taking stock, looking ahead. *Journal of Economic Literature*, 38: 595-613.
- Coase, R. (1991). 1991 Nobel lecture: The institutional structure of production, in O. Williamson and S. Winter (eds.), *The Nature of the Firm* (pp. 227-235). New York: Oxford University Press.
- Granovetter, M. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91: 481-510.
- Buckley, P. and M. Casson (1976). *The Future of the Multinational Enterprise*. Chapter 2: A long-run theory of the multinational enterprise. London: Palgrave Macmillan.
- Hennart, J-F. (1991). The transaction costs theory of joint ventures: An empirical study of Japanese subsidiaries in the United States. *Management Science*, 37: 483-497.
- Jones, G. R. and C. W. L. Hill (1988). Transaction cost analysis of strategy-structure choice. *Strategic Management Journal*, 9: 159-172.
- Chen, C., M. W. Peng, and P. Saporito (2002). Individualism, collectivism, and opportunism: A cultural perspective on transaction cost economics. *Journal of Management*, 28: 567-583.
- David, R. and S.-K. Han (2004). A systematic assessment of the empirical support for transaction cost economics. *Strategic Management Journal*, 25: 39-58.
- Geyskens, I., J. Steenkamp, and N. Kumar (2006). Make, buy, or ally: A transaction cost theory meta-analysis. *Academy of Management Journal*, 49: 519-543.
- Hill, C. (1990). Cooperation, opportunism, and the invisible hand. *Academy of Management Review*, 15: 500-513.
- Ghoshal, S. and P. Moran (1996). Bad for practice: A critique of the transaction cost theory. *Academy of Management Review*, 21: 13-47.
- Williamson, O. E. (1996). Economic organization: The case for candor. *Academy of Management Review*, 21: 48-57.

- Foss, K. and N. Foss (2005). Resources and transaction costs: How property rights economics furthers the resource-based view. *Strategic Management Journal*, 26: 541-553.

Sesión 3. Cómo crecen las empresas? La teoría conductual de la firma

- Argote, L. and Greve, H.R. (2007). “A behavioral theory of the firm-40 years and counting: Introduction and impact”, *Organization Science*, Vol. 18, No 3. May-Jun 2007, 337-349.
- Penrose, E. (1959). *A Theory of the Growth of the Firm*. Chapter 2: The firm in theory. New York: Wiley.
- Nelson, R. and S. Winter (1982). *An Evolutionary Theory of Economic Change*. Chapter 5. Cambridge, MA: Harvard University Press.
- Peng, M. W. and P. Heath (1996). The growth of the firm in planned economies in transition: Institutions, organizations, and strategic choices. *Academy of Management Review*, 21: 492-528.
- Nelson, R. and S. Winter (2002). Evolutionary theorizing in economics. *Journal of Economic Perspectives*, 16: 23-46.
- Rugman, A. and A. Verbeke (2002). Edith Penrose’s contribution to the resource-based view of strategic management. *Strategic Management Journal*, 23: 769-780.

Sesión 4. Cuál es la importancia de la industria? El punto de vista basado en la industria

Case study: Kahane, L. H. (2005). Production Efficiency and Discriminatory Hiring Practices in the National Hockey League: A Stochastic Frontier Approach

- Porter, M. (1981). The contributions of industrial organization to strategic management. *Academy of Management Review*, 6: 609-620.
- Schmalensee, R. (1985). Does markets differ much? *American Economic Review*, 75: 341-351.
- Rumelt, R. (1991). How much does industry matter? *Strategic Management Journal*, 12: 167-185.
- McGahan, A. and M. Porter (1997). How much does industry matter, really? *Strategic Management Journal*, 18: 15-30.
- Caves, R. and M. Porter (1977). From entry barriers to mobility barriers. *Quarterly Journal of Economics*, 91: 241-261.
- Cool, K. and D. Schendel (1987). Strategic group formation and performance. *Management Science*, 33: 1102-1124.
- Barney, J. and R. Hoskisson (1990). Strategic groups: Untested assertions and research proposals. *Managerial and Decision Economics*, 11: 187-198.
- Peteraf, M. and M. Shanley (1997). Getting to know you: A theory of strategic group identity. *Strategic Management Journal*, 18: 165-186.
- Peng, M. W., J. Tan, and T. Tong (2004). Ownership types and strategic groups in an emerging economy. *Journal of Management Studies*, 41: 1105-1129.
- Godfrey, P. and C. Hill (1995). The problem of unobservables in strategic management research. *Strategic Management Journal*, 16: 519-533.
- Priem, R. and J. Butler (2001a). Is the resource-based “view” a useful perspective for strategic management research? *Academy of Management Review*, 26: 22-40.

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- Barney, J. (2001b). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management special issue on the 10th anniversary of Barney (1991)*, 27: 643-650.
- Peng, M. W. (2001). The resource-based view and international business. *Journal of Management special issue on the 10th anniversary of Barney (1991)*, 27: 803-829.
- Eisenhardt, K. and J. Martin (2002). Dynamic capabilities: What are they? *Strategic Management Journal*, 21: 1105-1121. [Compare and contrast fast-moving versus slow-moving industries]
- Hawawini, G., V. Subramanian, and P. Verdin (2003). Is performance driven by industry- or firm-specific factors? A new look at the evidence. *Strategic Management Journal*, 24: 1-16.

Sesión 5. Cómo capitalizar las capacidades? Las capacidades realmente son importantes? El punto de vista basado en los recursos. Debates y aplicaciones.

- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5: 171-180.
- Barney, J. (1986). Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32: 1231-1241.
- Dierickx, I. and K. Cool (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35: 1504-1511.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17: 99-120.
- Conner, K. (1991). An historical comparison of resource-based theory and five schools of thought within industrial organization economics: Do we have a new theory of the firm here? *Journal of Management*, 17: 121-154.
- Teece, D., Pisano, G., and Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18: 509-533.
- Wernerfelt, B. (1995). The resource-based view of the firm: Ten years after. *Strategic Management Journal*, 16: 171-174. [Written after Wernerfelt (1984) won an *SMJ* best paper award]
- Porter, M. (1996). What is strategy? *Harvard Business Review*, November-December: 61-78. [The reason this paper is assigned here in RBV, as opposed to the industry-based view module, is to let you see how Porter’s more recent idea of the source of competitive advantage—based on activities—actually very closely resembles the RBV!]
- Barney, J. and A. Alkan (2001). The resource-based view: Origins and implications. Chapter 5 in Hitt, M., R. E. Freeman, and J. Harrison (eds.) (2001). *The Blackwell Handbook of Strategic Management*. Blackwell.
- Collis, D. (1994). How valuable are organizational capabilities. *Strategic Management Journal*, 15 (special issue): 143-152.
- Priem, R. and J. Butler (2001b). Tautology in the resource-based view and the implications of externally determined resource value: Further comments. *Academy of Management Review*, 26: 57-66.

- Lado, A., N. Boyd, P. Wright, and M. Kroll (2006). Paradox and theorizing within the resource-based view. *Academy of Management Review*, 31: 115-131.
- Powell, T., D. Lovallo, and C. Caringal (2006). Casual ambiguity, management perception, and firm performance. *Academy of Management Review*, 31: 175-196.

Sesión 6. Son importantes las instituciones? Cómo las instituciones afectan la estrategia? El punto de vista basado en las instituciones. Aplicaciones y debates

- DiMaggio, P. and W. Powell (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48: 147-160.
- North, D. (1990). *Institutions, Institutional Change, and Economic Performance* (Chapter 1: An introduction to institutions and institutional change, pp. 3-10; Chapter 4: A transaction cost theory of exchange, pp. 27-35). New York: Cambridge University Press.
- Scott, W. R. (1995). *Institutions and Organizations* (Introduction: pp. xiii-xvi; Chapter 7: Accomplishments, continuing controversies, new directions, pp. 133-152). Thousand Oaks, CA: Sage.
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- Peng, M. W. (2003). Institutional transitions and strategic choices. *Academy of Management Review*, 28: 275-286.
- Makino, S., T. Isobe, and C. Chan (2004). Does country matter? *Strategic Management Journal*, 25: 1027-1043.
- Meyer, K. and M. W. Peng (2005). Probing theoretically into Central and Eastern Europe: Transactions, resources, and institutions. *Journal of International Business Studies*, 36: 600-621.
- Peng, M. W., S.-H. Lee, and D. Wang (2005). What determines the scope of the firm over time? A focus on institutional relatedness. *Academy of Management Review*, 30: 622-633.

Sesión 7. Cómo los agentes como administradores confunden las cosas? Teoría de la agencia.

- Miller, D. and Sardais, C. (2011) “Angel agents: Agency theory reconsidered” *Academy of Management Perspectives*. May, 2011. 6-13.
- Jensen, M. and W. Meckling (1976). Theory of the firm: Managerial behavior, agency cost, and ownership structure, *Journal of Financial Economics*, 3: 305-360.
- Fama, E. and M. Jensen (1983). Separation of ownership and control. *Journal of Law and Economics*, 26: 301-325.
- La Porta, R., F. Lopez-de-Silanes, and A. Shleifer (1999). Corporate ownership around the world. *Journal of Finance*, 54: 471-517.
- Eisenhardt, K. (1989). Agency theory: An assessment and review. *Academy of Management Review*, 14: 57-74.

- Westphal, J. (1999). Collaboration in the boardroom: Behavioral and performance consequences of CEO-boards social ties. *Academy of Management Journal*, 42: 7-24.
- Rajan, R. and L. Zingales (2003). The great reversals: The politics of financial development in the twentieth century. *Journal of Financial Economics*, 69: 5-50.
- Peng, M. W. (2004). Outside directors and firm performance during institutional transitions. *Strategic Management Journal*, 25: 453-471.
- Peng, M. W. and Y. Jiang (2005). Family ownership and control in large corporations—The good, the bad, the irrelevant. Working paper.

Sesion 8. Cómo combatir y obtener beneficios de las incertidumbres? El punto de vista de las opciones.

- Kogut, B. (1991). Joint ventures and the option to expand and acquire. *Management Science*, 37: 19-33.
- McGrath R. G. (1999). Falling forward: Real options reasoning and entrepreneurial failure. *Academy of Management Review*, 24: 13-30.
- Adner, R. and D. Levinthal (2004). What is not a real option: Considering boundaries for the application of real options to business strategy. *Academy of Management Review*, 29: 74-85.
- Tong, T., J. Reuer, and M. W. Peng (2007). International joint ventures and the value of growth options. *Academy of Management Journal* (in press).
- Lee, S.-H., M. W. Peng, and J. Barney (2007). Bankruptcy laws and entrepreneurship development: A real options perspective. *Academy of Management Review* (in press).
- Folta, T. 1998. Governance and uncertainty: The tradeoff between administrative control and commitment. *Strategic Management Journal*, 19: 1007-1028.
- McGrath, R., W. Ferrier, and A. Mendelow (2004). Real options as engines of choice and heterogeneity. *Academy of Management Review*, 29: 86-101.

Sesión 9. Cómo avanzar la estrategia globalmente? El punto de vista sustantivo y la perspectiva de procesos.

- Wright, M., I. Filatotchev, R. Hoskisson, and M. W. Peng (2005). Strategy research in emerging economies: Challenging conventional wisdom. *Journal of Management Studies*, 42: 1-33.
- March, J. (2005). Parochialism in the evolution of a research community: The case of organization studies. *Management and Organization Review*, 1: 5-22.
- Meyer, K. (2006). Asian management research needs more self-confidence. *Asia Pacific Journal of Management*, 23: 119-137.
- Feldman, D. (2004). Editorial: The devil is in the details: Converting good research into publishable articles. *Journal of Management*, 30: 1-6.
- Peng, M. W. (2005). Notes on research strategy.
- Kirkman, B. (2006). Tips for publishing in, reviewing for, and serving *AMJ*.
- CASE STUDY: Tong, T., J. Reuer, and M. W. Peng (2002-2005). Multiple drafts of submissions, revisions, reviews, editorial letters, and emails of our paper, International joint ventures and the value of growth options, which is forthcoming in *AMJ* in 2007

- Rynes, S. (2006). Making the most of the review process: Lessons from award-winning authors. *Academy of Management Journal*, 49: 189-190.

Sesión 10: Cómo estrategizar e internacionalizar la firma emprendedora?

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- Lumpkin, G. T. and G. Dess (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *AMR*, 21: 135-172.
- Lu, J. and P. Beamish (2001). The internationalization and performance of SMEs. *SMJ*, 22: 565-586.
- Djankov, S., R. La Porta, F. Lopez-de-Silanes, and A. Shleifer (2002). The regulation of entry. *Quarterly Journal of Economics*, 67 : 1-37.
- McDougall, P. and B. Oviatt (2000). International entrepreneurship. *AMJ*, 43: 902-906.
- Peng, M. and S. Lee (2004). Entrepreneurs as intermediaries. Working paper.

Sesion 11: Cómo hacer para que las alianzas y las redes trabajen? Fundamentos y aplicaciones.

- Beamish, P. and J. Banks (1987). Equity joint ventures and the theory of the multinational enterprise. *JIBS*, 19: 1-16.
- Hennart, J. (1991). The transaction cost theory of joint ventures. *MS*, 37: 483-497. [The 2nd most cited paper in global strategy research in the 1990s—see Peng and Zhou (2006, *JIM*)]
- Hamel, G. (1991). Competition for competence and inter-partner learning within strategic alliances. *SMJ*, 12: 83-103.
- Dyer, J. and H. Singh (1998). The relational view. *AMR*, 23: 660-679.
- Gulati, R. (1998). Alliances and networks. *SMJ*, 19: 293-317.
- Gulati, R. (1995). Does familiarity breed trust? *AMJ*, 38: 85-112.
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- Lyles, M. and J. Salk (1996). Knowledge acquisition from foreign partners in international joint ventures. *JIBS*, 27: 877-903.
- Hambrick, D., J. Li, K. Xin, and A. Tsui (2001). Composition and processes of IJV management groups. *SMJ*, 22: 1033-1053.
- Reuer, J. (2001). From hybrids to hierarchies. *SMJ*, 22: 27-44. [My former Ohio State colleague Jeff Reuer.
- Hite, J. and W. Hesterly (2001). The evolution of firm networks. *SMJ*, 22: 275-286.
- Lane, P., J. Salk, and M. Lyles (2001). Absorptive capacity, learning, and performance in IJVs. *SMJ*, 22: 1139-1161.
- Poppo, L. and T. Zenger (2002). Do formal contracts and relational governance function as substitutes or complements? *SMJ*, 23: 707-725.
- Koka, B. and J. Prescott (2002). Strategic alliances as social capital. *SMJ*, 23: 795-816.
- Steensma, H. K., M. Tihanyi, M. Lyles, and C. Dhanaraj (2005). The evolving nature of foreign partnerships in transitioning economies. *AMJ*, 48: 213-235.

- Lane, P. and M. Lubatkin (1998). Relative absorptive capacity and interorganizational learning. *SMJ*, 19: 461-477.
- Steensma, H. K. and M. Lyles (2000). Explaining IJV survival in a transition economy through social exchange and knowledge-based perspectives. *SMJ*, 21: 831-851.
- Kale, P., J. Dyer, and H. Singh (2002). Alliance capability, stock market response, and long-term alliance success. *SMJ*, 23: 747-767.
- Li, Y., E. Xie, H. Teo, and M. W. Peng (2012). Formal control and social control in domestic and international buyer-supplier relationships. Working paper.
- Tong, T., J. Reuer, and M. W. Peng (2007). International joint ventures and the value of growth options. *AMJ* (in press).

Sesión 12. Cómo hacer para que las fusiones y las adquisiciones trabajen?

- Roll, R. (1986). The hubris hypothesis of corporate takeovers. *J of Business*, 59: 197-216.
- Seth, A., K. Song, and R. Pettit (2000). Synergy, managerialism, or hubris? *JIBS*, 31: 387-405.
- Anand, J. and A. Delios (2002). Absolute and relative resources as determinants of international acquisitions. *SMJ*, 23: 119-134.
- Harzing, A. (2002). Acquisitions versus green-field investments. *SMJ*, 23: 211-227
- King, D., D. Dalton, C. Daily, and J. Covin (2004). Meta-analyses of post-acquisition performance. *SMJ*, 25: 187-200.
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- Morosini, P., S. Shane, and H. Singh (1998). National cultural distance and cross-border acquisition performance. *JIBS*, 29: 137-158.
- Uhlenbruck, K. and J. De Castro (2000). Foreign acquisitions in Central and Eastern Europe. *AMJ*, 43: 381-402.

Sesión 12. *Cómo gobernar la corporación? Fundamentos y aplicaciones*

- Finkelstein, S. and R. D'Aveni (1994). CEO duality as a double-edged sword. *AMJ*, 37: 1079-1038.
- Westphal, J. and E. Zajac (1995). Who shall govern? *ASQ*, 40: 60-83.
- Zajac, E. and J. Westphal (1996). Director reputation, CEO-board power, and the dynamics of board interlocks. *ASQ*, 41: 507-529.
- Shleifer, A. and R. Vishny (1997). A survey of corporate governance. *J of Finance*, 52: 737-783.
- Dalton, D., C. Daily, A. Ellstrand, and J. Johnson (1998). Meta-analytic reviews of board composition, leadership structure, and financial performance. *SMJ*, 19: 269-290.
- Rajan, R. and L. Zingales (2003). The great reversals: The politics of financial development in the 20th century. *J of Financial Economics*, 69: 5-50.
- Peng, M. W. (2004). Outside directors and firm performance during institutional transitions. *SMJ*, 25: 453-471.

- Daily, C., D. Dalton, and A. Cannella (2003). Corporate governance. *AMR*, 28: 371-382.
- Westphal, J. and P. Khanna (2004). Keeping directors in line. *ASQ*, 48: 361-399.
- Lane, P., A. Cannella, and M. Lubatkin (1998). Agency problems as antecedents to unrelated mergers and diversification. *SMJ*, 19: 555-578.
- Gedajlovic, E. and D. Shapiro (1998). Management and ownership effects. *SMJ*, 19: 533-553.
- Sanders, W. G. and M. Carpenter (1998). Internationalization and firm governance. *AMJ*, 41: 158-178.
- Claessens, S., S. Djankov, and L. Lang (2000). The separation of ownership and control in East Asian corporations. *JFE*, 58: 81-112.
- Thomson, S. and T. Pederson (2000). Ownership structure and economic performance in the largest European companies. *SMJ*, 21: 689-705.
- Bruton, G., D. Ahlstrom, and J. Wan (2003). Turnaround in East Asian firms. *SMJ*, 24: 519-540.
- Chang, S. (2003). Ownership structure, expropriation, and performance of group-affiliated companies in Korea. *AMJ*, 46: 238-254.
- Young, M., M. W. Peng, D. Ahlstrom, G. Bruton, and Y. Jiang (2007). Principal-principal conflicts in emerging economies. *JMS* (in press).
- Faccio, M. and L. Lang (2002). The ultimate ownership of Western European corporations. *JFE*, 65: 365-395.
- Doidge, C., K. A. Karolyi, and R. Stulz (2003). Why are foreign firms listed in the US worth more? *JFE*, 71: 205-238.
- Peng, M. W., S. Zhang, and X. Li (2006). CEO duality and firm performance during institutional transitions. Working paper.

4. MÉTODOS

Para cada sesión, deberá leer por anticipado y hacer un reporte por escrito de las lecturas realizadas. Deberá además distribuir una copia a cada uno de los compañeros de clase y al maestro para su evaluación.

El estudiante debe elaborar un trabajo (paper) para presentarse al final del seminario relacionado con alguno (s) de lo(s) tema(s) identificando las preguntas de investigación. El trabajo puede ser teórico – conceptual o empírico en no más de 30 páginas en formato APA o el empleado en *The Academy of Management Review* (teórico – conceptual) o *The Academy of Management Journal* (empírico). El profesionalismo de la presentación del trabajo es crucial y será expuesto en las últimas sesiones del seminario. Logrado una alta calidad, el trabajo debe ser enviado a alguna revista científica para su publicación.

El estudiante deberá además entregar un reporte escrito de una revisión de un trabajo o paper elaborado por un compañero de clase, quien recibirá el reporte y deberá tratar las observaciones y responder a los cuestionamientos durante su presentación.

Al final del curso, cada estudiante hará una presentación en PPT de no más de media hora, incluyendo el tiempo para comentarios y preguntas. Una copia impresa de su presentación en PPT debe ser entregada a cada uno de los participantes en el seminario.

Recomendaciones:

Profesionalismo ante todo, en todas las actividades.

Lea por anticipado las lecturas para cada sesión.

Atienda a las clases y participe activamente en las discusiones.

5. EVALUACIÓN

Examen comprensivo del curso	40%
Calidad del trabajo escrito (Paper)	40%
Presentación y defensa del paper	20%

6. FACILITADOR: José Guadalupe Vargas Hernández, M.B.A., Ph.D.

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Doctor en Administración Pública (Columbia States University), Doctor en Economía (Keele University, England). Otros estudios de Doctorado en Comportamiento Organizacional (Lancaster University). Maestro en Administración de Empresas con especialidad en Dirección Industrial (Pacific States University). Marketing Certificate (The British Institute of Marketing). Diplomado en Filosofía (Universidad Panamericana). Licenciado en Relaciones Comerciales, Instituto Politécnico Nacional. Pasante de la Licenciatura en Derecho, UNAM.

Ha participado en más de 200 eventos académicos internacionales y en más de 500 nacionales. Publicado cuatro libros y más de 200 ensayos en revistas internacionales (en Inglés, francés, alemán, portugués, farsi, chino, etc.) y más de 300 ensayos en revistas nacionales. Obtuvo Award III BMAC Luca Pacioli, Istanbul. Achievement Certificate. 2012. United States. International Business Student Collaboration Project. University of North Carolina, AGBA Distinguished Scholar. 2011. China. Academy for Global Business Advancement. An Award conferred at 8th World Congress held at Dongbei University of Finance and economics (Dalian, China). 2010-2011 Emerald/EMRBI Business Research Award for Emerging Researchers Highly Commended. 2011. Grecia. Euromed Research Business Institute – Emerald Best paper Award 2010 de Academic Business World International Conference 2010. En 2009 obtuvo el reconocimiento Best Paper Award de Global Strategic Management, Inc., Washington, D.C. En 2007 el reconocimiento de la Academia de Ciencias Administrativas por el mejor trabajo de investigación en Administración Estratégica. En 2004 el Premio Internacional de Global Business and Economic Development, y en 2002 el premio Allies Academies nominado por la International Business Academy. Otros Premios: Sommer al mérito académico, British Council Award, Ford Foundation Award, Pacific States University Award.

Consultor Externo Independiente Registrado.