

Gestión Estratégica I

Nombre de la materia	Gestión Estratégica I	Academia	Teoría económica avanzada
Clave de la materia	IG325	Modalidad de asignatura	Presencial
Prerrequisitos	Ninguno	Tipo de asignatura	Seminario teórico de formación básica
Seriación	No	Créditos	7
Área de formación	Básica Particular Obligatoria	Carga horaria	Horas Teoría 56 Horas Práctica 24
Departamento	Administración	Nivel de formación	Maestría

Presentación

La gestión estratégica es la disciplina científica que estudia los aspectos relacionados con la dirección de las organizaciones y con la forma en que son gestionadas y coordinadas las áreas funcionales de la empresa, así como la manera que tiene de concebirse a sí misma, de establecer sus objetivos y valores, y de relacionarse con su entorno. Su estudio es importante debido a que aporta elementos fundamentales para impulsar el desempeño de la empresa, y con ello contribuir al desarrollo económico.

Perfil Formativo del Estudiante

El estudiante desarrollará capacidades analíticas y de investigación en el ámbito de la gestión estratégica de tal forma que pueda abordar a la empresa como objeto de investigación.

Objetivos del Programa

El objetivo de este curso es analizar las teorías y tópicos en investigación de la administración estratégica de las organizaciones, examinar las diversas perspectivas teóricas que tienen un impacto significativo en la investigación de la estrategia de las organizaciones, entrenar a los estudiantes a convertirse en

investigadores informados capaces de contribuir con sus investigaciones a la literatura en administración estratégica de las organizaciones y analizar los diferentes tópicos de la investigación informada por las diferentes teorías de la estrategia organizacional.

Lecturas Complementarias	
Sesión 1	
-	¿Qué es estrategia?
-	¿Cómo se hace la investigación de estrategia?
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
Sesión 3	
-	¿Cómo crecen las empresas?
-	La teoría conductual de la firma
Sesión 4	
-	¿Cuál es la importancia de la industria?
-	El punto de vista basado en la industria
Sesión 5	
-	¿Cómo capitalizar las capacidades?
-	¿Las capacidades realmente son importantes?
-	El punto de vista basado en los recursos
-	Debates y aplicaciones
Sesión 6	
-	¿Son importantes las instituciones?
-	¿Cómo las instituciones afectan la estrategia?
-	El punto de vista basado en las instituciones
-	Aplicaciones y debates
Sesión 7	
-	¿Cómo los agentes como administradores confunden las cosas?

- Teoría de la agencia.
Sesión 8
- ¿Cómo combatir y obtener beneficios de las incertidumbres? - El punto de vista de las opciones
Sesión 9
- ¿Cómo avanzar la estrategia globalmente? - El punto de vista sustantivo y la perspectiva de procesos
Sesión 10
- ¿Cómo estrategia e internacionalizar la firma emprendedora?
Sesión 11
- ¿Cómo hacer para que las alianzas y las redes trabajen? - Fundamentos y aplicaciones
Sesión 12
- ¿Cómo hacer para que las fusiones y las adquisiciones trabajen?
Sesión 13
- ¿Cómo gobernar la corporación? - Fundamentos y aplicaciones

Aplicación Profesional

En todas las organizaciones se pueden aplicar los conocimientos adquiridos en esta materia porque es conveniente que la toma de decisiones internas se haga tomando en cuenta las condiciones del entorno.

Perfil del Profesor

Doctor en ciencias económicas y empresariales

Proceso de Enseñanza-Aprendizaje

El curso se desarrollará en la elaboración de trabajos de investigación por parte de los estudiantes y discusión de los mismos de forma académicos asincrónicos y no presenciales, mediante el uso de soportes virtuales para la docencia.

Actividades Extracurriculares

Asistencias a conferencias, congresos y seminarios

Evaluación del Aprendizaje

Examen comprensivo del curso	40%
Calidad del trabajo escrito	40%
Presentación y defensa	20%

Bibliografía

Sesión 1. ¿Qué 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.
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- Barney, J. (2001a). Is the resource-based "view" a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26: 41-56.
- 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.
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- Powell, T., D. Lovullo, 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

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- 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.
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- 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.
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- Peng, M. W. and Y. Jiang (2005). Family ownership and control in large corporations—The good, the bad, the irrelevant. Working paper.

Sesión 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.
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- 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).
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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.
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- Peng, M. W. (2005). Notes on research strategy.
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- 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?
- Oviatt, B. M. and P. McDougall (1994). Toward a theory of international new ventures. *JIBS*, 25 (1), 45-64.
- 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.
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- McDougall, P. and B. Oviatt (2000). International entrepreneurship. *AMJ*, 43: 902- 906.
- Peng, M. and S. Lee (2004). Entrepreneurs as intermediaries. Working paper.

Sesión 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.
- Hennart, J. and Reddy (1997). The choice between mergers/acquisitions and JVs. *SMJ*, 18: 1-12.
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- Hite, J. and W. Hesterly (2001). The evolution of firm networks. *SMJ*, 22: 275-286.
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- Poppo, L. and T. Zenger (2002). Do formal contracts and relational governance function as substitutes or complements? *SMJ*, 23: 707-725.
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- 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?

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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.

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- Shleifer, A. and R. Vishny (1997). A survey of corporate governance. *J of Finance*, 52: 737-783.
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- Young, M., M. W. Peng, D. Ahlstrom, G. Bruton, and Y. Jiang (2007). Principal-principal conflicts in emerging economies. *JMS* (in press).
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Textos requeridos

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Texto de referencia

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