This is a doctoral seminar on theory and research in strategic management. Consequently, this course presents an overview and introduction into the strategic management literature; focuses on both the content and process of extant research. We will focus on a number of topics, including the development of relevant schools of thoughts, theoretical paradigms, methods, “mainstream” themes, current topics, and future directions. The over-riding pedagogical objective is to sharpen your abilities to conduct or critique research works done in the field of strategic management. Upon satisfactory completion of the course, each participant should be able to achieve the following: 1. Integrate discipline-based knowledge through the analysis of various research articles which require conceptual understanding and quantitative methods to make contributions to the development of strategic management theory. 2. Utilize modern theories and methods designed to answer the three fundamental questions in the field of strategic management: (1) what should we be doing? (2) what can we do?, and (3) what do we want to do? 3. Confidently evaluate contemporary contributions to theories and research in the field of strategic management. 4. To be able to develop the skills necessary to evaluate, critique, and contribute to the academic field of strategic management.
relevance to real life problems etc. (d) a proposition of any new perspective, hypothesis or concepts
that is suggested by the reading of the paper. (e) an evaluation of the contribution of the paper to the
knowledge in the field. (f) any suggestions for improving the paper, in terms of (but not limited to)
conceptualization, methodology and presentation. Participants need to write a short summary or
their critique of each article to hand out to other class members. All discussions are initiated on
voluntary basis. The instructor, however, would randomly call on participants to make contributions to
the class if no one volunteers.

1. Segal-Horn, S. Eds., The Strategy Reader, Blackwell Publisher 1998 (誠品書店)
2. 朱立熙、黃卓琦譯 (Bethune & Huler原著)，新反敗為勝（From worst to first），商周出版民88年
3. 王平原譯 (Grove, A.S.原著)，10倍速時代（Only the Paranoid Survive），大塊文化民85年

2009/9/21 Class organization and overview
2009/9/28 What is strategy?
2009/10/5 Research methods and use of theory
2009/10/12 Goals, Planning, and Performance
2009/10/19 The Resource-based View
2009/10/26 Diversification, Mergers, and Acquisitions
2009/11/2 Vertical Integration & Joint Venture
2009/11/9 Decision Making
2009/11/16 Mid-term
2009/11/23 Industry Analysis
2009/11/30 Core Competence and Competitive Advantage
2009/12/7 Knowledge and Learning
2009/12/14 Globalization
2009/12/21 Technology and digitalization
2009/12/28 Presentation & Discussion
2010/1/4 Presentation & Discussion
2010/1/11 Presentation & Discussion
2010/1/18 Final

Either a conceptual paper or a research proposal drawing on an issue covered in or related to the
course will be required of the participant. The conceptual paper must demonstrate a broad
knowledge of the literature, an ability to integrate the literature, and propose a novel research idea or
conceptual insight. The research proposal would require connecting a question derived from theory
or prior literature, with an empirical setting where the question might be studied and a well argued
empirical approach by which the question can be studied. All papers and research proposals are to
be presented to the whole class in the end of the semester. Final exam will be given in the
examination week. The exam will evaluate your knowledge about the general conception of
"strategy" as well as the research methodologies that could help, or sometimes discourage,
researchers build up scientific knowledge in the field of strategic management.