MGMT960 : Institutions and Multinational Management

Q4 (Spring), 2019. Tuesday 9:00am-12:00pm, TBD

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Course Description:
This course builds on the foundational material presented in MGMT 955 with a deeper focus on current research examining institutional influences on multinational management. These include regulative supports (e.g., laws, regulations, contracts and their enforcement through litigation, arbitration of incentive compatible self-regulation) but also normative (e.g., socially shared expectations of appropriate behavior, and social exchange processes) and cognitive (e.g., creating shared identity to bridge differences in values, beliefs and framing) elements of the institutional environment. We will examine not only strategic responses in the market environment but also influence strategies of multinational and domestic firms that seek to alter the institutional environment in which they operate. We will draw not only upon the international business literature but also related literatures including political economy, sociology, law, finance, communications, institutional theory, strategic corporate social responsibility, social movements, network theory and the management of extractive industries.

Course Requirements
The course grade will be based equally (i.e., 33%) on three components

- Individual class participation;
- Weekly team-based written summaries and analyses of articles; these are intended to be used to guide class discussion and, subsequently, by students as they prepare for MM field exams; and
- An Individual final paper proposal (10-12 double spaced pages that offer at least one empirically testable hypothesis)

Students taking both this course and MGMT 955 have the option of writing a single more extended 20-30 page theoretical research paper or empirical proposal (i.e., a paper that identifies and describes relevant data to test theoretically propositions and, if the data is readily obtainable, begins preliminary analysis or specifies clearly the process of acquisition) to satisfy the paper requirement for both courses.

Readings. As an advanced topics course, the required and optional readings are more wide ranging and interdisciplinary than in the Foundation Course (MGMT 955). They focus on recent readings in related fields and disciplines that offer the opportunity of arbitrage for the scholars in multinational management who wish to incorporate a more sophisticated treatment of the institutional environment into their research program. Where possible, the reading list also includes preliminary efforts at undertaking that arbitrage from scholars in (multinational) management. Each set of readings is organized around an “integrative question” provided at the beginning of each week’s section in the syllabus that follows. Please read this question carefully and return to it frequently as you read the required articles for the given week.

Participation. Regular attendance and participation are critical to this course. You should complete the assigned readings and written assignments prior to each class. You are encouraged to prepare for class
with your colleagues; however, each member of the class should be fully conversant in the material—
expect to participate in every class.

Written summaries and analysis. Each week, each student will write a 2-3 page response to that week’s
integrative question that integrates insight from the required readings. Partners should confer
electronically or in person and arrive at a mutually acceptable joint submission and presentation plan
(there is no need to “share” the presentation though presentations should be balanced across students over
the quarter). These reports should be posted on Canvas no later than 6am the morning of class and should
also be distributed in hard copy to all participants at the beginning of the class session.

In addition, you should be prepared to engage in a discussion on each individual reading on topics such as:

(a) the dominant research question;
(b) the research design including an assessment of the quality of the theoretical argument and/or
empirical evidence (for one set of quality standards see
http://strategyresearchinitiative.wikispaces.com/High+Quality+Research)
(c) the contribution of the research to
   a. the extant theoretical and/or empirical literature
   b. our understanding of relevant phenomena in international business;
(d) limitations of the research and;
(e) **most importantly**, feasible refinements or extensions to the empirical study and related research
questions that are prompted by your reading of the paper.

Paper. You should develop a high quality research proposal (for one set of quality standards see
http://strategyresearchinitiative.wikispaces.com/High+Quality+Research) examining a topic of relevance
to international management (i.e., drawing upon readings from one or more weeks of the course). Given
the eight week time frame of this course, you will need to begin thinking about this paper early in the
course. We will discuss this paper on the first day of class. In brief, I expect you to turn in a theory
section that is between 10-12 pages that would be at the level of development that if would be suitable for
submission to an academic conference. I do not expect you to have any data, but I expect you to develop
at least one testable prediction in these 10-12 pages. Please feel free to discuss your ideas with me
whenever you are ready to do so.

For students wishing to submit a longer paper for MGMT 955 & 960, the extended paper requirement
should take the form either of a conference submission ready theoretical paper or a detailed empirical
research proposal that includes the identification of a data source, the operationalization of the theoretical
constructs of interest and the discussion of an appropriate methodology for empirical testing that should
lead to generalizable inference. The inclusion of preliminary empirical results is welcome but by no
means required.

**Policy on Auditors**

Advanced students and/or visitors who do not wish to enrol as full participants are welcome to audit the
course, under the following conditions: (1) you commit to attend at least 75% of the class sessions, and
inform me in advance which sessions you will attend; (2) you participate fully in the sessions that you
attend, including doing a “fair share” of summary writing and leading class discussion. Auditing students
are excused only from assignments related to the class paper.

**READING MATERIALS:**

There is no bulkpack for this class. PDF versions of the required readings are available at H:\henisz\PhD\Additional/ supplementary readings are listed below for the purposes of providing a starting point for students wishing to go into greater depth.
1. TBD During Week of April 18: Introduction

**Integrative Question** (NB: Your response should include references to evidence from multiple readings)

What are the country-, industry-, and firm-level determinants of a project’s or firm’s potential exposure to political risks or political opportunities? Why can’t these be hedged?

**Required**


2. 4/2/19: Non-Market Strategy and the MNE

*Integrative Question*  (NB: Your response should include references to evidence from multiple readings)

How can the non-market strategy literature with its strong roots in political economy inform the study of political risk (i.e., what constructs, theoretical relationships and modeling tools should international business scholars and practitioners grappling with political risk draw upon from the field of non-market strategy)?

*Required*

https://books.google.com/books?id=jgYvDAAAQBAJ&lpg=PA1&ots=F2cHX2EV5H&lr&pg=PA81#v=onepage&q&f=false


Shotts, Kenneth 2016 Political Risk as a Hold-Up Problem *Advances in Strategic Management* 34: 57-85

3. 4/9/19. Structural Perspective in Political Sociology

*Integrative Question*  *(NB: Your response should include references to evidence from multiple readings)*

How can the structural perspective within sociology inform the study of political risk (i.e., what constructs, theoretical relationships and modeling tools should international business scholars and practitioners grappling with political risk draw upon from structural perspective within sociology)?

*Required*


Odziemkowska, Kate and Witold Henisz 2018 Webs of Influence *Working Paper*

Henisz, Witold 2018 Business, Insular Stakeholder Relations and Conflict *Working Paper*
4. 4/16/19: Social Movements, Ideas and Contestation

Integrative Question (NB: Your response should include references to evidence from multiple readings)

How can the study of social movements, ideas and contestation within sociology inform the study of political risk (i.e., what constructs, theoretical relationships and modeling tools should international business scholars and practitioners grappling with political risk draw upon from the study of social movements, ideas and contestation within sociology)?

Required


5. 4/23/19: Cognition and Identity

*Integrative Question  (NB: Your response should include references to evidence from multiple readings)*

How can the study of cognition and identity in psychology inform the study of political risk (i.e., what constructs, theoretical relationships and modeling tools should international business scholars and practitioners grappling with political risk draw upon from the study of cognition and identity in psychology)?

*Required*


Jay, J. 2013 “Navigating Paradox as a Mechanism of Change and Innovation in Hybrid Organizations”. Academy of Management Journal, 56:1 137-159


6. 4/30/19: Legitimacy, Fairness and Due Process


