

University of Illinois at Urbana-Champaign
College of Business
Department of Business Administration

BADM 504: Scholarship in Business Administration II
Methodological and Philosophical Perspectives

Fall 2008

Name: Joseph T. Mahoney
Investors in Business Education Professor of Strategy

Office: Wohlers Hall 140C

Office Hours: T-TH 10:00AM - 11:30AM
(Or by appointment)

Phone: 244-8257

Email: josephm@uiuc.edu

Website: <http://www.business.uiuc.edu/josephm>

Username: BADM_504

Password: Orange*Blue (case sensitive)

Meetings: Tuesday: 11:30AM – 2:20PM 433 Armory

Course Overview: This course addresses the process of doing research and the philosophical as well as ethical issues that are part of the process. Topics include: (1) Developing engaged scholarship in a professional school; (2) Philosophy of science; (3) Formulating the research problem; (4) Building a theory; (5) Variance and process models; (6) Designing variance studies; (7) Designing process studies; (8) Communicating and using research knowledge; and (9) Practicing engaged scholarship.

Course Assignments: First, full participation is expected when assigned readings are discussed in class and will be 30% of your grade. Each of us will be responsible to be fully prepared for each class, and there will be assignments throughout the term to help focus our preparation. *Everyone* is expected to participate effectively in each class to comment, question, and analyze. Second, a research paper submitted at the end of the semester will be 70% of your grade.

Course Organization: Class assignments are shown in the schedule attached, and while subject to change, this schedule should guide your work plans. *There will be no announcements in class concerning assignments*, except those that may alter the attached schedule.

Required Text:

Van de Ven, Andrew H. (2007). Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

CLASS SESSIONS AND ASSIGNMENTS

SESSION #1 Tuesday, October 21

Engaged Scholarship in a Professional School

Van de Ven, Andrew H. (2007). "Engaged Scholarship in a Professional School" (Chapter 1, pp. 1-35), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Huff, Anne Sigismund (2000). Changes in Organizational Knowledge Production. *Academy of Management Review*, 25 (2): 288-293.

Van de Ven, Andrew H. (2002). Strategic Directions for the Academy of Management: This Academy is for You! *Academy of Management Review*, 27 (2): 171-184.

Mahoney, Joseph T. and Anita M. McGahan (2007). The Field of Strategic Management within the Evolving Science of Strategic Organization. *Strategic Organization*, 5 (1): 79-99.

SESSION #2 Tuesday, October 28

Philosophy of Science

Van de Ven, Andrew H. (2007). "Philosophy of Science underlying Engaged Scholarship" (Chapter 2, pp. 36-70), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Camerer, Colin (1985). Redirecting Research in Business Policy and Strategy. *Strategic Management Journal*, 6 (1): 1-15.

Montgomery, Cynthia A., Birger Wernerfelt and Srinivasan Balakrishnan (1989). Strategy Content and the Research Process: A Critique and Commentary. *Strategic Management Journal*, 10 (2): 189-197.

Seth, Anju and George Zinkhan (1991). Strategy and the Research Process. *Strategic Management Journal*, 12 (1): 75-82.

Mahoney, Joseph T. (1993). Strategic Management and Determinism: Sustaining the Conversation. *Journal of Management Studies*, 30 (1): 173-191.

Johnson, Phil and Joanne Duberley (2003). Reflexivity in Management Research. *Journal of Management Studies*, 40 (5): 1279-1303.

SESSION #3

Tuesday, November 4

**Formulating the Research Problem and Building a Theory:
Theory to Propositions and Hypothesis Testing**

Van de Ven, Andrew H. (2007). "Formulating the Research Problem" (Chapter 3, pp. 71-99), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Van de Ven, Andrew H. (2007). "Building a Theory" (Chapter 4, pp. 100-142), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Whetten, David (1989). What Constitutes a Theoretical Contribution? *Academy of Management Review*, 14 (4): 490-495.

Bacharach, Samuel B. (1989). Organizational Theories: Some Criteria for Evaluation. *Academy of Management Review*, 14 (4): 496-515.

Eisenhardt, Kathleen M. (1989). Building Theories from Case Study Research. *Academy of Management Review*, 14 (4): 532-550.

Weick, Karl E. (1989). Theory Construction as Disciplined Imagination. *Academy of Management Review*, 14 (4): 516-531.

SESSION #4

Tuesday, November 11

Mixing Qualitative and Quantitative Methods: Triangulation in Action

Van de Ven, Andrew H. (2007). "Variance and Process Models" (Chapter 5, pp. 143-160), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Van de Ven, Andrew H. (2007). "Designing Variance Studies" (Chapter 6, pp. 161-193), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Van de Ven, Andrew H. (2007). "Designing Process Studies" (Chapter 7, pp. 194-231), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Jick, Todd M. (1979). Mixing Qualitative and Quantitative Methods: Triangulation in Action. *Administrative Science Quarterly*, 24 (4): 602-611.

Godfrey, Paul C. and Charles W. L. Hill (1995). The Problem of Unobservables in Strategic Management Research. *Strategic Management Journal*, 16 (7): 519-533.

Mohrman, Susan Albers, Christina B. Gibson and Allan M. Mohrman (2001). Doing Research that is Useful to Practice: A Model and Empirical Exploration. *Academy of Management Journal*, 44 (2):357-375.

SESSION #5 Tuesday, November 18

Pragmatism, Pluralism, and Rhetoric

Van de Ven, Andrew H. (2007). "Communicating and Using Research Knowledge" (Chapter 8, pp. 232-259), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press

McCloskey, Donald M. (1983). The Rhetoric of Economics. *Journal of Economic Literature*, 26 (June): 481-517.

Pfeffer, Jeffrey (1993). Barriers to the Advance of Organizational Science: Paradigm Development as a Dependent Variable. *Academy of Management Review*, 18 (4): 599-620.

Cannella, Albert A. and Ramona L. Paetzold (1994). Pfeffer's Barriers to the Advance of Organizational Science: A Rejoinder. *Academy of Management Review*, 19 (2): 331-341.

Fabian, Frances Hauge (2000). Keeping the Tension: Pressures to Keep the Controversy in the Management Discipline. *Academy of Management Review*, 25 (2): 350-371.

Green, Sandy Edward (2004). A Rhetorical Theory of Diffusion. *Academy of Management Review*, 29 (4): 653-669.

SESSION #6 Tuesday, December 2

Research as Process and as Product of Thought

Simon, Herbert A. (1978). Rationality as Process and as Product of Thought. *American Economic Review*, 68 (May): 1-16.

Evered, Roger and Meryl Reis Louis (1981). Alternative Perspectives in the Organizational Sciences: "Inquiry from the Inside" and "Inquiry from the Outside" *Academy of Management Review*, 6 (3): 385-395.

Nonaka, Ikujiro (1994). A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*, 5 (1): 14-37.

Kor, Yasemin Y. and Joseph T. Mahoney (2000). Penrose's Resource-Based Approach: The Process and Product of Research Creativity. *Journal of Management Studies*, 37 (1): 109-139.

Aram, John D. and Paul F. Salipante (2003). Bridging Scholarship in Management: Epistemological Reflections. *British Journal of Management*, 14 (3): 189-205.

Mahoney, Joseph T. and Ron Sanchez (2004). Building Management Theory by Integrating Processes and Products of Thought. *Journal of Management Inquiry*, 13 (1): 34-47.

SESSION #7

Tuesday, December 9

Practicing Engaged Scholarship

Van de Ven, Andrew H. (2007). "Practicing Engaged Scholarship" (Chapter 9, pp. 260-297), in Engaged Scholarship: A Guide for Organizational and Social Research. Oxford, UK: Oxford University Press.

Romme, A. Georges L. (2003). Making a Difference: Organization as Design. *Organization Science*, 14 (5): 558-573.

Tranfield, David, David Denyer and Palmindar Smart (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14 (3): 207-222.

Carlile, Paul R. (2004). Transferring, Translating, and Transforming: An Integrative Framework for Managing Knowledge across Boundaries. *Organization Science*, 15 (5): 555-568.

Van Aken, Joan Ernst (2005). Management Research as a Design Science: Articulating the Research Products of Mode 2 Knowledge Production in Management. *British Journal of Management*, 16 (1): 19-36.

Rousseau, Denise M. (2006). Is there such a thing as "Evidence-Based Management"? *Academy of Management Review*, 31 (2): 256-269.

Monday, December 15: Paper due before 4:00PM in 350A Wohlers