Building a Balanced Research-Centered Academic Career:
A Workshop for Chinese Scholars in Strategic Management

Huntsman Hall
Wharton, University of Pennsylvania
Philadelphia, Pennsylvania
August 2-3, 2007

Ming-Jer Chen
The Darden Graduate School, University of Virginia

Purposes:

1. To learn how to become a dedicated and effective researcher and teacher
2. To foster a rewarding and integrated research-teaching career and a balanced life
3. To demystify cases and case method teaching
4. To offer suggestions about the design, preparation, and execution of case teaching
5. To learn how to conduct programmatic research
6. To learn how to publish in premier management journals
7. To provide ideas for surviving and thriving in the U.S. academic environment
8. To facilitate the development of a knowledge- and experience-sharing community for Chinese strategic management scholars

August 2 (Thursday)

12:00-13:00 Arrival and Registration
Please complete "Individual Case-Teaching Assessment"

Session 1	13:00 – 14:30	Developing Theoretical Research: From Idea to Submission
Reading Assignments: 1. "On a Clear Day You Can See Competitors" (Chen), January 5, 1990 (the first written draft) 2. "Competitor Analysis and Interfirm Rivalry: Toward a Theoretical Integration," January 20, 1995 (the first draft submitted to the Academy of Management Review)		Study Questions: 1. Consider the key ideas in the two drafts of each paper. How do these ideas differ from draft to draft? Why? 2. What might some reasons be for their differences?
In-class Handouts: 1. "From Idea to Submission: Developing Theoretical Research"		
Break	14:30 – 14:45	

<table>
<tr><td>Session 2</td><td>14:45 – 16:15</td><td>Developing Empirical Research:
From Submission to Revision</td></tr>
<tr><td colspan="2">Reading Assignments:

1. “Competitive Tension: The Awareness-Motivation-Capability Perspective” (Chen, Su, & Tsai), January 14, 2005 (first submission to the Academy of Management Journal, or AMJ)
2. AMJ Associate Editor’s letter, February 26, 2005
3. “Competitive Tension: The Awareness-Motivation-Capability Perspective” (Chen, Su, & Tsai), June 25, 2005 (first revision for AMJ)
4. Response to a) the associate editor, b) reviewer 1, c) reviewer 2, and 3) reviewer 3 of AMJ-05-0027</td><td>Study Questions:

1. What has your experience been in dealing with editors and reviewers?
2. What are the attributes of an effective revision and publication strategy?
3. How do you interpret the editor’s letter and comments? How encouraging is her feedback? Based on these comments, what do you think the chances are that the paper will survive the next run?
4. How effective is the revised paper in addressing the reviewers’ comments?
5. Please identify three ideas that you think effectively address the reviewers’ comments, or identify those ideas that you think might have been addressed differently.</td></tr>
<tr><td colspan="3">In-class Handouts:

1. “From Submission to Publication: Developing Empirical Research”
2. “Managing the Journal Submission and Revision Process”
3. “Group Discussion: Research”</td></tr>
<tr><td>Break</td><td>16:15 – 16:30</td><td></td></tr>
<tr><td>Session 3</td><td>16:30 – 18:30</td><td>Developing a Research Program: Paths for a Focused Career (A); Building a Research-Centered Career and Balancing Career and Life (B)</td></tr>
<tr><td colspan="2">(A)
Reading Assignments:

1. “Competitive Dynamics Research Program: An Introduction”
2. “Strategic Management Teaching and Research,” Sun Yat-Sen Management Review 5 (3), in Chinese
3. The epilogue to “Transcending Paradox: The Chinese “Middle Way” Perspective,” Asia Pacific Journal of Management, pp. 195-196.</td><td>Study Questions:

1. How do you go about developing your research stream? What is your research and publication strategy?
2. What do all these papers have in common? What do these papers intend to address?
3. After reading these articles, what implications do you see for the development of your own research program?</td></tr>
<tr><td colspan="3">In-class Handouts:

1. “Developing a Research Program and Managing the Research Process”</td></tr>
<tr><td colspan="2">(B)</td><td>Study Questions:

1. Why did you choose an academic career?</td></tr>
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	2. Identify one scholar you admire, and provide specific reasons for your admiration. 3. Identify one researcher you admire, and provide specific reasons for your admiration. 4. How do you balance the demands of research and teaching? 5. How do you balance the competing demands of career and life?
In-class Handouts: 1. "Building a Research Career: A Strategic Perspective" 2. "Effective Organization: Key for Balancing Career and Life" 3. "Build an Integrated Research-Teaching Career" (National MBA Advisory Committee, Beijing, September 17, 2006) 4. "Build an Integrated Research-Teaching Career" (National Science Council, Taipei, September 23, 2006)	
Working Dinner — 18:30 – 19:30	
Session 4 — 19:30 – 21:30	Surviving and Thriving in (U.S.) Academia: Open Discussion
Panelists: Haiyang Li (Rice), Wei Shen (Florida), Yan (Anthea) Zhang (Rice)	Study Questions: 1. What are some cultural and institutional challenges you have experienced in the U.S. (or the country you are based) academic environment? 2. What are some opportunities that exist in U.S. (or your own country) academia?

August 3 (Friday)

Session 5 — 8:30 – 10:00	Case Discussion: "The Section Just Took Over"
Reading Assignments: 1. Case: "The Section Just Took Over: A Student's Reflections" by C. Ronald Christensen 2. "Notes on Preparing and Teaching Courses Using Business Cases" by John O. Whitney 3. "Teaching as Leading" by Donald C. Hambrick	Study Questions: 1. From your teaching experience (or your observation of other instructors), which philosophies, techniques, and/or methodologies appear to be the most useful in encouraging a class to achieve general teaching objectives without subjecting the students to the sort of lockstep pattern Webster has chosen? 2. What key teaching lessons have you gleaned from the case? How might they apply to your own teaching?
In-class Handouts: 1. "The Case: 'The Section Just Took Over'"	
Break — 10:00 – 10:15	
Session 6 — 10:15 – 11:45	Teaching and the Case Method

		Study Questions: 1. Based on your experience of case teaching, what do you see as the most important things a case teacher should do or avoid doing? 2. What makes a good (or bad) case? 3. What do undergraduate and MBA teaching have in common? How do they differ?
In-class Handouts: 1. "Group Discussion: Teaching" 2. "Teaching and the Case Method"		
Break	10:15 – 11:45	
Session 7	12:00 – 13:00	Teaching: Preparing, Executing, and Integrating with Research
		Study Questions: 1. What are some cultural and institutional challenges to teaching effectively in the U.S.? 2. What makes a great teacher? What makes a great researcher? What makes a great business leader? 3. What do these three have in common? How do they differ? 4. What three strategic insights into research and teaching have you gained during the last two days that can help you cope with these challenges or capitalize fully on the opportunities available to you in academia?
In-class Handouts: 1. "Teaching: Preparing, Executing, and Integrating with Research" 2. "Competitive Dynamics: Competition as Action-Response" 3. "MBA Competitive Dynamics Syllabus"		

Ming-Jer Chen (BS, National Chung-Hsing (Taipei) University; MBA & PhD, University of Maryland) is the Leslie E. Grayson Professor of Business Administration at the Darden Graduate School at the University of Virginia.

Dr. Chen is the author of many articles on business strategy and competitive dynamics. His work has been published in premier journals such as *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Management Science*, *Social Forces*, and *Strategic Management Journal*. He has the distinction of having twice received the Best Paper Award from the Academy's Business Policy and Strategy Division as well as the 1996 *Academy of Management Review* Best Paper Award.

Dr. Chen is associate editor of *Academy of Management Review* and serves on the editorial boards of several journals, including *Organization Science*, *Strategic Management Journal*, *Harvard Business Review* (China), and *Academy of Management Journal* (1994-1998). He has served as the chair of the Academy's Business Policy and Strategy Division.

Dr. Chen has extensive corporate teaching and consulting experience and has taught in a variety of executive education programs at Columbia, Wharton, and Darden. His clients include Merck, United Technologies, Alcoa, FedEx, DuPont, Timken, AIG, Morgan Stanley (USA), Munich Re (Germany), Rolls-Royce, BOC Gases (UK), HSM (Brazil/Argentina), People's Construction Bank of China, AUO, BenQ, Ruentex, and Ford Lio Ho (Taiwan). He has been featured in media such as *Forbes*, *The Wall Street Journal*, *USA Today*, Reuters, CNNfn, *Newsweek*, *US News & World Report*, the *Commercial Times* (Taiwan), China Central TV Corp., and *Fortune (China)*. He has given keynote speech to the World Economic Forum's China Business Summit, the US-China Executive Summit, the Hamburg Business Summit, and Expomanagement Argentina. Dr. Chen's book *Inside Chinese Business: A Guide for Managers Worldwide* (Harvard Business School Press) was reviewed by *Foreign Affairs*.

Dr. Chen has conducted workshops for management professors in China at the invitation of the National MBA Education Advisory Committee and for strategy and international business scholars in Taiwan at the invitation of the National Science Council. He received the highest teaching rating of the business faculty at the University of Maryland (1986) and rated consistently among the top 10 percent of the teaching faculty at Columbia Business School (1988-1997). One of his MBA courses at the University of Pennsylvania's Wharton School (1997-2001) once received bidding prices of over 4,884 (out of 5,000), and he was the recipient of the Wachovia Award for Excellence in Course Material Development at Darden. Dr. Chen has held affiliations with the Chinese University of Hong Kong, the Imperial College of Science, Technology, & Medicine (UK), and the National University of Singapore.

Dr. Chen has long been active in career development of upcoming scholars and has worked extensively with academics in Greater China through activities such as offering teaching and research workshops and sponsoring visiting scholars. To help advance research and scholarship in the region, his book *Dynamic Competitive Strategy: A Research Handbook* (動態競爭策略論), a compilation of his academic articles, will be published in Chinese by Best-Wise (Taipei) in 2007.