

Ph.D. Seminar on (Organizational) Decision Making and Behavioral Strategy

Course Information

Course Number/Section: OB7313.501.2212

Course Title: (Organizational) Decision Making and Behavioral Strategy

Term: Spring, 2023

Instructor's Contact Information

Instructor: Livia Markoczy

Email Address: livia.markoczy@utdallas.edu

Class: Tuesdays 1pm-3:45pm

Location of the class: JSOM 13.501

Office Hours: By appointment

Course pre-requisites:

To attend this seminar, students need to be enrolled in the OSIM Department's Ph.D. program.

Purpose of the seminar:

This seminar is designed for Ph.D. students who want to learn the art of developing original research for top-tier peer-reviewed academic journals. This seminar involves in-depth reading and discussing academic papers to understand the effect of CEOs' cognition, values, psychology, emotions, and personality on strategic decisions. We further aim to understand the impact of the top management team (TMT), board composition, and various contingencies on strategic decisions and firm outcomes. Our broader aim is to ground strategic management theories in realistic assumptions about human cognition, emotions, and social interactions.

Grading policies

This course requires extensive reading, active participation in class discussions, and intelligent research work. A student's final grade will be based on a weighted average grade of the following three components: (1) weekly participation (30%), (2) term paper (50%), and (3) presentation of the term paper (20%).

1. Weekly Participation (30%)

Regular class attendance is required. Students must read all the assigned readings before each session and attend the class fully prepared to discuss these readings. Discussions will be led by two Ph.D. students who will be chosen prior to each session to fill this role. Prior to class, each discussion leader should individually submit to the instructor a two to three page (double spaced) critical review containing his/her findings, critiques, extensions, and applications of the ideas and methods of the assigned readings (see below the section, titled "Guidelines for evaluating each paper")

I will evaluate student's participation in each session in the following terms:

1. Does the student demonstrate a basic understanding of the assigned reading

materials?

2. Can the student identify the research question and discuss whether this question is interesting in Davis's sense? In other words, students must address the question: "Why should we care?"
3. Can the student identify the assigned paper's theoretical, methodological, and practical contributions to existing knowledge?
4. Can the student identify the common themes in the readings and use these themes to integrate and compare the articles?
5. Does the student use the readings as a base to develop new ideas or insights for potential new projects with a logical flow?
6. Can the student formulate appropriate critiques of the readings and defend their position in discussion with other class members?

2. Term Paper (50%)

Each student must submit a written term paper to address important strategic management or organizational issues from a decision-making angle. This paper can be either theoretical, empirical, or something in between, but it must have the strong potential of becoming a full publishable paper with future additions. *If students intend to submit a term paper to this class that they also plan to submit to other Ph.D. seminars, they must first seek permission from the instructor for two reasons. First, to ensure that the paper fulfills the requirement of this class as opposed to being about topics that are only loosely related to this class. Second, this ensures that students do not violate UTD academic integrity policies.*

The term paper is due at the instructor's office on **May 5th, 2023**.

A theoretical paper should follow the style of the *Academy of Management Review*. The grading of the paper will be based on the following criteria, with more weight on the significance and coherence of the theoretical framework:

1. Interestingness of the research question
2. Appropriate use of theory to develop a conceptual framework
3. Logical development of the hypotheses
4. Clear articulation of the intended contributions
5. Clear discussion of the implications of the paper
6. Consistency and clarity of the writing
7. Professionalism in how the manuscript is prepared

An empirical paper should follow the style of the *Academy of Management Journal*. The grading of the paper will be based on the following criteria, with more weight on the coherence between the theoretical framework and the research method.

1. Interestingness of the research question
2. Appropriate use of theory to develop a conceptual framework
3. Logical development of the hypotheses
4. Clear articulation of the intended contributions
5. Soundness and feasibility of the research design (including data sources, measures, and analytical techniques)
6. Clear discussion of the implications of the paper
7. Consistency and clarity of the writing
8. Professionalism in how the manuscript is prepared

3. Presentation of Term Paper (20%)

At the end of the semester, each student will present their paper to the whole class. The presentation time is about 25 minutes, with some additional time for questions. The quality of the presentation will be based on the following criteria:

1. Interestingness of the research idea
2. Appropriate use of theory to develop a conceptual framework
3. Logical development of the hypotheses
4. Clarity of the presentation
5. Professionalism in handling the questions
6. Management of the allowed time.

Course Policies

Throughout the semester, each student is expected to be on time for the class and follow the University's guidelines on student conduct about plagiarism and other dishonorable behaviors.

Detailed class schedule and readings

Week 1 (1/17): Introductory session

Discussion of the class requirements and the guidelines for evaluating papers.

Guidelines for evaluating each paper

While there is no "right way" to prepare for class discussions, I provide below some suggestions on what to look for when you read the required papers. You can use these suggestions to write a summary of the readings in preparation for each session.

1. *Title, Journal, Year of publication*

2. *Introduction:*

What is the research question in this paper? Is this question interesting theoretically, and is it also practically relevant? How does this research question address the gap in previous knowledge?

3. *Synopsis:*

a. *Basic argument/framework/theoretical argument*

What is the primary argument in this article? Can you state in its "bare bones"?

What is the theoretical framework in this article? Is it appropriate? What are the key concepts? Are these clearly defined? What are the predicted relationships between these key concepts? What are the logical arguments for the hypotheses?

b. *Research design and methodology (This question is only applicable for empirical papers)*

What is the population that was sampled? What is the sample size? What research design was used, e.g., experiments, survey questionnaire, secondary database, regression, modeling? What are the strengths and weaknesses of this research design?

c. *Findings and conclusions*

What are the principal findings? What theoretical and practical conclusions were drawn?

What are the implications of these findings and conclusions for Researchers? Managers? Society?

What are the limitations of the study? What are the possible future research directions?

Guidelines for evaluating the common themes across papers

What is the common theme among the readings? Can you integrate and compare the articles?

Based on these readings, can you suggest new ideas or insights for potential new projects?

Recommended reading:

Davis, M. S. (1971). That is interesting. *Philosophy of Social Sciences*, 1: 309-344.

Crisp, Richard J., (2015). *Social Psychology: A Very Short Introduction* Oxford.
online: <http://dx.doi.org/10.1093/actrade/9780198715511.001.0001>

Week 2 (1/24): Social, behavioral, and cognitive influences on upper echelons

Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: the organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193-206.

Hambrick, D. C. (2007). Upper echelons theory: an update. *Academy of Management Review*, 32(2), 334-343.

Hambrick, D. C., Humphrey, S. E., & Gupta, A. (2015). Structural interdependence within top management teams: A key moderator of upper echelons predictions. *Strategic Management Journal*, 36(3), 449–461.

Bromiley, P. & Rau, D. (2015) Social, behavioral, and cognitive influences on Upper echelons during strategy process: A literature review. *Journal of Management*, 42(1), 174-202

Week 3 (1/31): CEO personality

Wowak, A. J., Mannor, M. J., Arrfelt, M., & McNamara, G. (2016). Earthquake or glacier? How CEO charisma manifests in firm strategy over time. *Strategic Management Journal*, 37(3), 586–603.

Tang, Y., Qian, C., Chen, G., & Shen, R. (2015). How CEO hubris affects corporate social (ir)responsibility. *Strategic Management Journal*, 36(9), 1338–1357

Petrenko, O. V., Aime, F., Ridge, J., & Hill, A. (2016). Corporate social responsibility or CEO narcissism? CSR motivations and organizational performance. *Strategic Management Journal*, 37(2), 262–279

Gamache, D. L., McNamara, G., Mannor, M. J. & Johnson, R. E. (2015). Motivated to Acquire? The Impact of CEO regulatory focus on firm acquisitions. *Academy of Management Journal*, 58(4), 1261–1282.

Week 4 (2/7): CEO values and political ideology

Gupta, A., Nadkarni, S., & Mariam, M. (2019). Dispositional sources of managerial discretion: CEO ideology, CEO personality, and firm strategies. *Administrative Science Quarterly*, 64(4), 855-893.

Christensen, D. M., Dhaliwal, D. S., Boivie, S., & Graffin, S. D. (2015). Top management conservatism and corporate risk strategies: Evidence from managers' personal political orientation and corporate tax avoidance. *Strategic Management Journal*, 36(12), 1918–1938.

Chin, M. K., Hambrick, D. C., & Treviño, L. K. (2013). Political ideologies of CEOs: The influence of executives' values on corporate social responsibility. *Administrative Science Quarterly*, 58(2), 197-232

Carnahan, S. & Greenwood, B. N. (2018). Managers' political beliefs and gender inequality among subordinates: Does his ideology matter more than hers? *Administrative Science Quarterly*, 63(2), 287–232.

Week 5 (2/14): Identity and CEO Identity

Boivie, S., Lange, D., McDonald, M. L., & Westphal, J. D. (2011). Me or We: The effects of CEO organizational identification on agency costs, *Academy of Management Journal*, 54, 3, 551-576

Lange, D., Boivie, S., & Westphal, J. D. (2015). Predicting organizational identification at the CEO level. *Strategic Management Journal*, 36(8), 1224–1244.

Fauchart, E., & Gruber, M. (2011). Darwinians, communitarians, and missionaries: The role of founder identity in entrepreneurship. *Academy of Management Journal*, 54(5), 935–957.

McDonald, M. L., Keeses, G. D. & Westphal, J. (2018). One step forward, one step back: White male top manager organizational identification and helping behavior toward other executives following the appointment of a female or racial minority CEO. *Academy of Management Journal*, 61(2), 405–439

Week 6 (2/21): Status and power

Blader, S. L., & Chen, Y. R. (2012). Differentiating the effects of status and power: A justice perspective. *Journal of Personality and Social Psychology*, 102(5): 994–1014.

He, J., & Huang, Z. (2011). Board informal hierarchy and firm financial performance: Exploring a tacit structure guiding boardroom interaction. *Academy of Management Journal*, 54(6): 1119-1139.

Patel, P. C., & Cooper, D. (2014). Structural power equality between family and non-family TMT members and the performance of family firms. *Academy of Management Journal*, 57(6), 1624–1649.

Brescoll, V. L. (2011). Who takes the floor and why: Gender, power, and volubility in organizations. *Administrative Science Quarterly*, 56(4), 622–641.

Week 7 (2/28): Social comparison

Fredrickson, J. W., Davis-Blake, A., & Sanders, W. G. (2010). Sharing the wealth: social comparisons and pay dispersion in the CEO's top team. *Strategic Management Journal*, 31(10), 1031-1053.

Ridge, J. W., Aime, F., & White, M. A. (2015). When much more of a difference makes a difference: Social comparison and tournaments in the CEO's top team. *Strategic Management Journal*, 36(4), 618–636

Ridge, J. W. Hill, A. D., & Aime, F. (2017). Implications of multiple concurrent pay comparisons for top-team turnover. *Journal of Management*, 43(3), 671–690

Garg, S., Li, Q., & Shaw, J. D. (2018). Undervaluation of directors in the board hierarchy: Impact on turnover of directors (and CEOs) in newly public firms. *Strategic Management Journal*, 39(2), 429–457.

Week 8 (3/7): CEO succession

Dwivedi P, Misangyi VF, Joshi A. 2021. Burnt by the spotlight: How leadership endorsements impact the longevity of female leaders. *Journal of Applied Psychology*, 106(12):1885-1906.

Smith, Edward Bishop., Chown, Jillian., and Gaughan, Kevin. 2021. Better in the shadow? Public attention, media coverage and market reactions to female CEO announcements. *Sociological Science*. 8: 119-149.

Gligor, D. M., Novicevic, M., Feizabadi, J., & Stapleton, A. (2021). Examining investor reactions to appointments of Black top management executives and CEOs. *Strategic Management Journal*, 42(10), 1939– 1959.

Quigley, T. J. (2022). How do investors really react to the appointment of Black CEOs? *Strategic Management Journal*, 1– 20. <https://doi.org/10.1002/smj.3454>

3/14: Spring break. No class.

Week 9 (3/21): Female, minority CEOs and executives

Brands, R. A., & Fernandez-Mateo, I. (2017). Leaning out: How negative recruitment experiences shape women's decisions to compete for executive roles. *Administrative Science Quarterly*, 62(3), 405–442.

Oliver, A. G., Krause, R., Busenbark, J. R., & Kalm, M. (2018). BS in the boardroom: Benevolent sexism and board chair orientations. *Strategic Management Journal*, 39(1), 113–130.

Dezső, C. L., Ross, D. G., & Uribe, J. (2016). Is there an implicit quota on women in top management? A large-sample statistical analysis. *Strategic Management Journal*, 37(1), 98–115.

Gupta, V. K., Mortal, S. C., Silveri, S., Sun, M., & Turban, D. B. (2020). You're Fired! Gender Disparities in CEO Dismissal. *Journal of Management*, 46(4), 560–582.

Week 10 (3/28): CEO social class

Kish-Gephart JJ & Campbell, T. (2015). You won't forget your roots: The influence of CEO social class background on strategic risk-taking. *Academy of Management Journal*. 2015; 58(6):1614-1636.

Marquis C, Qiao K. 2020. Waking from Mao's Dream: Communist Ideological Imprinting and the Internationalization of Entrepreneurial Ventures in China. *Administrative Science Quarterly*. 65(3):795-830.

Kraus, M. W., Piff, P. K., & Keltner, D. (2009). Social class, sense of control, and social explanation. *Journal of personality and social psychology*, 97(6), 992.

Piff, P. K., Kraus, M. W., Côté, S., Cheng, B. H., & Keltner, D. (2010). Having less, giving more: the influence of social class on prosocial behavior. *Journal Of Personality and Social Psychology*, 99(5), 771.

Week 11 (4/4): TMT diversity and Faultlines

Qian, C., Cao, Q., & Takeuchi, R. (2013). Top management team functional diversity and organizational innovation in China: The moderating effects of environment. *Strategic Management Journal*, 34(1), 110–120.

Dezső, C. L., & Ross, D. G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33(9), 1072–1089

Ndofor, H. A., Sirmon, D. G., & He, X. (2015). Utilizing the firm's resources: How TMT heterogeneity and resulting faultlines affect TMT tasks. *Strategic Management Journal*, 36(11), 1656–1674.

Hutzschenreuter, T., & Horstkotte, J. (2013). Performance effects of top management team demographic faultlines in the process of product diversification, *Strategic Management Journal*, 34: 704-726

Week 12 (4/11): CEO life event

Chen, Guoli., Crossland, Craig., Huang, Sterling. 2020. That could have been me: director deaths, CEO mortality salience, and corporate prosocial behavior. *Management Science* 66(7):3142-3161

O'Sullivan, D., Zolotoy, L., & Fan, Q. 2021. CEO early-life disaster experience and corporate social performance. *Strategic Management Journal*, 42: 2137–2161.

Li, A., Chiu, S. (Sana), Kong, D. T., Cropanzano, R., & Ho, C.-W. 2021. How CEOs respond to mortality salience during the COVID-19 pandemic: Integrating terror management theory with regulatory focus theory. *Journal of Applied Psychology*, 106: 1188–1201.

Dahl, M. S., Dezso, C. L., & Ross, D. G. 2012. Fatherhood and managerial style: How a male CEO's children affect the wages of his employees. *Administrative Science Quarterly*, 57: 669–693.

Week 13 (4/18): Independent work: Students work individually on their term papers

Week 14 (4/25): Term paper presentations

Week 15 (5/2): Term paper presentations (May 5: Term papers are due by 4pm)

The Professor reserves the right to make changes to the syllabus and schedule as needed throughout the course of the semester.