

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

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

Fall 2023

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**Meetings:** Monday: 1:00 PM – 3:50 PM                      BIF 3015/3017

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

**Course Assignments:** First, in addition to providing a typed 12-point font, one-page summary for each of the assignments (textbook chapters and research articles); full participation is expected when these assignments are discussed in class, and together comprise 50% of your grade. *Everyone* is expected to participate effectively in each class to comment, question, and analyze. Second, a typed 12-point font, 15-page paper (excluding references), providing a systematic review of your selected research problem will be 50% of your grade.

**Course Organization:** Class assignments are provided in the sessions below and while subject to change, should guide your work plans. *There will be no announcements concerning assignments.*

**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            Monday, October 16: *Engaged Scholarship*

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.

- Whetten, David A. (1989). What constitutes a theoretical contribution? *Academy of Management Review*, 14(4): 490-495.
  - Huff, Anne S. (2000). Changes in organizational knowledge production. *Academy of Management Review*, 19(2): 331-341.
  - Anand, Gopesh, Eric Larson, and Joseph T. Mahoney (2020). Thomas Kuhn on paradigms. *Production and Operations Management*, 29(7): 1650-1657.
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### SESSION #2            Monday, October 23: *Systematic Review*

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.

- 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.
  - Crossan, Mary M., and Marina Apaydin (2010). A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*, 47(6): 1154-1191.
  - Boon, Corine, Deanne N. Den Hartog, and David P. Lepak (2019). A systematic review of human resource management systems and their measurement. *Journal of Management* 45(6): 2498-2537.
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### SESSION #3            Monday, October 30: *Problem Formulation and Theory Building*

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.

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

- 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.

- Eisenhardt, Kathleen M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4): 532-550.
  - Baer, Markus., Dirks, Kirk T., and Jackson A. Nickerson (2013). Microfoundations of strategic problem formulation. *Strategic Management Journal*, 34(2): 197-214.
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**SESSION #4**            Monday, November 6: *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.

Van de Ven, Andrew H. (2007). Designing process studies (Chapter 7, pp. 194-231), in Engaged Scholarship: A Guide for Organizational and Social Research.

- Allison, Graham T. (1969). Conceptual models and the Cuban Missile Crisis. *American Political Science Review*, 63(3): 689-718.
  - Jick, Todd M. (1979). Mixing qualitative and quantitative methods: Triangulation in action. *Administrative Science Quarterly*, 24(4): 602-611.
  - Kor, Yasemin, Joseph T. Mahoney, Enno Siemsen, and Danchi Tan (2016). Penrose's The Theory of the Growth of the Firm: An exemplar of engaged scholarship. *Production and Operations Management*, 25(10): 1727-1744.
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**SESSION #5**            Monday, November 13: *Variance Studies*

Van de Ven, Andrew H. (2007). Designing variance studies (Chapter 6, pp. 161-193), in Engaged Scholarship: A Guide for Organizational and Social Research.

- Godfrey, Paul C., and Charles W.L. Hill (1995). The problem of unobservables in strategic management research. *Strategic Management Journal*, 16(7): 519-533.
- Lam, Shun Lin (2010). What kind of assumptions need to be realistic and how to test them. *Strategic Management Journal*, 31(6): 679-687.
- Hamilton, Barton H., and Jackson A. Nickerson (2003). Correcting for endogeneity in strategic management research. *Strategic Organization* 1(1): 51-78.

**SESSION #6**      Monday, November 27: *Practicing Engaged Scholarship*

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.

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

- Maritan, Catherine A. (2001). Capital investment as investing in organizational capabilities: An empirically grounded process model. *Academy of Management Journal*, 44(3): 513-531.
- Drnevich, Paul, Joseph T. Mahoney, and Dan Schendel (2020). Has strategic management research lost its way? *Strategic Management Review*, 1(1): 35-73.
- Ketokivi, Mikko, and Joseph T. Mahoney (2020). Transaction cost economics as a theory of supply chain efficiency. *Production and Operations Management*, 29(4): 1011-1031.

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**SESSION #7**      Monday, December 4

- Presentations of the Systematic Reviews

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**Monday, December 11<sup>th</sup>:      Paper due before 4:00 PM**