

**Building an Integrated Research-Teaching Career**  
**Ming-Jer Chen**  
**The Darden Graduate School, University of Virginia**

**National MBA Advisory Committee**  
**Beijing**  
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Purposes:

1. To demystify cases and case method teaching
2. To offer suggestions about the design, preparation, and execution of case teaching
3. To learn how to become a dedicated and effective researcher and teacher
4. To foster a rewarding and integrated research-teaching career and a balanced life

Session 1	9:00-10:30	Teaching and the Case Method
<u>Reading Assignments:</u>  1. Case: “The Section Just Took Over: A Student’s Reflections” (C. Ronald Christensen)  <u>Suggested Readings:</u>  2. “Notes on Preparing and Teaching Courses Using Business Cases” (John O. Whitney)		<u>Study Questions:</u>  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? 3. Based on your experience of case teaching, what do you see as the most important things a case teacher should do or avoid doing? 4. What makes a good (or bad) case?
<u>In-class Handouts:</u>  1. “Individual Case-Teaching Assessment” 2. “The Case: ‘The Section Just Took Over’” 3. “Teaching and the Case Method” 4. “Teaching as Leading” (Donald C. Hambrick)		
Break	10:30-10:45	
Session 2	10:45-12:15	Teaching: Preparing, Executing, and Integrating with Research
<u>Reading Assignments:</u>  1. “Competitive Dynamics: Competition		<u>Study Questions:</u>  1. What are some cultural and institutional

<p>as Action-Response” (Ming-Jer Chen)</p> <p><u>Suggested Readings:</u></p> <ol style="list-style-type: none"> <li>“MBA Strategy Course Outline”</li> <li>“MBA Competitive Dynamics Syllabus”</li> </ol>		<p>challenges to teaching (and case teaching, in particular) effectively in China?</p> <ol style="list-style-type: none"> <li>What do undergraduate, MBA, EMBA, and executive teaching have in common? How do they differ?</li> <li>What makes a great teacher? What makes a great researcher? What makes a great business leader? What do these three have in common? How do they differ?</li> <li>How do you balance the demands of research and teaching? How can we integrate effectively case teaching and scholarly research?</li> </ol>
<p><u>In-class Handouts:</u></p> <ol style="list-style-type: none"> <li>“Teaching: Preparing, Executing, and Integrating with Research”</li> <li>“The Battle for Logan Airport: American Airlines vs. JetBlue (A), (B), (C)” (in English and Chinese) and teaching plan</li> </ol>		
Lunch		12:15 – 13:30
Session 3		13:30 – 15:00
Building a Research-Centered Career		
<p><u>Reading Assignments:</u></p> <ol style="list-style-type: none"> <li>“Competitive Dynamics Research Program: An Introduction” (in English and Chinese)</li> </ol> <p><u>Suggested Readings:</u></p> <ol style="list-style-type: none"> <li>“Strategic Management Teaching and Research,” <i>Sun Yat-Sen Management Review</i> 5 (3) (in Chinese)</li> </ol>		<p><u>Study Questions:</u></p> <ol style="list-style-type: none"> <li>Why did you choose an academic career?</li> <li>Identify one scholar you admire, and provide specific reasons for your admiration.</li> <li>How do you go about developing your research stream? What is your research and publication strategy?</li> </ol>
<p><u>In-class Handouts:</u></p> <ol style="list-style-type: none"> <li>“Developing a Research Program and Managing the Research Process”</li> <li>“Building a Research Career: A Strategic Perspective”</li> <li>The epilogue to “Transcending Paradox: The Chinese “Middle Way” Perspective,” <i>Asia Pacific Journal of Management</i>, pp. 195-196.</li> </ol>		
Break		15:00-15:15
Session 4		15:15-16:45
Publishing in the Premier U.S. Journals		
<p><u>Reading Assignments:</u></p> <ol style="list-style-type: none"> <li>“Competitor Analysis and Interfirm Rivalry: Toward a Theoretical Integration,” 1996, <i>Academy of Management Review</i>, 21 (1): 100-134 (in English and Chinese)</li> </ol>		<p><u>Study Questions:</u></p> <ol style="list-style-type: none"> <li>Consider the key ideas in the two drafts of each paper. How do these ideas differ from draft to draft?</li> <li>Why? What might some reasons be for their differences?</li> </ol>

<p><u>Suggested Readings:</u></p> <p>2. “On a Clear Day You Can See Competitors,” January 5, 1990 (the first written draft)</p>	<p>3. What has your experience been in dealing with editors and reviewers?</p>
<p><u>In-class Handouts:</u></p> <p>1. “From Idea to Submission: Developing Theoretical Research”</p> <p>2. “Managing the Journal Submission and Review Process”</p> <p>3. “Competitive Tension: The Awareness-Motivation-Capability Perspective” (Chen, Su, &amp; Tsai), <i>Academy of Management Journal</i> 2006 (forthcoming) (in English and Chinese)</p> <p>4. “New Academic Fields as Admittance-Seeking Social Movements: The Case of Strategic Management” (Hambrick &amp; Chen), <i>Academy of Management Review</i> (forthcoming).</p>	

**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 FedEx, DuPont, Timken, AIG, Morgan Stanley (USA), Munich Re (Germany), BOC Gases (UK), People's Construction Bank of China, AUO, BenQ, and Ruentex (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 late 2006.

## 陳明哲教授簡介

陳明哲博士，現任美國維吉尼亞大學達頓商學院講座教授、世界頂級學術刊物《管理評論》副總編、香港中文大學資深研究員與英國帝國理工學院客座教授，是全球著名企業競爭戰略專家，華人企業戰略研究權威。陳教授曾任國際管理學會總會戰略管理部主席，1988年在馬里蘭大學取得企管碩士（MBA）與博士學位，先後任教哥倫比亞大學商學院和賓夕法尼亞大學華頓商學院，其研究、教學及諮詢範圍橫越歐、美、亞三洲。

在教學方面，陳教授是美國這幾所著名商學院最受學生歡迎的教授；他講授的公司競爭戰略、國際企業管理，以及中西企業戰略思維等深受好評。在研究方面，陳教授著作甚豐，是第一位三次榮膺國際戰略管理學會最佳論文獎和《管理評論》最佳論文獎的學者。陳教授還是全球華人企業戰略研究的先鋒，他於1997年在華頓創辦了西方第一個以華人企業為研究對象的“全球華人企業發展中心”。其著作《全球華人企業透視--世界企業經理導引》由哈佛大學商學院出版社出版，《外交事務》雙月刊曾評論推荐此書。

在戰略諮詢方面，陳教授經驗豐富。他曾為多家著名跨國企業和機構提供諮詢和高級經理培訓，這些企業包括美國摩根·史坦利及杜邦、臺灣資訊工業策進會、香港企業人才發展學會和中國建設銀行等。陳教授曾應邀擔任了2000年由世界經濟論壇主辦在北京舉行的中國企業高峰會、2004年在紐約舉行的“美國-中國企業執行長高峰論壇”與在德國漢堡舉行的“中國-歐洲企業高峰會”的主講人。

1997年應中國國家教委MBA指導委員會邀請，陳教授在北京清華大學培訓中國大陸60多所MBA院校的管理學教授。陳教授的研究理念及活動見諸世界主要媒體專訪及報導，包括《華爾街日報》、《今日美國》、《福布斯》、CNNfn、路透社、《亞洲周刊》、《人民日報》、中央電視台等。

陳教授出身台灣、祖籍福建，曾經投身大儒之門，修習四書五經、先秦諸子等中國古典著作，深得中華文化的精髓。