

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

**National Science Council**  
**Taipei**  
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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	9:15-10:45	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) 3. “Teaching as Leading” (Donald C. Hambrick)		<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”		
Break	10:45-11:00	
Session 2	11:00-12:30	Teaching: Preparing, Executing, and Integrating with Research
<u>Reading Assignments:</u>  1. “Competitive Dynamics Research Program: An Introduction” 2. “Competitive Dynamics: Competition as		<u>Study Questions:</u>  1. What are some cultural and institutional challenges to teaching (and case teaching, in particular) effectively in Taiwan?

<p>Action-Response” (Ming-Jer Chen)</p> <p><u>Suggested Readings:</u></p> <p>3. “The Battle for Logan Airport: American Airlines vs. JetBlue (A), (B), (C)” and teaching plan</p> <p>4. “MBA Strategy Course Outline”</p> <p>5. “MBA Competitive Dynamics Syllabus” (Ming-Jer Chen)</p>	<p>2. What do undergraduate, MBA, EMBA, and executive teaching have in common? How do they differ?</p> <p>3. 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?</p> <p>4. How do you balance the demands of research and teaching? How can we integrate effectively case teaching and scholarly research?</p>	
<p><u>In-class Handouts:</u></p> <p>1. “Teaching: Preparing, Executing, and Integrating with Research”</p>		
<p>Lunch</p>	<p>12:30–14:00</p>	
<p>Session 3</p>	<p>14:00–15:30</p>	<p>Experience Sharing: Group Discussion</p>
<p>Facilitators: Professors Anne Wu, Shih-Chang Hung, Ji-Ren Lee, and Chwo-Ming Yu</p> <p><u>Note:</u> To maximize intimate discussion and experience sharing, participants will be divided into four groups, and each group will be further divided into sub-groups. Each facilitator will lead one group and facilitate its discussion. Each sub-group will be asked to report and share its analyses of the assigned questions with other members of the group. Ming-Jer Chen will provide overall coordination and prepare group discussion questions.</p>		
<p>Break</p>	<p>15:30-15:45</p>	
<p>Session 4</p>	<p>15:45-17:30</p>	<p>Group Report and Panel Discussion</p>
<p>Chair: Professor Dah Hsian Seetoo</p> <p>Panelists: Professors Anne Wu, Shih-Chang Hung, Ji-Ren Lee, Chwo-Ming Yu, and Ming-Jer Chen</p> <p><u>Note:</u> In the first half of the session, each group facilitator (or his/her designator) will provide highlights or summaries of the group discussion. In the second half, four professors will form a panel and engage in a Q&amp;A, open-floor discussion with all participants. Professor Seetoo will guide the group reports, and lead and moderate the panel discussion.</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.