

**Political Strategy  
NRE 5290**

**Chris Marquis  
cmarquis@cornell.edu**

Johnson Graduate School of Management  
Cornell University  
Fall 2015 2<sup>nd</sup> half  
Mondays, 10am-1pm in Sage Hall Room B06

**Revised October 17, 2016**

**Course Information**

This course covers recent topics on corporate political strategy in the management and organizations literature.

**Requirements**

This course has three requirements: class participation, leading a class discussion(s), and a final paper, which will take the form of a research proposal.

**Class participation.** Because this course is a seminar, most of the action takes place during class discussion. Thus, all participants should show up prepared to discuss the readings. Please send me a brief (no more than one page) memo on each week's reading via e-mail by **8:00 a.m.** on the day of class, starting with the second class meeting. The memo should be a critical discussion of the major themes of the readings and should end with **2 questions** that you would like to see addressed during the discussion. *You are allowed to miss one memo over the course of the class.*

**Discussant.** One student will also act as discussant each week. The job of a discussant is to come prepared to highlight the main issues in the readings for the week, clarify the main points of any debates that come up, and direct the discussion around these issues and debates.

As you do the readings, consider not only what the author did wrong--the usual stock in trade of graduate seminars--but what he/she did right. What are the interesting ideas in the paper? If you disagree with an argument, what would it take to convince you? What are the scope conditions--under what circumstances is the argument meant to apply? What modifications would be necessary to extend the argument? Are there critical differences between this author's arguments and those of others we have read? Can these differences be resolved through empirical test? What would a study look like that did this?

**Final Paper** The final paper is intended to get you thinking concretely about designing research that advances the discourse in a particular area (and, not incidentally, to give you practice in writing a dissertation proposal). Proposals are to resemble the front end of an empirical research paper, with theoretical development, hypotheses, and a sketch of a methods section. I will give you more details on this as the time approaches.

October 17: Introduction/Overview

- Hillman, Amy J., Gerald D. Keim, and Douglas Schuler. "Corporate political activity: A review and research agenda." *Journal of Management* 30.6 (2004): 837-857.
- Mellahi, Kamel, et al. "A Review of the Nonmarket Strategy Literature Toward a Multi-Theoretical Integration." *Journal of Management* (2015): 0149206315617241.

October 24: CPA - Performance Link

- Hillman, A. J., Zardkoohi, A., & Bierman, L. 1999. Corporate political strategies and firm performance: Indications of firm-specific benefits from personal service in the US government. *Strategic Management Journal*, 20: 67-81.
- Oliver, C., & Holzinger, I. 2008. The effectiveness of strategic political management: A dynamic capabilities framework. *Academy of Management Review*, 33: 496-520.
- Li, Julie Juan, Laura Poppo, and Kevin Zheng Zhou. "Do managerial ties in China always produce value? Competition, uncertainty, and domestic vs. foreign firms." *Strategic Management Journal* 29.4 (2008): 383-400.

October 31: Political Ideology

- Chin, M. K., Donald C. Hambrick, and Linda K. Treviño. "Political ideologies of CEOs the influence of executives' values on corporate social responsibility." *Administrative Science Quarterly* 58.2 (2013): 197-232.
- Gupta, Abhinav, Forrest Briscoe, and Donald C. Hambrick. "Red, blue, and purple firms: Organizational political ideology and corporate social responsibility." *Strategic Management Journal* (2016).
- Tetlock PE. 2000. Cognitive biases and organizational correctives: do both disease and cure depend on the politics of the beholder? *Administrative Science Quarterly* 45: 293-326.

November 7: CPA and Corporate Social Responsibility

- Zhang, Jianjun, Christopher Marquis and Kunyuan Qiao. "Do Political Connections Buffer Firms from or Bind Firms to the Government? A Study of Corporate Charitable Donations of Chinese Firms." *Organization Science*. Forthcoming
- Rehbein, K., & Schuler, D. A. 2015. Linking corporate community programs and political strategies: A resource based view. *Business & Society*, 54: 794-821.
- Wang, Heli, and Cuili Qian. "Corporate philanthropy and corporate financial performance: The roles of stakeholder response and political access." *Academy of Management Journal* 54.6 (2011): 1159-1181.

November 14: CPA in Advanced Economies: The Case of the USA

- Mizuchi, M. *The Structure of Corporate Political Action: Interfirm Relations and their Consequences*, Introduction and Conclusion
- Bonardi, J. P., Holburn, G. L. F., & Vanden Bergh, R. G. 2006. Nonmarket strategy performance: Evidence from U.S. electric utilities. *Academy of Management Journal*, 49: 1209-1228.
- Hiatt S. & Park S. Lords of the harvest: Third-party influence and regulatory approval of genetically modified organisms. *Academy of Management Journal*, 56: 923-944.

November 28: CPA in Emerging Economies: The Case of China

- Peng, M. W., & Luo, Y. 2000. Managerial ties and firm performance in a transition economy: The nature of a micromacro link. *Academy of Management Journal*, 43: 486-501.
- Marquis, Christopher, and Cuili Qian. "Corporate social responsibility reporting in China: Symbol or substance?." *Organization Science* 25.1 (2013): 127-148.
- Haveman, H. A., Jia, N., Shi, J., & Wang, Y. (2015). The Dynamics of Political Embeddedness in China. *Administrative Science Quarterly*.

December 5: The Dark Side Of Political Strategy

- Sun, P., Hu, H. W., & Hillman, A. J. in press. The dark side of board political capital: Enabling blockholder rent appropriation. *Academy of Management Journal*.
- Siegel, J. 2007. Contingent political capital and international alliances: Evidence from South Korea. *Administrative Science Quarterly*, 52: 621-666
- Okhmatovskiy, Ilya. "Performance implications of ties to the government and SOEs: A political embeddedness perspective." *Journal of Management Studies* 47.6 (2010): 1020-1047.