RESEARCH STREAMS

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[All papers are downloadable at the two websites above]

A research stream is a series of related papers on one topic, each progressing to dig deeper. The best stream is programmatic and systematic, progressing from a theory/conceptual paper, to qualitative/case study research, and then to quantitative research. Ultimately this stream may lead to a practitioner/policy paper.

A vibrant stream does not end. After going through all of the steps above, a new theory paper, summarizing and extending the learning from this stream, should be attempted.

Professor Peng is one of the most prolific and most influential scholars in global strategy, with some of the most diversified research interests. Because his over 80 articles cover a broad range of research topics, it is useful (even to himself!) to identify distinct research streams; otherwise, it will be hard to keep track and make sense of his research.

Of course, the distinctiveness of each research stream is relative, and significant cross-fertilizations among different streams exist—in other words, some double counting is inevitable. Underlying most of his papers, one can sketch the contours of an institution-based view of strategy, which is a term Professor Peng coined¹ and is emerging as an influential school of thought in the management literature. Further digging will reveal the real spirit of his scholarship—a relentless pursuit of academic excellence resembling the spirit of the Olympics.²

Another important point is that these research streams are not merely Professor Peng’s work. Instead, they represent the work of numerous colleagues and students as well. Over the last two decades, Professor Peng has been fortunate to work with a large number of coauthors, who are not only based in the United States, but also in Britain, Canada, China, Denmark, Hong Kong, Singapore, South Korea, and Taiwan. Some of them are some of the best minds in our field, such as Dave Ahlstrom, Jay Barney, Rabi Bhagat, Garry Bruton, Sea-Jin Chang, Chao Chen, Andrew Delios, Greg Dess, Saul Estrin, Igor Filatotchev, Charles Hill, Bob Hoskisson, Steve Globerman, Yuan Li, Yadong Luo, Klaus Meyer, Ram Mudambi, Jeff Reuer, Daniel Shapiro, Oded Shenkar, Justin Tan, and Mike Wright.

Professor Peng outlined his research philosophy and evolution in the following paper:

  - Chinese translation was published in 2009 as the lead article for Volume 1 Issue 1 of the Journal of Strategic Management (Zhan Lue Guan Li, in Chinese) in the inaugural May 2009 issue (pp. 1-13).

In essence, he has been “walking on two legs:” both on the China strategy side and the global (non-China) strategy side. While he is one of the earliest pioneers in the China literature with some of the most widely cited papers, he has also significantly globalized the scope of his research aiming to address some of the most fundamental

questions in our field. In addition to China, his papers have covered firm strategies in Argentina, Australia, Austria, Belgium, Bolivia, Brazil, Britain, Canada, Chile, Colombia, Denmark, Ecuador, El Salvador, Finland, France, Germany, Guatemala, Greece, Honduras, Hong Kong, India, Indonesia, Ireland, Italy, Jamaica, Japan, Malaysia, Mexico, Netherlands, New Zealand, Nicaragua, Norway, Panama, Paraguay, Peru, Portugal, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, Trinidad and Tobago, Turkey, United States, Uruguay, Venezuela, and Vietnam. It is not an accident that Professor Peng’s preferred nickname is “Mr. Global,” and that all his market-leading textbooks sport the word “global” in the title: Global Strategy, Global Business, and GLOBAL.

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### Global strategy research stream 1: Fundamental questions and perspectives


  - A new “JMS Classic” with a forum to discuss its impact to appear in 2012.


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  o Reported by *The Economist* before the article’s publication (“Ideas that work: Should MBA students care about their professors’ research?” June 7, 2010).

**China strategy research stream 1: The growth of the firm**


  o This paper has been replicated and supported by a study conducted in Ghana, Africa—M. Acquaah (2007). Managerial social capital, strategic orientation, and organizational performance in an emerging economy. *Strategic Management Journal*, 28: 1235–1255.

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4 This is my first research stream that was carried out in a most systematic and programmatic fashion, progressing from a theoretical/conceptual phase (AMR, 1996) to a qualitative phase (OS, 1997) and eventually to a quantitative phase (AMJ, 2000). Then I wrote a practitioner paper (AME, 2001). Eventually, a new round started with a new theory paper (AMR, 2003). Other streams are less systematic.
  o Recommended by the U.S. Department of Commerce website for transition economies: www.bisnis.doc.gov.


  o May 2004 (only 1 year after its publication): determined by Institute for Scientific Information (ISI), publisher of the Social Sciences Citation Index (SSCI), to be the “new hot paper” (based on citations) representing the entire field of Economics and Business—a total of 12 papers are nominated, each representing a broad discipline such as Chemistry, Clinical Medicine, Computer Science, Immunology, Molecular Biology, Pharmacology, Physics, and Social Sciences (general). See http://esi-topics.com/nhp/nhp-may2004.html (including a short interview of me on why I thought this paper is so highly cited).


**China strategy research stream 2: Corporate governance**


**China strategy research stream 3: Mergers, acquisitions, and outward internationalization**


**China strategy research stream 4: Multinationals competing in China**


**Global strategy research stream 2: Corporate governance**


**Global strategy research stream 3: Acquisition, diversification, and internationalization**


Global strategy research stream 4: Global and regional strategy


  - A new “JMS Classic” with a forum to discuss its impact to appear in 2012.


Global strategy research stream 5: Export strategy (based on my 1996 dissertation, and the first three papers followed the ideal progression of theory paper—qualitative paper—quantitative paper)

  - Trabold’s findings have been successfully replicated, thus lending further support to the theory proposed in Peng and Ilinitch—Peng, M. W., Y. Zhou, & A. York (2006). Behind the make or buy decisions in export strategy: A replication with extension of Trabold. *Journal of World Business*, 41 (3): 289-300.


**Global strategy research stream 6: Impact of institutions (bankruptcy laws and IPR reforms)**


  o US Small Business Administration Award for the best Babson conference paper (coauthored with S. Lee and Y. Yamakawa) “exploring the importance of small businesses to the US economy or a public policy issue of importance to the entrepreneurial community” ($2,000), Babson Conference, Chapel Hill, NC, in June 2008. Paper posted at SBA’s government website at [http://www.sba.gov/advo/research/rs326tot.pdf](http://www.sba.gov/advo/research/rs326tot.pdf)


**Global strategy research stream 7: Strategic alliances**


Global strategy research stream 8: Global entrepreneurship


  - Recommended by the U.S. Department of Commerce website for transition economies: www.bisnis.doc.gov.


  - US Small Business Administration Award for the best Babson conference paper (coauthored with S. Lee and Y. Yamakawa) “exploring the importance of small businesses to the US economy or a public policy issue of importance to the entrepreneurial community” ($2,000), Babson Conference, Chapel Hill, NC, in June 2008. Paper posted at SBA’s government website at http://www.sba.gov/advo/research/rs326tot.pdf