

## **SEMINAR IN STRATEGIC MANAGEMENT**

Department of Management & Global Business  
Rutgers Business School - Newark & New Brunswick

Fall 2017

### **Note: This syllabus is subject to change**

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Course: 26:620:558  
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### **COURSE OVERVIEW & OBJECTIVES**

This doctoral level strategy seminar is an introductory level course for Ph.D. students who expect to conduct research in strategic management or related areas (e.g. international business, organization theory, sociology of organizations, industrial organization, entrepreneurship, marketing strategy, supply chain management, corporate finance, etc.). The seminar involves a critical review of a wide variety of theoretical approaches to strategy research that are based on different disciplines such as economics and sociology.

In studying this topic, we will also focus on the process of conducting strategy research. What is the anatomy of a scholarly contribution and how does one conduct research in this field? What are some of the challenges of conducting research in the field of strategic management? The students will be exposed to the process of conducting research as they discuss and analyze the readings.

#### **Learning Objectives**

The primary overarching goal is to help doctoral students become independent scholars who are knowledgeable in the field of strategic management. More specifically, the objectives of this course are to help students to:

- develop a knowledge and understanding of the major theories, issues and contributions in the field of strategic management;
- summarize, integrate, and evaluate and research in strategic management;
- develop new ideas and/or approaches that advance this literature and that might serve as starting points for publishable research papers or a dissertation; and
- master research process skills critical to success in an academic career such as the ability to think clearly and communicate effectively both orally and in written form.

## SEMINAR FORMAT AND ASSIGNMENTS

The assignments are designed to help you gain a critical understanding of the readings, to generate new research ideas, and to develop skills needed for a successful academic career. Grades will be calculated based on your performance along the following five components that are explained below:

Component	% of Grade
Class preparation and participation	30%
Article critiques (10 critiques)	10%
Discussion leadership	15%
Research paper or research project proposal	40%
Review of classmate's paper	5%

### **Class preparation and participation (30%)**

This seminar is discussion based and the quality of the learning experience depends greatly on each student's contributions and students' interactions during the class sessions. This means that each student must take responsibility for the success of the class by being an active (and constructively critical) participant in all class sessions. A student who sits back and listens (however intently) is likely to detract from others' learning experience. Preparation before class is essential, and an important part of the evaluation of performance will be based on student preparedness and internalization of concepts as evidenced by in-class discussion. Preparation requires reading all required assigned materials. However, simply reading the materials is not enough – students must also evaluate the material, critique it, analyze how it fits with the literature, etc.

Your class contributions should go well beyond “I liked this reading” and “I didn't like that one” (although these reactions are important). Try to dig deeper and ask questions like:

- What are the explicit or implicit assumptions of this perspective?
- How realistic are those assumptions?
- Which relevant variables are not considered?
- What are the broader implications of the perspective?
- Do you find these implications believable?
- What relevant questions are not answered?
- What studies could be done to develop theory in the area under discussion?

For each class meeting, you are assigned to critique one article in writing (see article critique below). I expect you to be able to briefly present a summary the assigned article and your critique in class. If you find it helpful you can use one PowerPoint slide to do so (this is not a requirement, but something to help you present.) If you would like to use a PowerPoint slide please make sure to upload it on the podium computer in the classroom before the beginning of the class.

## Article Critiques (10%)

For each session students will be assigned one of the readings to summarize and critique. Each student will prepare a 2 page (single spaced) written report on their assigned paper that has the following format:

### Page 1

- Title of reading: Complete title and citation
- Summarized by: Student's name
- Purpose of reading: Concise description or main motivation/objective/research question, fit with broader stream of research
- Theoretical argument: Summary of theoretical argument, basic assumptions, major propositions
- Methodology: Description of research methods (if any) used, including data, statistical analysis
- Findings and contributions: Summary of key findings and unique contributions to the field

### Page 2

- Critique: Problems, limitations, future extensions
  - For a theoretical paper you might consider questions such as: How interesting is the theory? What are the core assumptions behind the theory? How plausible are these assumptions? Can testable hypotheses/propositions be developed based on the argument presented? What future empirical studies can we design to test this theory? What (if any) ideas from different/competing theories are contested by the paper? Can we design a test to distinguish between the competing theories? What (if any) implications does this theory have for the practice of management?
  - For an empirical paper you might consider questions such as: How novel and interesting is the theory developed? How much does this paper advance our knowledge about the phenomenon studied? How well this the theory linked to the empirical analysis? How well do the measures capture the author's theoretical constructs? Are there any endogeneity/omitted variable issues? Do you find the story "believable"? Why or why not? What alternative explanations might drive the findings? How could the paper be improved? What further research questions does this paper suggest to you? What (if any) implications do the findings have for the practice of management?

Students should post their summaries on the course Blackboard site at least 24 hours prior to the class session. You will post these articles on a discussion board, in Blackboard, so that all your classmates have access to your summary. Please label your posting "Author Names, Year." At the end of the semester students will have a complete survey of the readings discussed in class. *Summaries turned in late will receive no credit although they still should be turned in so that they are included in the summary packet.*

## Discussion leadership (15%)

Each student will be assigned to serve as discussion leader for one or two class sessions. By the second class session, please identify and rank the top five sessions that you would like to lead. The discussion leaders' task is to:

1. Thoroughly prepare the topic to be discussed that day, and be particularly knowledgeable about it, including both the required readings and optional supplemental readings.
2. Prepare a short (20 minute maximum) presentation of a synthesis and critique that (1) ties the assigned papers together and (2) shows links to other theoretical perspectives that we have discussed in this class or that you have studied in other classes. To tie papers together identify key themes, questions and debates raised in this group of papers. Sometimes a diagram may be useful to show how the readings relate to or build upon each other. What are the key points of agreement or disagreement? In your presentation, please give the class a brief summary of the key points from the optional supplemental readings – explaining the main issues, ideas, debates, and results, as well as how the optional supplemental readings relate to each other, and to the required readings. (There is no need to summarize the required readings.) Does this theoretical perspective supplement, contradict, or expand on other perspectives?
3. Plan, prepare, and deliver questions and/or activities for class discussion that will lead students to integrate and compare the papers, develop their own mental maps of the literature, and seek out new and “interesting” research opportunities
4. Lead, facilitate, and moderate the discussion in a way that it provides an effective and valuable learning experience for the entire class.

By Monday before the class that you are scheduled to lead, please send me an e-mail detailing your plan for leading the class discussion and your draft slides. This is an opportunity for you to get feedback on and approval for your plan. I will meet with each student either in person, via Skype or by phone before your presentation to discuss your plan. If you would like to discuss your plan earlier, please do not hesitate to contact me.

### **Research paper or research project proposal (40%)**

You are required to prepare 15 to 25 page double-spaced manuscript (including tables, figures, references, etc.) that is either a standalone research paper in itself, or a proposal for a research project that could, if executed, become the basis of a publishable paper or dissertation. This paper should make a contribution to the strategy field.

*Format.* Your research paper should consist of the following sections:

- An introduction describing the motivation for the study, how your study fits in the existing literature and what the contributions of your study to the literature are.
- A theory section in which you review and critique the existing literature, develop and explain your conceptual argument, present specific testable hypotheses, and discuss their implications and relevance to existing empirical findings.
- A method section that explains a research design that would be appropriate to test your hypotheses or ideas, using data that could realistically be collected and analyzed within a one year time horizon (taking into account the financial constraints, data-access constraints, and time constraints on a typical doctoral student). It is possible that the relevant data might be readily available (e.g., in public databases or in data sets already collected by other researchers), in which case you are strongly encouraged to go ahead and perform the actual data analysis and report the results in the paper, in a separate results section.
- A discussion/conclusion section in which you discuss the implications of your research for theory, empirical research and the practice of management.

I will post more information about the content and format of the research paper on the course Blackboard site.

Schedule. Start thinking about your topic as early in the semester as possible. Please, discuss your initial thoughts with me, so that I can point you towards related work. If your desired topic is covered late in the semester in this class, you may need to “read ahead” in the syllabus to get started. In order to help you structure and pace your work and to give you intermediate feedback, you are required to submit intermediate work-in-progress products as outlined below. The topic of your term project must be approved by your instructor (so do not get too far along in the project before coordinating with me):

- 1) Term project topic must be approved by me by class meeting #6 via e-mail.
- 2) Printed outline of the proposed term project, 2 to 3 pages in length is due by class meeting #8, but may be submitted earlier (in order to gain instructor approval and feedback earlier). This outline itself will not be graded, but will be used to provide developmental feedback. However, failure to submit an outline by the deadline may result in a reduced grade for the term project.
- 3) A rough draft of the term project, including references, are due by session #12. This draft will not be graded but will be used to provide developmental feedback.
- 4) Reviews of the rough drafts will be exchanged at class meeting #13.
- 5) The completed term paper is due by the beginning of the final exam period (Turn-it-in assignment via Blackboard).

***There will be no incomplete grades given for incomplete papers.*** If you want to further develop and polish your paper, it can be done after the semester you are encouraged to do so after the end of the semester, but this additional work will NOT be graded by using the “incomplete” grade to extend the term project deadline.

Presentation. At the final session (class #14), you will give a 15-minute presentation about your project. The time limit will be strictly enforced, so you should practice to make sure it isn’t too long. In this spirit, you should plan to use no more than 5 slides and don’t cram more material in by talking faster or using smaller fonts. Rather than trying to present your entire term project, you should try to sell the audience on what the project is and make them want to see the full paper. Try to achieve the quality one would hope to see in a research presentation at a major academic conference.

One purpose of this class presentation is to facilitate the generation of constructive feedback, ideas, and suggestions from your classmates about your term project. So, at the end of each presentation, there will be a brief period for the class to ask questions, give comments, and offer suggestions.

### **Review of a classmate’s paper (10%)**

Each student will prepare a single-blind review of the rough draft of another classmate’s paper. Single-blind means that the reviewer will know the identity of the author, but the author will not know who the reviewer is. Most academic journals use a double-blind review process where the author and the reviewer do not know each other’s identity, but this is impractical for our class.

The confidentiality of a blind review process gives the reviewer the freedom to provide frank, direct, and undiluted feedback without fear of negative consequences. Nevertheless, this confidentiality is not a license to be rude, insulting, or inappropriate. Rather, you should keep your criticisms constructive – i.e., focused on specific, concrete changes that could realistically improve the rough draft, taking into account all of the constraints on this term project assignment and on research projects in general. Peer reviews will be graded by the instructor, based on a judgment of: 1) how constructive and useful they are to the author, and 2) how well they identify the obstacles that stand in the way of turning the rough draft into a finished piece of publishable research. The peer review should be about 2 to 3 pages long.

For further advice on how to review a manuscript, please see the Academy of Management Journal’s “Guidelines for Reviewers” web page at: <http://aom.org/Publications/AMJ/AMJ-Reviewer-Resources.aspx>. You will receive the rough draft to review at class meeting #12. Please submit two printed, stapled copies of your peer review at class meeting #13. The two copies of your review should

identify the author and title of the project being reviewed, but they should NOT contain your name or anything else that might identify you as the reviewer. In order to maintain the single-blind nature of the review process, please submit the two copies of your review in the envelope supplied by me.

### ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy ([https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI\\_Policy\\_2013.pdf](https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf)) as well as the plagiarism norms of academic research and publishing, which we will discuss in class. Under no circumstances should you “recycle” or resubmit a paper you have written for another classes including Early Summer Research. You can develop strategy-related papers that you have written for another class or another purpose further as your term paper, but you will need to disclose this to me when you submit your paper topic proposal, provide a copy of the original paper and clearly explain how the term paper you plan to develop for this class goes beyond the original paper. I will screen written assignments through *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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### SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. <https://ods.rutgers.edu>

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.  
[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.  
[Select for inclusion in syllabus based on course location]  
[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

If you are in need of additional *academic assistance*, please use our readily available services.  
[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>  
Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

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**Overview of Class Topics and Assignments**  
**(This schedule and the topics are subject to change)**

Session	Date	Topic	Discussion Leader	Assignments/Deadlines
1	9/11/2017	What is Strategic Management Research About?	Petra	
2	9/18/2017	Conducting Research in the Field of Strategic Management	Petra	Written Assignment (See BB) Identify your preferences (top 5) for which sessions to lead
3	9/25/2017	The Industrial Organization Approach	TBD	Article critique
4	10/2/2017	Industry Dynamics	TBD	Article critique
5	10/9/2017	The Resource-based View of the Firm	TBD	Article critique
6	10/16/2017	Extensions of the Resource-Based View	TBD	Article critique Submit research paper topic for approval (via e-mail)
7	10/23/2017	Competitive Dynamics	TBD	Article critique
8	10/30/2017	People and Processes in Strategy Research	TBD	Article critique Initial outline for research paper
9	11/6/2017	The Locus of Firm Performance: Industry, Firm and Individual Effects Measurement Issues in Strategy Research	TBD	Article critique
10	11/13/2017	Corporate Strategy: Diversification	TBD	Article critique
11	11/20/2017	Strategy and Theories of the Firm	TBD	Article critique
12	11/27/2017	Mergers & Acquisitions Strategic Alliances	TBD	Article critique Draft of research paper
13	12/4/2017	Corporate Social Responsibility and Competitive Advantage	TBD	Article critique Peer reviews of research papers due before class
14	12/11/2017	Presentation of Student Research Papers	None	Presentation of your research paper Final papers due 12/16/2015

## Reading List

(Note: Readings may be added or deleted during the semester)

### Readings for Session 1

#### **Topic: What is Strategic Management Research About?**

##### **Readings:**

- Bowman, E.H., Singh, H. & Thomas, H. (2002). The Domain of Strategic Management: History and Evolution. In A. Pettigrew, H. Thomas & R. Whittington (eds.), *Handbook of Strategy and Management*, London: Sage Publications. [An excellent overview over the history of the field of strategy.]
- Rumelt, R.P., Schendel, D.E., & Teece, D.J. (1991). Strategic Management and Economics, *Strategic Management Journal*.
- Porter, M. (1996). What is strategy? *Harvard Business Review*. p. 61-78 [A practitioner article used in many MBA strategy courses.]
- Hoskisson, R., Hitt, M., Wan, W., & Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 417-456.
- Hambrick, D.C. (2004). The disintegration of strategic management: It's time to consolidate our gains. *Strategic Organization*. 2 (1): 91-98.
- Nag, R., Hambrick, D.C., & Chen, M.J. (2007). What is Strategic Management, Really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*. 28: 935-956.
- OPTIONAL Mahoney, J.T., & McGahan, A.M. (2007). The field of strategic management within the evolving science of strategic organization. *Strategic Organization*, 5: 79-99.
- OPTIONAL Glick, W.H., Miller, C.C. & Cardinal, L.B. (2007). Making a life in the field of organization science. *Journal of Organizational Behavior*. 28(7): 817-835. [Problems faced by researchers conducting research in a weak paradigm field.]

### Readings for Session 2

#### **Topic: Conducting Research in Strategic Management**

Today's reading address two important topic one should consider when conducting research in the field of strategic management (and in other fields as well): 1. What is the role of theory in advancing the knowledge in the field of strategic management, and 2. What makes strategic management research interesting.

##### **Readings:**

- Sutton, Robert I. and Barry M. Staw (1995). What Theory is Not. *Administrative Science Quarterly*, 40: 371-384.
- Ferraro, Fabrizio, Jeffrey Pfeffer and Robert Sutton (2005). Economics Language and Assumptions: How Theories can become Self-Fulfilling. *Academy of Management Review*, 30 (1): 8-24.
- OPTIONAL Bazerman, Max H. (2005). Conducting Influential Research: The Need for Prescriptive Implications. *Academy of Management Review*, 30 (1): 25-31.
- OPTIONAL Ferraro, Fabrizio, Jeffrey Pfeffer and Robert Sutton (2005). Prescriptions are Not Enough. *Academy of Management Review*, 30 (1): 32-35.

- Whetten, David A. (1989). What Constitutes a Theoretical Contribution? *Academy of Management Review*, 14 (4): 490-495.
- OPTIONAL Davis, Murray S. (1971). That's Interesting!: Towards a Phenomenology of Sociology and a Sociology of Phenomenology. *Philosophy of Social Science*, 1: 309-344.
- Bartunek, Jean M., Sara Rynes and R. Duane Ireland (2006). What makes Management Research Interesting, and Why Does it Matter? *Academy of Management Journal*, 49 (1): 9-15.
- Barley, Stephen R. (2006). When I Write my Masterpiece: Thoughts on What Makes a Paper Interesting. *Academy of Management Review*, 49 (1): 16-20.
- OPTIONAL Dutton, Jane E. and Janet M. Dukerich (2006). The Relational Foundation of Research: An Under- appreciated Dimension of Interesting Research. *Academy of Management Review*, 49 (1): 21-26.
- Alvesson, Mats and Jorgen Sandberg (2011). Generating Reserach Questions through Problematization, *Academy of Management Review*, 36(2): 247-271.

### **Readings for Session 3**

#### **Topic: The Industrial Organization Approach**

#### **Readings:**

##### The S-C-P Paradigm

- Porter, Michael E. (1979). The structure of industries and companies' performance. *Review of Economics and Statistics*, 61: 214-227.
- OPTIONAL Porter, Michael E. (1979). How competitive forces shape strategy. *Harvard Business Review*, March/April, 137-156.
- OPTIONAL Porter, Michael E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1): 78-93.
- Porter, Michael E. (1981). The Contributions of Industrial Organization to Strategic Management. *Academy of Management Review*, 6: 609-620.
- Caves, Richard E. (1984). Economics Analysis that the quest for competitive advantage. *American Economic Review*, 74: 127-132.
- OPTIONAL Cool, Karel, Lars-Hendrik Röller, and Benoit Leleux (1999). The relative impact of actual and potential rivalry on firm profitability in the pharmaceutical industry, *Strategic Management Journal*, 20: 1-14.

##### The Strategic Groups Debate

- Caves, Richard E. and Michael E. Porter (1977). From entry barriers to mobility barriers: Conjectural decisions and contrived deterrence to new competition. *Quarterly Journal of Economics*, 91: 241-262.
- OPTIONAL Hatten, Kenneth .J. and Dan E. Schendel (1977). Heterogeneity within an industry: Firm conduct in the U.S. brewing industry, 1952-71," *Journal of Industrial Economics*, 26(2): 592-610.
- McGee, John and Howard Thomas (1986). Strategic Groups: Theory, research, and taxonomy. *Strategic Management Journal*, 7:141-160.
- Barney, Jay B. and R. Hoskisson (1990). Strategic Groups: Untested assertions and research proposals. *Managerial and Decision Economics*, 11: 187-198.

- OPTIONAL Cool, Karel O. and Ingemar Dierickx (1993). Rivalry, strategic groups and firm profitability, *Strategic Management Journal*, 14: 47-59.
- Peteraf, Margaret and Mark Shanley (1997). Getting to know you: A theory of strategic groups identity, *Strategic Management Journal*, 18 (Summer Special Issue): 165-186.
- Dranove, David, Margaret Peteraf and Mark Shanley (1998). Do strategic groups exist? An economics framework for analysis, *Strategic Management Journal*, 19: 1029-1044.

## **Readings for Session 4**

### **Topic: Industry Dynamics**

#### **Readings:**

##### Market Entry

- Lieberman, M. and Montgomery, D. (1988). "First-mover advantages," *Strategic Management Journal*, 9: 41-58.
- OPTIONAL Geroski, P. A. (1995), "What do we know about entry?" *International Journal of Industrial Organization*, 13(4): 421-440.
- Mitchell, W. (1989), "Whether and when? Probability and timing of incumbents' entry into emerging industrial subfields," *Administrative Science Quarterly*, 34:208-230.
- OPTIONAL Helfat, C. and M.B. Lieberman 2002. "The Birth of Capabilities: Market Entry and the Importance of Pre-history", *Industrial and Corporate Change*, 11(4): 725-760.
- OPTIONAL Klepper, S. (2007), "Disagreements, spinoffs, and the evolution of Detroit as the capital of the U.S. automobile industry," *Management Science*, 53: 616-631.

##### Industry Evolution

- Klepper, S. (1997), "Industry Life Cycles," *Industrial and Corporate Change*, 6(1): 145-181.
- OPTIONAL Gort, M. and S. Klepper (1982), "Time paths in the diffusion of product innovations," *Economic Journal*, 92: 630-53
- Hannan, M.T., G.R. Carroll, E.A. Dundan and J.C. Torres (1995), "Organizational evolution in a multinational context: Entries of automobile manufacturers in Belgium, Britain, France, Germany, and Italy," *American Sociological Review*, 60: 509-528.
- OPTIONAL Dobrev, S.D., T. Kim and G.R. Carroll (2002), "The evolution of organizational niches: U.S. automobile manufacturers, 1885-1981," *Administrative Science Quarterly*, 47(2): 233-264.
- OPTIONAL Thompson, P. (2005), "Selection and firm survival: Evidence from the shipbuilding industry, 1825-1914," *Review of Economics and Statistics*, 87(1): 26-36.
- Tripsas, M. (1997), "Unraveling the process of creative destruction: Complementary assets and incumbent survival in the typesetter industry," *Strategic Management Journal*, 18(Summer): 119-142.

##### Temporary Advantage

- D'Aveni, R.A., Dagnino, G.B. & Smith K.G. (2010) The Age Of Temporary Advantage, *Strategic Management Journal*, 31: 1371–1 385.

## **Readings for Session 5**

### **Topic: Internal Determinants of Competitive Advantage: The Resource-Based View of the Firm**

#### **Readings:**

##### Resource Based Theory

- OPTIONAL Lippman, S.A. & Rumelt, R.P. (1982). Uncertain imitability: An analysis of interfirm differences in efficiency under competition. *Rand Journal of Economics*, 13: 418-438.
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5: 171-180.
- Barney, J.B. (1986). Strategic factor markets: Expectations, luck, and business strategy. *Management Science*, 32: 1231-1241.
- Dierickx, I. & Cool, K. (1989a). Asset Stock Accumulation and Sustainability of Competitive Advantage. *Management Science*. 35(12): 1504-1511.
- OPTIONAL Barney, Jay B. (1989). Asset Stocks and Sustained Competitive Advantage: A Comment. *Management Science*. 35(12): 1511-1513 (with Dierickx & Cool, 1989a).
- OPTIONAL Dierickx, I. & Cool, K. (1989b). Asset stock accumulation and sustainability of competitive advantage: Reply. *Management Science*. 35(12): 1514 (with Dierickx & Cool, 1989a).
- Barney, J., (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 99-120.
- Peteraf, M.A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14: 179-191.
- Priem, R.L. & Butler, J., (2001). Is the resource-based view a useful perspective for strategic management research? *Academy of Management Review*, 22-40.
- OPTIONAL Barney, J.B. (2001). Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26: 41-56 (with Priem & Butler, 2001).
- OPTIONAL Priem, R.L., & Butler, J. (2001). Tautology in the resource-based view and the implications of externally determined resource value: Further comments. *Academy of Management Review*, 26: 57-66 (with Priem & Butler, 2001)

##### Empirical Studies of the resource-based view (please read one of these two articles)

- REQUIRED/OPTIONAL Henderson, R. & Cockburn, I. (1994). Measuring competence? Exploring firm effects in pharmaceutical research. *Strategic Management Journal*, 63-84.
- REQUIRED/OPTIONAL Miller, D., & Shamsie, J. (1996). The resource-based view of the firm in two environments: The Hollywood film studios from 1936 to 1965. *Academy of Management Journal*, 39(3), 519-543.

## **Readings for Session 6**

### **Topic: Extensions of the Resource-Based View of the Firm**

#### **Readings:**

##### Hazards on the Road to a Resource-Based Advantage

OPTIONAL Coff, R.W. (1997). Human assets and management dilemmas: Coping with hazards on the road to resource-based theory. *Academy of Management Review*, 22(2): 374-402.

Coff, R.W. (1999). When competitive advantage doesn't lead to performance: The resource-based view and stakeholder bargaining power. *Organization Science*, 10(2): 119-133.

Campbell, B. A., Coff, R., & Kryscynski, D. 2012. Rethinking Sustained Competitive Advantage from Human Capital. *Academy Of Management Review*, 37(3), 376-395.

OPTIONAL Capron L, Pistre N. 2002. When Do Acquirers Earn Abnormal Returns? *Strategic Management Journal*, 23(9):781-794.

### Evolutionary Economics and Dynamic Capabilities

#### Foundational Articles:

Teece, D.J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18: 509-534.

Eisenhardt, K.M., & Martin, J.A. (1997). Dynamic capabilities: What are they? *Strategic Management Journal*, 21: 1105-1121.

OPTIONAL Zollo, M. & Winter, S.G. (2002). Deliberate Learning and the Evolution of Dynamic Capabilities. *Organization Science*, 13(3): 339-354.

FURTHER READING Nelson, R.R. & Winter, S.G. (1982). *An Evolutionary Theory of Economic Change*. Cambridge, MA: Belknap Press of Harvard University Press.

#### Empirical Research on Dynamic Capabilities: (Please read one of these articles)

REQUIRED/OPTIONAL Capron L, Mitchell W. (2009) Selection Capability: How Capability Gaps and Internal Social Frictions Affect Internal and External Strategic Renewal. *Organization Science*, 20(2):294-312.

REQUIRED/OPTIONAL Sirmon, D.G. & Hitt, M.A. (2009). Contingencies within Dynamic Managerial Capabilities: Interdependent Effects of Resource Investment and Deployment on Firm Performance. *Strategic Management Journal*, 30: 1375–1394.

### Future Research Directions

Barney, J., & Felin, T. 2013. What are Microfoundations? *Academy Of Management Perspectives*, 27(2), 138-155..

OPTIONAL Arend, R.J., & P. Bromiley. (2009). Assessing the dynamic capabilities view: spare change, everyone? *Strategic Organization*, 7(1): 75-90

OPTIONAL Helfat, C.E. & M.A. Peteraf (2009). Understanding dynamic capabilities: progress along a developmental path. *Strategic Organization*, 7(1): 91-102.

### **Readings for Session 7**

**Topic: Competitive Dynamics**  
**Discussion of Research Paper Ideas**

#### **Readings:**

Multimarket Contact and Competitive Dynamics

- Chen, Ming-Jer. 1996. "Competitor analysis and interfirm rivalry: Toward a theoretical integration." *Academy of Management Review*, 21: 100-134.
- Miller, Danny, and Ming-Jer Chen 1994. "Sources and consequences of competitive inertia: A study of the U.S. airline industry." *Administrative Science Quarterly*, 39: 1-23.
- OPTIONAL Ferrier, Walter J., Ken G. Smith, and Curtis M. Grimm. 1999 "The role of competitive action in market share erosion and industry dethronement: A study of industry leaders and challengers." *Academy of Management Journal*, 20: 372-388.
- Baum, Joel A. C., and Helaine J. Korn. 1996. "Competitive dynamics of rivalry." *Academy of Management Journal*, 39, 255-291.
- Montgomery, David B., Marian Chapman Moore, and Joel E. Urbany. 2005. "Reasoning About Competitive Reactions: Evidence from Executives." *Marketing Science*, 24(1): 138-149.

### Game Theoretic Modeling

- Saloner, Garth. 1991. "Modeling, game theory, and strategic management." *Strategic Management Journal*, 12, 119-136.

### **Readings for Session 8**

#### **Topic: Processes and People in Strategy Research**

#### **Readings:**

##### Origins of the content / process divide

- Alfred D. Chandler, Jr. 1992. Corporate Strategy, Structure and Control Methods in the United States During the 20th Century, *Industrial and Corporate Change*, 1(2): 263-284.

##### The emergent vs. deliberate debate

- Henry Mintzberg. 1978. Patterns in strategy formulation. *Management Science*, 24: 934-948.
- Henry Mintzberg. 1990. The design school: Reconsidering the basic premise of strategic management. *Strategic Management Journal*, 11: 171-195.
- OPTIONAL H. Igor Ansoff. 1991. Critique of H. Mintzberg's 'The design school: Reconsidering the basic premise of strategic management.' *Strategic Management Journal* (12), 449-461.
- OPTIONAL Henry Mintzberg. 1991. Learning 1, planning 0: Reply to Igor Ansoff. *Strategic Management Journal* (12), 463-466.

##### The resource allocation process school of thought

- Robert A. Burgelman. 1991. Intraorganizational ecology of strategy making and organizational adaptation: Theory and field research. *Organization Science*, 2: 239-262.
- OPTIONAL Robert A. Burgelman. 1994. Fading memories: A process theory of strategic business exit in dynamic environments. *Administrative Science Quarterly*, 39: 24-56.
- Tomo Noda and Joseph L. Bower. 1996. Strategy making as integrated processes of resource allocation. *Strategic Management Journal*, 17 (special issue), 159-192.

##### Cognitive, and political influences on strategic decision making

- William Ocasio. 1997. Towards an attention-based view of the firm. *Strategic Management Journal*, 18 (special issue):187-206.

Kathleen M. Eisenhardt and L.J. Bourgeois. 1988. Politics of strategic decision making in high-velocity environments: Toward a midrange theory. *Academy of Management Journal*, 31: 737-770.

OPTIONAL Gabriel Szulanski. 1996. Exploring internal stickiness: Impediments to the transfer of best practice within the firm. *Strategic Management Journal*, 17 (special issue): 27-43.

#### The process of process research

OPTIONAL Andrew H. van de Ven. 1992. Suggestions for studying strategy process: A research note. *Strategic Management Journal*, 13 (summer special issue): 169-188.

#### The Upper Echelons Perspective (please read one of the three required/optional articles)

Hambrick, D. C. & P.A. Mason (1984). Upper Echelon: The organization as a reflection of its top managers. *Academy of Management Review*, 9: 193-206.

REQUIRED/OPTIONAL Finkelstein, S. & Hambrick, D.C. (1990). Top management team tenure and organizational outcomes: The moderating role of managerial discretion. *Administrative Science Quarterly*, 484-503.

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REQUIRED/OPTIONAL Chatterjee, A. & Hambrick, D.C. (2007). It's all about me: Narcissistic CEOs and their effects on company strategy and performance. *Administrative Science Quarterly*, 52: 351-386.

### **Readings for Session 9**

#### **Topics: The Locus of Firm Performance Measurement Issues in Strategy Research**

#### **Readings:**

##### **The Locus of Firm Performance**

Schmalensee, R. 1985. Do markets differ much? *The American Economic Review*, 75(3): 341-351.

Rumelt, R. P. 1991. How much does industry matter? *Strategic management journal*, 12(3): 167-185.

McGahan, A. M., & Porter, M. E. 1997. How much does industry matter, really?

Bowman, E. H., & Helfat, C. E. 2001. Does corporate strategy matter? *Strategic Management Journal*, 22(1): 1-23.

Bertrand, M., & Schoar, A. 2003. Managing with style: The effect of managers on firm policies. *The Quarterly Journal of Economics*, 118(4): 1169-1208.

OPTIONAL Glick, W. H., Washburn, N. T., & Miller, C. C. 2005. *The myth of firm performance*. Paper presented at the Annual Meeting of the Academy of Management.

OPTIONAL Mackey, A. 2008. The effect of CEOs on firm performance. *Strategic Management Journal*, 29(12): 1357-1367.

OPTIONAL Fitza, M., Matusik, S. F., & Mosakowski, E. 2009. Do VCs matter? the importance of owners on performance variance in start-up firms. *Strategic Management Journal*, 30(4): 387-404.

### **Measurement Issues in Strategy Research**

Boyd, B. K., Gove, S., & Hitt, M. A. 2005. Construct measurement in strategic management research: Illusion or reality? *Strategic Management Journal*, 26(3): 239-257.

Cording, M., Christmann, P., & Weigelt, C. 2010. Measuring theoretically complex constructs: The case of acquisition performance. *Strategic Organization*, 8(1): 11-41.

OPTIONAL Greckhamer, T., Misangyi, V. F., Elms, H., & Lacey, R. 2008. Using Qualitative Comparative Analysis in Strategic Management Research An Examination of Combinations of Industry, Corporate, and Business-Unit Effects. *Organizational Research Methods*, 11(4): 695-726.

OPTIONAL Ketchen, D. J., Boyd, B. K., & Bergh, D. D. 2008. Research Methodology in Strategic Management Past Accomplishments and Future Challenges. *Organizational Research Methods*, 11(4): 643-658.

### **Readings for Session 10**

#### **Topic: Corporate Strategy – Diversification**

#### **Readings:**

Rumelt, R.P., 1982. "Diversification strategy and profitability." *Strategic Management Journal*, 359-369.

Ramanujam, V. & Varadarajan, P., 1989. "Research on corporate diversification: A synthesis." *Strategic Management Journal*, 523-551.

OPTIONAL Palepu, K. 1985. Diversification Strategy, Profit Performance and the Entropy Measure. *Strategic Management Journal*, 6: 239-255

Prahalad, C. K. & Bettis, R.A. 1986. "The Dominant Logic: a New Linkage Between Diversity and Performance." *Strategic Management Journal*, 7(6): 485-501.

OPTIONAL Markides, C.C. & Williamson, P.J. 1994. Related diversification, core competencies and corporate performance. *Strategic Management Journal*, 15: 149-165 (summer special issue).

OPTIONAL Robins, James, and Margarethe F. Wiersema "A resource-based approach to the multibusiness firm: Empirical analysis of portfolio interrelationships and corporate financial performance." *Strategic Management Journal* 16.4 (1995): 277-299.

Palich, L. E., Cardinal, L. B., & Miller, C. C. 2000. Curvilinearity in the diversification-performance linkage: An examination of over three decades of research. *Strategic Management Journal*, 21 (2): 155-174.

OPTIONAL Chakrabarti, A., Singh, K., & Mahmood, I., 2007. "Diversification and performance: Evidence from east Asian firms." *Strategic Management Journal*, 101-120.

OPTIONAL Campa, Jose Manuel & Simi Kedia. 2002. "Explaining the Diversification Discount." *Journal of Finance* , 57(4): 1731-1762.

Helfat, Constance E., and Kathleen M. Eisenhardt. "Inter-Temporal Economies Of Scope, Organizational Modularity, And The Dynamics Of Diversification." *Strategic Management Journal* 25.13 (2004): 1217-1232

Zhou, Y. (2011). Synergy, coordination costs, and diversification choices. *Strategic Management Journal*, 32(6), 624-639

## **Readings for Session 11**

### **Topic: Strategy and the Theory of the Firm**

#### **Readings:**

##### Organization Form and Boundaries of the Firm

Coase, R. 1937. The nature of the firm. *Economica* N.S., 4: 386-405

OPTIONAL Klein, B., R. Crawford and A. Alchian. 1978. Vertical integration, appropriable rents, and the competitive contracting process. *Journal of Law and Economics*, 21: 297-326.

Williamson, O. E. 1991. Comparative economic organization: The analysis of discrete structural alternatives. *Administrative Science Quarterly*, 36: 269-296.

OPTIONAL Williamson, O.E. 2005. The economics of governance. *American Economic Review*, 95 (2): 1-18.

OPTIONAL Ouchi, W.G. 1980. Markets, bureaucracies, and clans. *Administrative Science Quarterly*, 25(1): 129-141.

Poppo, L. & Zenger, T. 2002. Do formal contracts and relational governance function as substitutes or complements? *Strategic Management Journal*, 23(8): 707-725.

OPTIONAL Poppo, L. & Zenger, T. 1998. Testing alternative theories of the firm: Transaction cost, knowledge-based, and measurement explanations for make-or-buy decisions in IT services. *Strategic Management Journal*, 19: 853-877.

David, R., & Han, S. 2004.. A systematic assessment of the empirical support for transaction cost economics. *Strategic Management Journal*, 25(1): 39-58

##### Agency Theory

Eisenhardt, K. 1989. Agency theory: An assessment and review. *Academy of Management Review*. 14: 57-74.

Alchian, A. & Demsetz, H. 1972. Production, information costs, and economic organization. *American Economic Review*, 62: 777-795.

OPTIONAL Jensen, M. & W. Meckling. 1976. Theory of the firm: Managerial behavior, agency costs, and ownership structure. *Journal of Financial Economics*. 3: 305-360.

Dalton, D., C. Daily, A. Ellstrand, & J. Johnson. 1998. Meta-analytic reviews of board composition, leadership structure, and financial performance. *Strategic Management Journal*, 19(3): 269-290.

Lane, P. J., Cannella, J. A., & Lubatkin, M. H. (1998). Agency problems as antecedents to unrelated mergers and diversification: Amihud and Lev reconsidered. *Strategic Management Journal*, 19(6), 555.

Goranova, M., Alessandri, T. M., Brandes, P., & Dharwadkar, R. (2007). Managerial ownership and corporate diversification: a longitudinal view. *Strategic Management Journal*, 28(3), 211-225.

## Readings for Session 12

### **Topics: Corporate Strategy – Mergers, Acquisitions and Strategic Alliances, The Review Process**

#### Mergers & Acquisitions

- Haleblian, J., Devers, C., McNamara, G., Carpenter, M., & Davison, R. (2009). Taking Stock of What We Know About Mergers and Acquisitions: A Review and Research Agenda. *Journal of Management*, 35(3), 469-502.
- King, D.R., Dalton, D.R., Daily, C.M., & Covin, J.G. 2004. Meta-analysis of post-acquisition performance: Indications of unidentified moderators. *Strategic Management Journal*, 25: 187-200.
- Cording, M., Christmann, P., & King, D. (2008). Reducing causal ambiguity in acquisition integration: Intermediate goals as mediators of integration decisions and acquisition performance. *Academy of Management Journal*, 51(4), 744-767.
- OPTIONAL Cording, M. & Christmann, P. (2011). Form over substance: The differential effects of embedded versus non-embedded integration practices on acquisition performance, Working Paper
- OPTIONAL Chatterjee, S., Lubatkin, M., Schweiger, D., & Weber, Y. (1992). Cultural differences and shareholder value in related mergers: linking equity and human capital. *Strategic Management Journal*, 13(5), 319-334.
- OPTIONAL Hayward, M. (2002). When do firms learn from their acquisition experience? Evidence from 1990-1995. *Strategic Management Journal*, 23(1), 21

#### Alliances

- Dyer, J., & Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23(4), 660-679.
- Gulati, R. (1998). Alliances and networks. *Strategic Management Journal*, 19(4), 293
- OPTIONAL Dyer, J. (1997). Effective interfirm collaboration: how firms minimize transaction costs and maximize transaction value. *Strategic Management Journal*, 18(7), 535-556
- OPTIONAL Gulati, R. (1995). Does familiarity breed trust? The implications of repeated ties for contractual choice in alliances. *Academy of Management Journal*, 38(1), 85-112.
- OPTIONAL Parkhe, A. (1993). Strategic alliance structuring: a game theoretic and transaction cost examination of interfirm cooperation. *Academy of Management Journal*, 36(4), 794-829.

#### The Review Process

- Read the AMJ Guidelines for reviewers  
at: [http://journals.aomonline.org/amj/reviewer\\_guidelines.html](http://journals.aomonline.org/amj/reviewer_guidelines.html)
- Miller, C. (2006). Peer review in the organizational and management sciences: Prevalence and effects of reviewer hostility, bias, and dissensus. *Academy of Management Journal*, pp. 425-431.
- Rynes, Sara L. (2006). Making the Most of the Review Process: Lessons from Award Winning Authors. *Academy of Management Journal*, 49 (2): 189-190.
- OPTIONAL Agarwal, R., Echambadi, R., Franco, A., & Sarkar, M. (2004). Knowledge transfer through inheritance: spin-out generation, development, and survival. *Academy of Management Journal*, 47(4), 501-522.

Agarwal, Rajshree, Raj Echambadi, April M. Franco and MB Sarkar (2006). Reap Rewards: Maximizing Benefits from Review Comments. *Academy of Management Journal*, 49 (2): 191-196.

Bergh, D. (2006). Editing the 2004 AMJ best article award winner. *Academy of Management Journal*, 49(2), 197-202.

Example of an AMJ Review: Cording, M., Christmann, P., & King, D. (2008). Reducing causal ambiguity in acquisition integration: Intermediate goals as mediators of integration decisions and acquisition performance. *Academy of Management Journal*, 51(4), 744-767.

Original Submission and All Revisions

Comments by Editor and Reviewers on All Versions

All Responses to Editor and Reviewers

### **Readings for Session 13**

#### **Topic: A Strategic View of Corporate Social Responsibility**

#### **Readings:**

##### **Overview**

Robertson, Christopher. 2008. "An Analysis of 10 years of Business Ethics Research in Strategic Management Journal: 1996–2005." *Journal of Business Ethics* 80, no. 4: 745-753.

Michael V. Russo, M. & Minto, A. forthcoming, 2012. Competitive Strategy and the Environment: A Field of Inquiry Emerges. Chapter 2 in A. Hoffman & P. Bansal (Eds.), *The Oxford Handbook of Business and the Natural Environment*, Oxford University Press.

##### **Stakeholder theory**

Agle, B.R., Donaldson, T., Freeman, R.E., Jensen, M. C., Mitchell, R.K., Wood, D.J. 2008. Dialogue: toward superior stakeholder theory. *Business Ethics Quarterly*, 18(2): 153-190.

OPTIONAL Christmann, Petra. 2004. "Multinational companies and the natural environment: Determinants of global environmental policy standardization." *Academy of Management Journal* 47, no. 5: 747-760.

##### **The corporate social performance – competitiveness link**

McWilliams, A., & Siegel, D. 2000. Corporate social responsibility and financial performance: Correlation or misspecification?. *Strategic Management Journal*, 21(5), 603.

Christmann, P. 2000. "Effects of "best practices" of environmental management on cost advantage: The role of complementary assets." *Academy of Management Journal*, 43: 663-680.

OPTIONAL Barnett, M.L. & R.M. Salomon, 2006. Beyond Dichotomy: The Curvilinear Relationship between Social Responsibility and Financial Performance , *Strategic Management Journal*, Vol. 27, No. 11, pp. 1101-1122, September 2006

OPTIONAL Godfrey, Paul C., Merrill, Craig B., Hansen, Jared M. 2009. The relationship between corporate social responsibility and shareholder value: an empirical test of the risk management hypothesis. *Strategic Management Journal*; 30(4): 425-445.

OPTIONAL Porter, M.E., and M.R. Kramer. 2006. "Strategy and society: The link between competitive advantage and corporate social responsibility." *Harvard Business Review*, 84 (12).

### **Firm self regulation and certifiable standards**

- King, Andrew & Michael Lenox. 2000. Industry self-regulation without sanctions: The chemical industry's Responsible Care Program, *Academy of Management Journal*, 43(4): 698-716.
- OPTIONAL King, A.A., M.J. Lenox, and A. Terlaak. 2006 "The strategic use of decentralized institutions: Exploring certification with the ISO 14001 management standard." *Academy of Management Journal*, 48: 1091-1106.
- OPTIONAL Christmann, P. and G. Taylor. 2006 "Firm self-regulation through international certifiable standards: Determinants of symbolic versus substantive implementation." *Journal of International Business Studies*, 37: 863-878.
- OPTIONAL Aravind, Deepa and P. Christmann. 2011. Decoupling of standard implementation from certification: Do variations in ISO14001 implementation affect facilities' environmental performance?, *Business Ethics Quarterly*, 21 (1).