

Bentley University

DOCTORAL SEMINAR IN STRATEGIC MANAGEMENT **Spring 2015**

Strategic Management

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Class: Wednesday 11 - 2

Course Goals and Objectives

This course focuses on the foundations of strategic management research, focusing primarily on strategy content research (i.e., what strategies are used by firms, and what is their effect of firm performance). Its principal objective is to serve as an introduction to research in Strategic Management. To do so, we will cover a number of the principal theoretical streams in Strategic Management, including business-level strategy, competitive strategy and theories of the firm. Upon completion of the seminar participants will have developed an understanding of the key concepts, theories and interconnected research streams in Strategic Management; be able to critically evaluate and review academic writings in the field of Strategic Management; develop new ideas and approaches that advance some portion of the theory/research on Strategic Management; and communicate in oral and written form knowledge, critical evaluations and make individual contributions to the Strategic Management literature.

Course Grades:

Class Preparation and Participation 40%

Summaries 20%

Final Research Paper..... 40%

1. Class Preparation and Participation and Reading Summaries: (60% of grade)

Class discussion, and therefore careful preparation for each class by each class member, is essential to the effective conduct of the seminar. There will be no lectures, so it is imperative that **each participant comes fully prepared to discuss the readings and other assignments for the week.**

All participants are required to read all the materials before each class session. In addition to your general preparation, each participant will be assigned one or more article from that week's discussion and they will be expected to prepare a short summary (no more than 2 pages) of the article and post that summary on BB. The goal is to have everyone prepared to participate and for each person to be able to take over the lead on the discussion for their particular article. At the end of the semester there will be a set of article summaries that everyone has access to for all articles covered during the semester.

More specifically, the summary should include:

- (a) a summary of the research question or problem the paper addresses
- (b) the paper's strengths and limitations;

- (c) the contribution it makes to the field, and a couple of major obvious *and non-obvious* links to the other pieces read that day or earlier in the seminar; and
- (d) one interesting and researchable question derived from it.

In addition to posting your summary on blackboard, please email your summary to all participants by Tuesday morning (24 hours before class).

**** Please note that we all will be discussing every article, so reading a summary is NOT a substitute for reading the actual article****

Final Research Proposal and Presentation (40% of grade)

At the end of the semester, there will be a final research proposal and presentation due. In a paper of no longer than 10 pages (excluding references), please write a research proposal for a piece of research you are interested in pursuing. Your research proposal should include:

You will also be required to write a term paper. You have two alternatives:

- Ideally, your final paper will be an empirical research paper. However, if you are unable to collect the data that you need, then the paper should effectively make the underlying arguments, identify what type of data would be needed to test the arguments, and where/how such data would be collected.
- You can also choose a topic area in strategic management and provide a directed survey of foundation pieces in that area. The survey will discuss the 3 best papers on separate questions that have appeared in the last 2–3 years, indicate what the questions are, what has been answered, what are the open questions and hot areas of research, and how each question connects to some current managerial situation (i.e., company based application).

Feel free to discuss your paper with me over the term. Please send me a 1-page description of your paper by xxxxxxxx
Final presentations are on and the papers are due one week later

****THERE WILL BE NO INCOMPLETES GIVEN – ALL DELIVERABLES ARE DUE ON THE DATE LISTED****

Journals of Importance

Academy of Management Executive	Academy of Management Journal
Academy of Management Review	Administrative Sciences Quarterly
California Management Review	Columbia Journal of World Business
Entrepreneurship Theory and Practice	Harvard Business Review
Journal of Business Venturing	Journal of Business Strategy
Journal of Business Research	Journal of International Business Studies
Journal of Management	Journal of Management Studies
Long Range Planning	Management Science
McKinsey Quarterly	Organizational Science
Sloan Management Review	Strategic Management Journal
Strategic Organization	Strategic Entrepreneurship Journal

Conferences to Consider (for paper submission or doctoral consortia*)

Academy of Management (paper due early Jan.; conference in August)*

Eastern Academy of Management (paper due in Nov.; conference in May)*

Strategic Management Society (abstract due in February/March, conference in Sep/October)

Academy of International Business (abstract/short paper due in January; conference end of June)

Babson Entrepreneurship Research Conference (abstract due in Oct., conference in June)*

International Association for Business and Society (summary due in Fall, conference in March)

Marketing Science Institute

Decision Sciences

American Marketing Academy

CLASS SCHEDULE AND READINGS

Session 1: Wednesday January 21**Introduction/What is strategy**

Meyer, A. 1991, What is strategy's distinctive competence?, *Journal of Management*, 17,4,821-833

Nelson, R.R. 1991. Why do firms differ and how much does it matter? *Strategic Management Journal*, 12, 61-74

Porter, Michael E. 1996. What Is Strategy? *Harvard Business Review*, Nov/Dec, 61–78 .

Mahoney, J. T. & A. M. McGahan. 2007. The field of strategic management within the evolving science of strategic organization. *Strategic Organization*.

Porter, Michael E. (1991). "Towards a dynamic theory of strategy," *Strategic Management Journal*, Winter Special Issue, pp. 95-118.

Session 2: Wednesday January 28**The Dependent Variable in Strategic Management: Measuring Performance**

Vankatraman, N. & Ramanujam, V. 1986. Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11, 801-814

March J.G. & Sutton, R.I. 1997. Organizational performance as a dependent variable. *Organization Science*, 8, 6: 698 – 706

Baum, J.R., Locke, E.A. & Smith, K.G. (2001) A Multi-dimensional Model of Venture Growth, *Academy of Management Review* 44:2, 292-304

Short, J. Ketchen, D.J. Palmer, T.B. & Hult, G.T. 2007. Firm, strategic group, and industry influences on performance. *Strategic Management Journal*, 28, 2: 147 –

McGahan, Anita & Porter Michael E. 2003. The emergence and sustainability of abnormal profits. *Strategic Organization* 1(1) 79-108.

Session 3: Wednesday February 4**The Industrial Organization Economics School**

Rumelt, R.P. 1991. How much does industry matter? *Strategic Management Journal* 12, 167-185

McGahan, A.M. & Porter, M.E. 1997. How much does industry matter, really? *Strategic Management Journal* 18: 15-30

Lieberman, M.B. and Montgomery, D.B. 1988. First-mover advantages, *Strategic Management Journal* 13,1: 1-12

Porter, M.E. (1981) The Contributions of Industrial Organization to Strategic Management, *Academy of Management Review*, 6:4, pp. 609-620

Session 4: Wednesday February 11

Strategic Groups/Barriers and Diversification**Strategic Group/Barriers**

McGee J. & Thomas, H. 1986. Strategic groups: Theory, research and taxonomy, *Strategic Management Journal*7,2: 141-160

Caves, R.E. & Porter, M.E. 1977. From entry barriers to mobility barriers. *Quarterly Journal of Economics*, 91: 241-261

Hatten, K and Hatten M. L. 1987. Strategic Groups: Asymmetrical Mobility Barriers and Contestability, *Strategic Management Journal*8,4: 329-342

Diversification

Bettis, R.A. 1981. Performance differences in related and unrelated diversified firms, *Strategic Management Journal*2, 379-393

Christensen, H.K., & Montgomery, C.A. Corporate economic performance: Diversification strategy versus market structure. *Strategic Management Journal*12, 33-48

Session 5: Wednesday February 18**Resource-based view of the firm**

Wernerfelt, B. 1984. A resource-based view of the firm, *Strategic Management Journal* 5, 171-180

Barney, J. 1991. Firm resources and sustained competitive advantage, *Journal of Management*, 17, 99-12

Dierickx, I. & Cool, K. 1989. Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35 (12): 1504-1514.

Peteraf, M.A. 1993. The cornerstones of competitive advantage: A resource-based view, *Strategic Management Journal*14,3: 179-191

Barney, J. Wright, M. & Ketchen, D.J., 2001. The resource-based view of the firm: Ten years after 1991. *Journal of Management*, 27,6: 625-641

Priem, R.L. & Butler, J.E. 2001. Is the "resource-based view" a useful perspective for strategic management research? *Academy of Management Review*, 26, 1: 22-40

Barney, J. 2001. Is the resource-based view a useful perspective for strategic management research? Yes *Academy of Management Review*, 26,1: 41-56

Session 6: Wednesday February 25**Dynamic Capabilities**

Teece, David J., Gary Pisano, and Amy Shuen. 1997. Dynamic Capabilities and Strategic Management. *Strategic Management Journal* 18 (7):509–533.

Eisenhardt, K.M. & Martin, J. 2000. Dynamic capabilities: What are they? *Strategic Management Journal*, 21:1105-1121.

O'Reilly, Charles A., III and Michael L. Tushman. 2008. "Ambidexterity as a Dynamic Capability: Resolving the Innovator's Dilemma." *Research in Organizational Behavior* 28: 185-206.

Tripsas, Mary. 1997. Surviving Radical Technological Change through Dynamic Capability: Evidence from the Typesetter Industry. *Industrial & Corporate Change* 6 (2):341-377.

Winter, S. 2003. Understanding Dynamic Capabilities, *Strategic Management Journal*, 24,10: 991-995

Session 7: Wednesday March 4

The Knowledge based view of the firm

March, J.G. 1991. Exploration and exploitation in organizational learning, *Organization Science*, 2,1: 71-87

Grant, R.M. 1996. Towards a knowledge-based theory of the firm, *Strategic Management Journal* 17, 10: Winter Special Issue, 109-122

Cohen, W.M. & Leventhal, D.A. 1990, Absorptive capacity: A new perspective on learning and innovation *Administrative Science Quarterly*, 35: 128-152

Kogurt, B & Zander U. 1992. Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology, *Organization Science*, 3,3; 383-397

Henderson, R.& Cockburn, I, 1994. Measuring competence: Exploring firm effects in pharmaceutical research, *Strategic Management Journal* 15, Special Winter Issue,

Session 8: Wednesday March 18

The Coasian View of the Firm

Coase, Ronald, (1937) "The Nature of the Firm," *Economica*, Vol. 4, pp. 386-405.

Williamson, Oliver E., (1981) "The Economics of Organization: the Transaction Cost Approach," *American Journal of Sociology*, Vol. 87 3, pp. 548 - 577.

Winter, S.G. (1988). "On Coase, competence, and the corporation," *Journal of Law, Economics, and Organization*, 4, pp. 163-80.

Ghoshal, S. & P. Moran. (1996). "Bad for practice: A critique of the transaction cost theory," *Academy of Management Review*, 21: 13-47.

Session 9: Wednesday March 25 - Guest Instructor: Jill Brown

Top Management Teams /Corporate Governance**Top Management Teams**

Hambrick, D.C. Seung, Cho. T & Chen, M.J. 1996. The influencer of top management team heterogeneity on firms' competitive moves, *Administrative Science Quarterly*, 41: 659-684

Hambrick,, D.C. & Mason, P.A. 1984. Upper echelons: the organization as a reflection of its top managers. *Academy of Management Review* 16: 193-206

Session 10: Wednesday April 1 – Guest Instructor: Tatiana Manolova**Global Strategy****Session 11: Wednesday April 8****Strategy Process**

Henry Mintzberg. 1990. "The Design School: Reconsidering the Basic Premise of Strategic Management." *Strategic Management Journal* (11), 171-195.

H. Igor Ansoff. 1991. "Critique of H. Mintzberg's 'The Design School: Reconsidering the Basic Premise of Strategic Management.'" *Strategic Management Journal* (12), 449-466.

Henry Mintzberg. 1991. "Learning 1, Planning 0: Reply to Igor Ansoff." *Strategic Management Journal* (12), 463-466.

Mintzberg, Henry, & James A. Waters. 1985. Of Strategies, Deliberate and Emergent. *Strategic Management Journal* 6 (3):257–272.

Bower, Joseph L., & Clark G. Gilbert, eds. 2005. *From Resource Allocation to Strategy*. Oxford; New York: Oxford University Press. Chapters 1, 4, & 20.

Quinn, James Brian. 1978. Strategic Change: "Logical Incrementalism." *Sloan Management Review* 20 (1):7–21.

Gavetti, Giovanni, & Jan W. Rivkin. 2007. On the Origin of Strategy: Action and Cognition over Time. *Organization Science* 18 (3):420–439.

**Session 12: Wednesday April 15– Guest Instructor Candida Brush
Entrepreneurship**

Alvarez, S. & Barney, J.B. 2007. Discovery and creation: alternative theories of entrepreneurial action, *Strategic Entrepreneurship Journal*, 1, 1, 11-26

Sarasvathy, S. 2001. Causation and Effectuation: Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency. *Academy of Management Journal*, 26:2, 243-263

Brush, C.G., Edelman L.F. & Manolova, T 2008 Properties of Emerging Organizations: An Empirical Test, *Journal of Business Venturing*

Other properties papers

**Session 13: Wednesday April 22
Course Wrap-up**

Inkpen, A. & Choudhury, N. (1995) The Seeking of Strategy Where it is Not; *Strategic Management Journal* 16:4, pp. 313-322

Bettis, R.A. (1991) Strategic Management and the Straightjacket: An Editorial Essay, *Organization Science*, 2: 3, 315-319

Lengnick-Hall, C. & Wolff ,J. 1999. Similarities and Contradictions in the Core Logic of Three Strategy Research Streams, *Strategic Management Journal*, 20: 1109-1132

Meyer, A. 1991. What is Strategy's Distinctive Competence? *Journal of Management*, 17:43, 821-833

Furrer, O. Thomas H. & Goussevskaia, A. 2008. The Structure and Evolution of the Strategic Management Field: A content analysis of 26 years of Strategic Management Literature, *International Journal of Management Reviews*, 10,1: 1-23

Session 14: Wednesday April 29

No Class: Work on Final Paper

**Session 15: Wednesday May 6
Paper due - presentations**