



TOPICS IN STRATEGY
BA 972.01 **Spring 2019**

Instructor: Sharique Hasan, Associate Professor of Strategy, Duke University

Email: sharique.hasan@duke.edu

Time: Thurs, 8:30 AM to 11:30 AM

Course Dates: January 10th to April 11th, 2019

Location: Conference Room 4

Summary: This course provides Ph.D. students in strategic management and related disciplines an introduction to research on core areas of strategy. The goal of the course is twofold: First, students will get a broad overview of the core topics and theories in the field of strategic management. Second, students will learn how to find, understand, appreciate and communicate research ideas and findings. The course covers the following topics: the sources of firm performance, value creation and capture, managing and organizing, organizational learning, technological change, sociology of the firm, entrepreneurship and emerging markets.¹

¹There are also several areas of strategy that I have left out of the syllabus, namely Innovation, because they will be covered in significantly more depth in another PhD seminar. Many of the readings are derived from responses to the following social media post. Thanks to all the scholars who responded to this request:
<https://twitter.com/shariqueorg/status/1057591136628420608>.

Evaluation:

| Grading | Percent |
|-------------------|------------------------------------|
| Participation | 25% (1.92% per session) |
| Presentations | 55% - 11 (presentations) * 5% each |
| Literature Review | 20% |

Participation (25%): Each week we will discuss several assigned papers. Prior to each class you must read and analyze the required articles. Expectations of thorough preparation are very high: you are expected to actively participate in each class. You will be judged on the quality of your contribution to our collective effort of understanding the research.

Presentations (55%): Each reading will be assigned to one student who will critically read and then present the paper to the class as if it were their own work. The presentation will take the form of a 30-minute seminar similar in structure to a second-year paper at Fuqua. Students are required to prepare a complete slide deck for each presentation. The slides should follow a traditional seminar presentation with the following sections: introduction, motivation, hypothesis development, data description, models, results, conclusions and contribution. I will record each of your presentations and post them on the private class Dropbox folder for your review.

The discussion will then be opened to the class; you are expected to participate actively in each session. Students must read ALL papers under the heading "**required reading**" for each class. The "**canonical readings**" section includes the 20 or so most highly cited articles in each sub-literature. Most of these articles have been cited over 1000 times, and some are central to the conceptualization of the subfield.

In creating your presentations, you should carefully read the **required article that has been assigned to you**. You should also read the other two required readings so that you can engage with the presenter during the class.

The **canonical readings** are worth going through for your own edification, but a full read is not explicitly required for the class. If you do read all of these, you will likely have read more *broadly* than the vast majority of young scholars in the field.

Literature Review (20%): The final project for the class is a 10 pg literature review of a topic within strategic management. I will provide a template for how the review should be written. You can choose a topic of your liking for the literature review.

Course Schedule:

| Class | Date | Class |
|--------------|---------------------------|--|
| 1 | January 10, 2019 | The Profession |
| 2 | January 17, 2019 | Resources and Competitive Advantage |
| 3 | January 24, 2019 | Firm Capabilities |
| 4 | January 31, 2019 | CEOs and Top Management Teams |
| 5 | February 7, 2019 | Organizational Learning |
| 6 | February 14, 2019 | People and Strategy |
| 7 | February 21, 2019 | Knowledge-Based view |
| 8 | February 28, 2019 | Strategizing and Competing |
| 9 | March 7, 2019 | Legitimacy and Reputation |
| 10 | March 21, 2019 | Interorganizational Linkages and Trust |
| 11 | March 28, 2019 | Technological Change |
| 12 | April 4, 2019 | Entrepreneurship |
| 13 | April 11, 2019 | Emerging Markets |
| 14 | <i>For Reference Only</i> | <i>CSR and Stakeholder Theory</i> |
| 15 | <i>For Reference Only</i> | <i>Acquisitions</i> |
| 16 | <i>For Reference Only</i> | <i>Diversification</i> |
| 17 | <i>For Reference Only</i> | <i>Ownership and Control</i> |

Class 1: The Profession

January 10, 2019

In this class we will discuss the broad parameters that define an academic career as a professor of strategy or management in a business or professional school. The topics we will discuss include, but are not limited to:

- Writing academic articles
- The publishing process and peer review
- Pacing
- Career milestones, metrics and evaluation
- Seminars and conferences
- Tools, technologies and processes
- Habits and routines for successful work
- Teaching
- Generating research ideas and positioning them in the literature

Class 2: Resources and Competitive Advantage

January 17, 2019

Required Readings

Sears, Joshua, and Glenn Hoetker. "Technological overlap, technological capabilities, and resource recombination in technological acquisitions." *Strategic Management Journal* 35.1 (2014): 48-67.

Vomberg, Arnd, Christian Homburg, and Torsten Bornemann. "Talented people and strong brands: The contribution of human capital and brand equity to firm value." *Strategic Management Journal* 36.13 (2015): 2122-2131.

Lecuona, Jose R., and Markus Reitzig. "Knowledge worth having in 'excess': The value of tacit and firm-specific human resource slack." *Strategic Management Journal* 35.7 (2014): 954-973.

Canonical Readings

- Barney, Jay. "Firm resources and sustained competitive advantage." *Journal of management* 17.1 (1991): 99-120.
- Wernerfelt, Birger. "A resource-based view of the firm." *Strategic management journal* 5.2 (1984): 171-180.
- Peteraf, Margaret A. "The cornerstones of competitive advantage: a resource-based view." *Strategic management journal* 14.3 (1993): 179-191.
- Brandenburger, Adam M., and Harborne W. Stuart Jr. "Value-based business strategy." *Journal of economics & management strategy* 5.1 (1996): 5-24.
- Barney, Jay B. "Strategic factor markets: Expectations, luck, and business strategy." *Management science* 32.10 (1986): 1231-1241.
- Coff, Russell W. "When competitive advantage doesn't lead to performance: The resource-based view and stakeholder bargaining power." *Organization science* 10.2 (1999): 119-133.
- Lippman, Steven A., and Richard P. Rumelt. "A bargaining perspective on resource advantage." *Strategic Management Journal* 24.11 (2003): 1069-1086.
- MacDonald, Glenn, and Michael D. Ryall. "How do value creation and competition determine whether a firm appropriates value?." *Management Science* 50.10 (2004): 1319-1333.
- Adner, Ron, and Peter Zemsky. "A demand-based perspective on sustainable competitive advantage." *Strategic Management Journal* 27.3 (2006): 215-239.
- Rumelt, Richard P. "How much does industry matter?." *Strategic management journal* 12.3 (1991): 167-185.
- Chatain, Olivier, and Peter Zemsky. "Value creation and value capture with frictions." *Strategic Management Journal* 32.11 (2011): 1206-1231.
- Brandenburger, Adam, and Harborne Stuart. "Biform games." *Management science* 53.4 (2007): 537-549.
- Adegbesan, J. Adetunji. "On the origins of competitive advantage: Strategic factor markets and heterogeneous resource complementarity." *Academy of management review* 34.3 (2009): 463-475.
- Priem, Richard L. "A consumer perspective on value creation." *Academy of Management Review* 32.1 (2007): 219-235.
- Miller, Danny, and Jamal Shamsie. "The resource-based view of the firm in two environments: The Hollywood film studios from 1936 to 1965." *Academy of management journal* 39.3 (1996): 519-543.
- Barney, Jay B. "Is the resource-based "view" a useful perspective for strategic management research? Yes." *Academy of management review* 26.1 (2001): 41-56.
- Chatain, Olivier. "Value creation, competition, and performance in buyer-supplier relationships." *Strategic Management Journal* 32.1 (2011): 76-102.
- Newbert, Scott L. "Empirical research on the resource-based view of the firm: an assessment and suggestions for future research." *Strategic management journal* 28.2 (2007): 121-146.

Class 3: Firm Capabilities and Practices

January 24, 2019

Required Readings

Mahmood, Ishtiaq P., Hongjin Zhu, and Edward J. Zajac. "Where can capabilities come from? Network ties and capability acquisition in business groups." *Strategic Management Journal* 32.8 (2011): 820-848.

Arrfelt, Mathias, et al. "Examining a key corporate role: The influence of capital allocation competency on business unit performance." *Strategic Management Journal* 36.7 (2015): 1017-1034.

Bloom, Nicholas, and John Van Reenen. "Measuring and explaining management practices across firms and countries." *The Quarterly Journal of Economics* 122.4 (2007): 1351-1408.

Canonical Readings

- Teece, David J., Gary Pisano, and Amy Shuen. "Dynamic capabilities and strategic management." *Strategic management journal* 18.7 (1997): 509-533.
- Eisenhardt, Kathleen M., and Jeffrey A. Martin. "Dynamic capabilities: what are they?." *Strategic management journal* 21.10-11 (2000): 1105-1121.
- Helfat, Constance E. "Know-how and asset complementarity and dynamic capability accumulation: the case of R&D." *Strategic management journal* 18.5 (1997): 339-360.
- Helfat, Constance E., and Margaret A. Peteraf. "The dynamic resource-based view: Capability lifecycles." *Strategic management journal* 24.10 (2003): 997-1010.
- Teece, David J. "Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance." *Strategic management journal* 28.13 (2007): 1319-1350.
- Amit, Raphael, and Paul JH Schoemaker. "Strategic assets and organizational rent." *Strategic management journal* 14.1 (1993): 33-46.
- Zollo, Maurizio, and Sidney G. Winter. "Deliberate learning and the evolution of dynamic capabilities." *Organization science* 13.3 (2002): 339-351.
- Sirmon, David G., and Michael A. Hitt. "Contingencies within dynamic managerial capabilities: Interdependent effects of resource investment and deployment on firm performance." *Strategic Management Journal* 30.13 (2009): 1375-1394.
- Danneels, Erwin. "The dynamics of product innovation and firm competences." *Strategic management journal* 23.12 (2002): 1095-1121.
- Leonard-Barton, Dorothy. "Core capabilities and core rigidities: A paradox in managing new product development." *Strategic management journal* 13.S1 (1992): 111-125.
- Makadok, Richard. "Toward a synthesis of the resource-based and dynamic-capability views of rent creation." *Strategic management journal* 22.5 (2001): 387-401.
- Winter, Sidney G. "Understanding dynamic capabilities." *Strategic management journal* 24.10 (2003): 991-995.
- Ethiraj, Sendil K., et al. "Where do capabilities come from and how do they matter? A study in the software services industry." *Strategic management journal* 26.1 (2005): 25-45.
- Lippman, Steven A., and Richard P. Rumelt. "Uncertain imitability: An analysis of interfirm differences in efficiency under competition." *The Bell Journal of Economics* (1982): 418-438.
- Capron, Laurence, and Will Mitchell. "Selection capability: How capability gaps and internal social frictions affect internal and external strategic renewal." *Organization Science* 20.2 (2009): 294-312.
- Danneels, Erwin. "Organizational antecedents of second-order competences." *Strategic management journal* 29.5 (2008): 519-543.
- Liebeskind, Julia Porter. "Knowledge, strategy, and the theory of the firm." *Strategic management journal* 17.S2 (1996): 93-107.
- Blyler, Maureen, and Russell W. Coff. "Dynamic capabilities, social capital, and rent appropriation: Ties that split pies." *Strategic management journal* 24.7 (2003): 677-686.

Class 4: CEOs and Top Management Teams

January 31, 2019

Required Readings

Quigley, Timothy J., and Donald C. Hambrick. "Has the "CEO effect" increased in recent decades? A new explanation for the great rise in America's attention to corporate leaders." *Strategic Management Journal* 36.6 (2015): 821-830.

Belenzon, Sharon, Andrea Pataconi, and Rebecca Zarutskie. "Married to the firm? A large-scale investigation of the social context of ownership." *Strategic Management Journal* 37.13 (2016): 2611-2638.

Dezsö, Cristian L., and David Gaddis Ross. "Does female representation in top management improve firm performance? A panel data investigation." *Strategic Management Journal* 33.9 (2012): 1072-1089.

Canonical Readings

- Hambrick, Donald C., and Phyllis A. Mason. "Upper echelons: The organization as a reflection of its top managers." *Academy of management review* 9.2 (1984): 193-206.
- Wiersema, Margarethe F., and Karen A. Bantel. "Top management team demography and corporate strategic change." *Academy of Management journal* 35.1 (1992): 91-121.
- Finkelstein, Sydney, and Donald C. Hambrick. "Top-management-team tenure and organizational outcomes: The moderating role of managerial discretion." *Administrative science quarterly* (1990): 484-503.
- Chatterjee, Arijit, and Donald C. Hambrick. "It's all about me: Narcissistic chief executive officers and their effects on company strategy and performance." *Administrative science quarterly* 52.3 (2007): 351-386.
- Carpenter, Mason A., Marta A. Geletkanycz, and Wm Gerard Sanders. "Upper echelons research revisited: Antecedents, elements, and consequences of top management team composition." *Journal of management* 30.6 (2004): 749-778.
- Finkelstein, Sydney, and Brian K. Boyd. "How much does the CEO matter? The role of managerial discretion in the setting of CEO compensation." *Academy of Management journal* 41.2 (1998): 179-199.
- Bantel, Karen A., and Susan E. Jackson. "Top management and innovations in banking: Does the composition of the top team make a difference?." *Strategic management journal* 10.S1 (1989): 107-124.
- Carpenter, Mason A. "The implications of strategy and social context for the relationship between top management team heterogeneity and firm performance." *Strategic Management Journal* 23.3 (2002): 275-284.
- Henderson, Andrew D., Danny Miller, and Donald C. Hambrick. "How quickly do CEOs become obsolete? Industry dynamism, CEO tenure, and company performance." *Strategic Management Journal* 27.5 (2006): 447-460.
- Hambrick, Donald C., and Gregory DS Fukutomi. "The seasons of a CEO's tenure." *Academy of management review* 16.4 (1991): 719-742.
- Lieberman, Stanley, and James F. O'Connor. "Leadership and organizational performance: A study of large corporations." *American sociological review* (1972): 117-130.
- Cho, Theresa S., and Donald C. Hambrick. "Attention as the mediator between top management team characteristics and strategic change: The case of airline deregulation." *Organization Science* 17.4 (2006): 453-469.
- Bertrand, Marianne, and Antoinette Schoar. "Managing with style: The effect of managers on firm policies." *The Quarterly Journal of Economics* 118.4 (2003): 1169-1208.
- Zhang, Yan, and Nandini Rajagopalan. "Once an outsider, always an outsider? CEO origin, strategic change, and firm performance." *Strategic Management Journal* 31.3 (2010): 334-346.
- Wowak, Adam J., and Donald C. Hambrick. "A model of person-pay interaction: how executives vary in their responses to compensation arrangements." *Strategic Management Journal* 31.8 (2010): 803-821.
- Castanias, Richard P., and Constance E. Helfat. "Managerial resources and rents." *Journal of management* 17.1 (1991): 155-171.

Class 5: Organizational Learning

February 7, 2019

Required Readings

Jeppesen, Lars Bo, and Karim R. Lakhani. "Marginality and problem-solving effectiveness in broadcast search." *Organization science* 21.5 (2010): 1016-1033.

Kornish, Laura J., and Karl T. Ulrich. "Opportunity spaces in innovation: Empirical analysis of large samples of ideas." *Management Science* 57.1 (2011): 107-128.

Fang, Christina, Jeho Lee, and Melissa A. Schilling. "Balancing exploration and exploitation through structural design: The isolation of subgroups and organizational learning." *Organization Science* 21.3 (2010): 625-642.

Canonical Readings

- March, James G. "Exploration and exploitation in organizational learning." *Organization science* 2.1 (1991): 71-87.
- Levitt, Barbara, and James G. March. "Organizational learning." *Annual review of sociology* 14.1 (1988): 319-338.
- Levinthal, Daniel A., and James G. March. "The myopia of learning." *Strategic management journal* 14.S2 (1993): 95-112.
- Levinthal, Daniel A. "Adaptation on rugged landscapes." *Management science* 43.7 (1997): 934-950.
- Cohen, Wesley M., and Daniel A. Levinthal. "Absorptive capacity: A new perspective on learning and innovation." *Administrative science quarterly* (1990): 128-152.
- Rosenkopf, Lori, and Paul Almeida. "Overcoming local search through alliances and mobility." *Management science* 49.6 (2003): 751-766.
- Szulanski, Gabriel. "Exploring internal stickiness: Impediments to the transfer of best practice within the firm." *Strategic management journal* 17.S2 (1996): 27-43.
- Rosenkopf, Lori, and Atul Nerkar. "Beyond local search: boundary-spanning, exploration, and impact in the optical disk industry." *Strategic Management Journal* 22.4 (2001): 287-306.
- Fleming, Lee, and Olav Sorenson. "Science as a map in technological search." *Strategic Management Journal* 25.8-9 (2004): 909-928.
- Laursen, Keld, and Ammon Salter. "Open for innovation: the role of openness in explaining innovation performance among UK manufacturing firms." *Strategic management journal* 27.2 (2006): 131-150.
- Reagans, Ray, Linda Argote, and Daria Brooks. "Individual experience and experience working together: Predicting learning rates from knowing who knows what and knowing how to work together." *Management science* 51.6 (2005): 869-881.
- Darr, Eric D., Linda Argote, and Dennis Epple. "The acquisition, transfer, and depreciation of knowledge in service organizations: Productivity in franchises." *Management science* 41.11 (1995): 1750-1762.
- Argote, Linda, and Paul Ingram. "Knowledge transfer: A basis for competitive advantage in firms." *Organizational behavior and human decision processes* 82.1 (2000): 150-169.
- Hannan, Michael T., and John Freeman. "Structural inertia and organizational change." *American sociological review* (1984): 149-164.
- Knudsen, Thorbjørn, and Daniel A. Levinthal. "Two faces of search: Alternative generation and alternative evaluation." *Organization Science* 18.1 (2007): 39-54.

Class 6: People and Strategy

February 14, 2019

Required Readings

Kehoe, Rebecca R., and Daniel Tzabbar. "Lighting the way or stealing the shine? An examination of the duality in star scientists' effects on firm innovative performance." *Strategic Management Journal* 36.5 (2015): 709-727.

Singh, Jasjit, and Ajay Agrawal. "Recruiting for ideas: How firms exploit the prior inventions of new hires." *Management Science* 57.1 (2011): 129-150.

Starr, Evan, Natarajan Balasubramanian, and Mariko Sakakibara. "Screening spinouts? How noncompete enforceability affects the creation, growth, and survival of new firms." *Management Science* 64.2 (2017): 552-572.

Canonical Readings

- Coff, Russell W. "Human assets and management dilemmas: Coping with hazards on the road to resource-based theory." *Academy of management review* 22.2 (1997): 374-402.
- Castanias, Richard P., and Constance E. Helfat. "The managerial rents model: Theory and empirical analysis." *Journal of Management* 27.6 (2001): 661-678.
- Castanias, Richard P., and Constance E. Helfat. "Managerial resources and rents." *Journal of management* 17.1 (1991): 155-171.
- Wang, Heli C., Jinyu He, and Joseph T. Mahoney. "Firm-specific knowledge resources and competitive advantage: the roles of economic-and relationship-based employee governance mechanisms." *Strategic Management Journal* 30.12 (2009): 1265-1285.
- Campbell, Benjamin A., Russell Coff, and David Kriscynski. "Rethinking sustained competitive advantage from human capital." *Academy of Management Review* 37.3 (2012): 376-395.
- Hitt, Michael A., et al. "Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective." *Academy of Management journal* 44.1 (2001): 13-28.
- Hatch, Nile W., and Jeffrey H. Dyer. "Human capital and learning as a source of sustainable competitive advantage." *Strategic management journal* 25.12 (2004): 1155-1178.
- Milgrom, Paul, and John Roberts. "Complementarities and fit strategy, structure, and organizational change in manufacturing." *Journal of accounting and economics* 19.2-3 (1995): 179-208.
- Adner, Ron, and Constance E. Helfat. "Corporate effects and dynamic managerial capabilities." *Strategic management journal* 24.10 (2003): 1011-1025.
- Holcomb, Tim R., R. Michael Holmes Jr, and Brian L. Connelly. "Making the most of what you have: Managerial ability as a source of resource value creation." *Strategic Management Journal* 30.5 (2009): 457-485.
- Huselid, Mark A. "The impact of human resource management practices on turnover, productivity, and corporate financial performance." *Academy of management journal* 38.3 (1995): 635-672.
- Campbell, Benjamin A., et al. "Who leaves, where to, and why worry? Employee mobility, entrepreneurship and effects on source firm performance." *Strategic Management Journal* 33.1 (2012): 65-87.
- Wezel, Filippo Carlo, Gino Cattani, and Johannes M. Pennings. "Competitive implications of interfirm mobility." *Organization Science* 17.6 (2006): 691-709.

Class 7: Knowledge and Performance

February 21, 2019

Required Readings

Foss, Nicolai J., Keld Laursen, and Torben Pedersen. "Linking customer interaction and innovation: The mediating role of new organizational practices." *Organization Science* 22.4 (2011): 980-999.

Hila Lifshitz-Assaf Dismantling Knowledge Boundaries at NASA: The Critical Role of Professional Identity in Open Innovation ASQ 2017

Bloom, Nicholas, et al. *Are ideas getting harder to find?*. No. w23782. National Bureau of Economic Research, 2017.

Canonical Readings

- Kogut, Bruce, and Udo Zander. "Knowledge of the firm, combinative capabilities, and the replication of technology." *Organization science* 3.3 (1992): 383-397.
- Grant, Robert M. "Toward a knowledge-based theory of the firm." *Strategic management journal* 17.S2 (1996): 109-122.
- Szulanski, Gabriel. "Exploring internal stickiness: Impediments to the transfer of best practice within the firm." *Strategic management journal* 17.S2 (1996): 27-43.
- Nickerson, Jack A., and Todd R. Zenger. "A knowledge-based theory of the firm—The problem-solving perspective." *Organization science* 15.6 (2004): 617-632.
- Parmigiani, Anne, and Will Mitchell. "Complementarity, capabilities, and the boundaries of the firm: the impact of within-firm and interfirm expertise on concurrent sourcing of complementary components." *Strategic Management Journal* 30.10 (2009): 1065-1091.
- Grant, Robert M. "Prospering in dynamically-competitive environments: Organizational capability as knowledge integration." *Organization science* 7.4 (1996): 375-387.
- Kogut, Bruce, and Udo Zander. "What firms do? Coordination, identity, and learning." *Organization science* 7.5 (1996): 502-518.
- Brusoni, Stefano, Andrea Prencipe, and Keith Pavitt. "Knowledge specialization, organizational coupling, and the boundaries of the firm: why do firms know more than they make?." *Administrative science quarterly* 46.4 (2001): 597-621.
- Parmigiani, Anne. "Why do firms both make and buy? An investigation of concurrent sourcing." *Strategic Management Journal* 28.3 (2007): 285-311.
- Teece, David J. "Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy." *Research policy* 15.6 (1986): 285-305.
- Nonaka, Ikujiro. "A dynamic theory of organizational knowledge creation." *Organization science* 5.1 (1994): 14-37.
- Poppo, Laura, and Todd Zenger. "Testing alternative theories of the firm: transaction cost, knowledge-based, and measurement explanations for make-or-buy decisions in information services." *Strategic management journal* 19.9 (1998): 853-877.
- Conner, Kathleen R., and Coimbatore K. Prahalad. "A resource-based theory of the firm: Knowledge versus opportunism." *Organization science* 7.5 (1996): 477-501.

Class 8: Cognition, Strategizing and Competing

February 28, 2019

Required Readings

Grégoire, Denis A., Pamela S. Barr, and Dean A. Shepherd. "Cognitive processes of opportunity recognition: The role of structural alignment." *Organization science* 21.2 (2010): 413-431.

Gary, Michael Shayne, and Robert E. Wood. "Mental models, decision rules, and performance heterogeneity." *Strategic management journal* 32.6 (2011): 569-594.

Zhu, Feng, and Qihong Liu. "Competing with complementors: An empirical look at Amazon. com." *Strategic Management Journal* 39.10 (2018): 2618-2642.

Canonical Readings

- Prahalad, Coimbatore K., and Richard A. Bettis. "The dominant logic: A new linkage between diversity and performance." *Strategic management journal* 7.6 (1986): 485-501.
- Eisenhardt, Kathleen M. "Making fast strategic decisions in high-velocity environments." *Academy of Management journal* 32.3 (1989): 543-576.
- Barr, Pamela S., John L. Stimpert, and Anne S. Huff. "Cognitive change, strategic action, and organizational renewal." *Strategic management journal* 13.S1 (1992): 15-36.
- Walsh, James P. "Managerial and organizational cognition: Notes from a trip down memory lane." *Organization science* 6.3 (1995): 280-321.
- Powell, Thomas C., Dan Lovallo, and Craig R. Fox. "Behavioral strategy." *Strategic Management Journal* 32.13 (2011): 1369-1386.
- Porac, Joseph F., Howard Thomas, and Charles Baden-Fuller. "Competitive groups as cognitive communities: The case of Scottish knitwear manufacturers." *Journal of Management studies* 26.4 (1989): 397-416.
- Eggers, Jamie P., and Sarah Kaplan. "Cognition and renewal: Comparing CEO and organizational effects on incumbent adaptation to technical change." *Organization Science* 20.2 (2009): 461-477.
- Zajac, Edward J., and Max H. Bazerman. "Blind spots in industry and competitor analysis: Implications of interfirm (mis) perceptions for strategic decisions." *Academy of Management Review* 16.1 (1991): 37-56.
- Kaplan, Sarah. "Framing contests: Strategy making under uncertainty." *Organization Science* 19.5 (2008): 729-752.
- Daft, Richard L., and Karl E. Weick. "Toward a model of organizations as interpretation systems." *Academy of management review* 9.2 (1984): 284-295.
- Camerer, Colin, and Dan Lovallo. "Overconfidence and excess entry: An experimental approach." *American economic review* 89.1 (1999): 306-318.
- Hambrick, Donald C., Theresa Seung Cho, and Ming-Jer Chen. "The influence of top management team heterogeneity on firms' competitive moves." *Administrative science quarterly* (1996): 659-684.
- Ferrier, Walter J., Ken G. Smith, and Curtis M. Grimm. "The role of competitive action in market share erosion and industry dethronement: A study of industry leaders and challengers." *Academy of management journal* 42.4 (1999): 372-388.
- Ferrier, Walter J. "Navigating the competitive landscape: The drivers and consequences of competitive aggressiveness." *Academy of management journal* 44.4 (2001): 858-877.
- Reger, Rhonda K., and Anne Sigismund Huff. "Strategic groups: A cognitive perspective." *Strategic management journal* 14.2 (1993): 103-123.
- Chen, Ming-Jer, and Ian C. MacMillan. "Nonresponse and delayed response to competitive moves: The roles of competitor dependence and action irreversibility." *Academy of Management Journal* 35.3 (1992): 539-570.
- Chen, Ming-Jer, and Donald C. Hambrick. "Speed, stealth, and selective attack: How small firms differ from large firms in competitive behavior." *Academy of management journal* 38.2 (1995): 453-482.
- Wiggins, Robert R., and Timothy W. Ruefli. "Schumpeter's ghost: Is hypercompetition making the best of times shorter?" *Strategic Management Journal* 26.10 (2005): 887-911.
- Miller, Danny, and Ming-Jer Chen. "Sources and consequences of competitive inertia: A study of the US airline industry." *Administrative science quarterly* (1994): 1-23.

Class 9: Legitimacy and Reputation

March 7, 2019

Required Readings

Askin, Noah, and Matthew S. Bothner. "Status-aspirational pricing: The "Chivas Regal" strategy in US higher education, 2006–2012." *Administrative Science Quarterly* 61.2 (2016): 217-253.

Pontikes, Elizabeth G. "Two sides of the same coin: How ambiguous classification affects multiple audiences' evaluations." *Administrative Science Quarterly* 57.1 (2012): 81-118.

Bartley, Tim, and Curtis Child. "Shaming the corporation: The social production of targets and the anti-sweatshop movement." *American Sociological Review* 79.4 (2014): 653-679.

Canonical Readings

- Suchman, Mark C. "Managing legitimacy: Strategic and institutional approaches." *Academy of management review* 20.3 (1995): 571-610.
- Fombrun, Charles, and Mark Shanley. "What's in a name? Reputation building and corporate strategy." *Academy of management Journal* 33.2 (1990): 233-258.
- Roberts, Peter W., and Grahame R. Dowling. "Corporate reputation and sustained superior financial performance." *Strategic management journal* 23.12 (2002): 1077-1093.
- Aldrich, Howard E., and C. Marlene Fiol. "Fools rush in? The institutional context of industry creation." *Academy of management review* 19.4 (1994): 645-670.
- DiMaggio, Paul, and Walter W. Powell. "The iron cage revisited: Collective rationality and institutional isomorphism in organizational fields." *American sociological review* 48.2 (1983): 147-160.
- Rao, Hayagreeva. "The social construction of reputation: Certification contests, legitimation, and the survival of organizations in the American automobile industry: 1895–1912." *Strategic management journal* 15.S1 (1994): 29-44.
- Podolny, Joel M. "A status-based model of market competition." *American journal of sociology* 98.4 (1993): 829-872.
- Zuckerman, Ezra W. "The categorical imperative: Securities analysts and the illegitimacy discount." *American journal of sociology* 104.5 (1999): 1398-1438.
- Pfarrer, Michael D., Timothy G. Pollock, and Violina P. Rindova. "A tale of two assets: The effects of firm reputation and celebrity on earnings surprises and investors' reactions." *Academy of Management Journal* 53.5 (2010): 1131-1152.
- Meyer, John W., and Brian Rowan. "Institutionalized organizations: Formal structure as myth and ceremony." *American journal of sociology* 83.2 (1977): 340-363.
- Santos, Filipe M., and Kathleen M. Eisenhardt. "Constructing markets and shaping boundaries: Entrepreneurial power in nascent fields." *Academy of Management Journal* 52.4 (2009): 643-671.
- Basdeo, Dax K., et al. "The impact of market actions on firm reputation." *Strategic Management Journal* 27.12 (2006): 1205-1219.
- Rhee, Mooweon, and Pamela R. Haunschild. "The liability of good reputation: A study of product recalls in the US automobile industry." *Organization Science* 17.1 (2006): 101-117.
- Navis, Chad, and Mary Ann Glynn. "How new market categories emerge: Temporal dynamics of legitimacy, identity, and entrepreneurship in satellite radio, 1990–2005." *Administrative Science Quarterly* 55.3 (2010): 439-471.
- Carroll, Glenn R. "Concentration and specialization: Dynamics of niche width in populations of organizations." *American journal of sociology* 90.6 (1985): 1262-1283.
- Basdeo, Dax K., et al. "The impact of market actions on firm reputation." *Strategic Management Journal* 27.12 (2006): 1205-1219.

Class 10: Interorganizational Linkages and Trust

March 21, 2019

Required Readings

Poppo, Laura, Kevin Zheng Zhou, and Julie J. Li. "When can you trust "trust"? Calculative trust, relational trust, and supplier performance." *Strategic Management Journal* 37.4 (2016): 724-741.

Schilling, Melissa A. "Technology shocks, technological collaboration, and innovation outcomes." *Organization Science* 26.3 (2015): 668-686.

Vedres, Balázs, and David Stark. "Structural Folds: Generative Disruption in Overlapping Groups." *American Journal of Sociology* 115.4 (2010): 1150-1190.

Canonical Readings

- McEvily, Bill, and Akbar Zaheer. "Bridging ties: A source of firm heterogeneity in competitive capabilities." *Strategic management journal* 20.12 (1999): 1133-1156.
- Stuart, Toby E., Ha Hoang, and Ralph C. Hybels. "Interorganizational endorsements and the performance of entrepreneurial ventures." *Administrative science quarterly* 44.2 (1999): 315-349.
- Powell, Walter W., Kenneth W. Koput, and Laurel Smith-Doerr. "Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology." *Administrative science quarterly* (1996): 116-145.
- Rothaermel, Frank T., and David L. Deeds. "Exploration and exploitation alliances in biotechnology: A system of new product development." *Strategic management journal* 25.3 (2004): 201-221.
- Eisenhardt, Kathleen M., and Claudia Bird Schoonhoven. "Resource-based view of strategic alliance formation: Strategic and social effects in entrepreneurial firms." *organization Science* 7.2 (1996): 136-150.
- Gulati, Ranjay. "Social structure and alliance formation patterns: A longitudinal analysis." *Administrative science quarterly* (1995): 619-652.
- Uzzi, Brian. "The sources and consequences of embeddedness for the economic performance of organizations: The network effect." *American sociological review* (1996): 674-698.
- Uzzi, Brian. "Social structure and competition in interfirm networks: The paradox of embeddedness." *Administrative science quarterly* (1997): 35-67.
- Sorenson, Olav, and Toby E. Stuart. "Syndication networks and the spatial distribution of venture capital investments." *American journal of sociology* 106.6 (2001): 1546-1588.
- Shan, Weijan, Gordon Walker, and Bruce Kogut. "Interfirm cooperation and startup innovation in the biotechnology industry." *Strategic management journal* 15.5 (1994): 387-394.
- Ahuja, Gautam. "Collaboration networks, structural holes, and innovation: A longitudinal study." *Administrative science quarterly* 45.3 (2000): 425-455.
- Gulati, Ranjay, and Monica C. Higgins. "Which ties matter when? The contingent effects of interorganizational partnerships on IPO success." *Strategic Management Journal* 24.2 (2003): 127-144.
- Beckman, Christine M., Pamela R. Haunschild, and Damon J. Phillips. "Friends or strangers? Firm-specific uncertainty, market uncertainty, and network partner selection." *Organization science* 15.3 (2004): 259-275.
- Stuart, Toby E. "Interorganizational alliances and the performance of firms: a study of growth and innovation rates in a high-technology industry." *Strategic management journal* 21.8 (2000): 791-811.
- Baum, Joel AC, Tony Calabrese, and Brian S. Silverman. "Don't go it alone: Alliance network composition and startups' performance in Canadian biotechnology." *Strategic management journal* 21.3 (2000): 267-294.
- Granovetter, Mark. "Economic action and social structure: The problem of embeddedness." *American journal of sociology* 91.3 (1985): 481-510.
- Gulati, Ranjay, and Harbir Singh. "The architecture of cooperation: Managing coordination costs and appropriation concerns in strategic alliances." *Administrative science quarterly* (1998): 781-814.
- Gulati, Ranjay. "Does familiarity breed trust? The implications of repeated ties for contractual choice in alliances." *Academy of management journal* 38.1 (1995): 85-112.
- Khanna, Tarun, Ranjay Gulati, and Nitin Nohria. "The dynamics of learning alliances: Competition, cooperation, and relative scope." *Strategic management journal* 19.3 (1998): 193-210.

Class 11: Technological Change

March 28, 2019

Required Readings

Adner, Ron, and Rahul Kapoor. "Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations." *Strategic management journal* 31.3 (2010): 306-333.

Wu, Brian, Zhixi Wan, and Daniel A. Levinthal. "Complementary assets as pipes and prisms: Innovation incentives and trajectory choices." *Strategic Management Journal* 35.9 (2014): 1257-1278.

Alexopoulos, Michelle. "Read all about it!! What happens following a technology shock?." *American Economic Review* 101.4 (2011): 1144-79.

Canonical Readings

- Henderson, Rebecca M., and Kim B. Clark. "Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms." *Administrative science quarterly* (1990): 9-30.
- Teece, David J. "Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy." *Research policy* 15.6 (1986): 285-305.
- Lieberman, Marvin B., and David B. Montgomery. "First-mover (dis) advantages: retrospective and link with the resource-based view." *Strategic management journal* 19.12 (1998): 1111-1125.
- Tushman, Michael L., and Philip Anderson. "Technological discontinuities and organizational environments." *Administrative science quarterly* (1986): 439-465.
- Lieberman, Marvin B., and David B. Montgomery. "First-mover advantages." *Strategic management journal* 9.S1 (1988): 41-58.
- Helfat, Constance E., and Marvin B. Lieberman. "The birth of capabilities: market entry and the importance of pre-history." *Industrial and corporate change* 11.4 (2002): 725-760.
- Mitchell, Will. "Whether and when? Probability and timing of incumbents' entry into emerging industrial subfields." *Administrative Science Quarterly* (1989): 208-230.
- Anderson, Philip, and Michael L. Tushman. "Technological discontinuities and dominant designs: A cyclical model of technological change." *Administrative science quarterly*(1990): 604-633.
- Dosi, Giovanni. "Technological paradigms and technological trajectories: a suggested interpretation of the determinants and directions of technical change." *Research policy* 11.3 (1982): 147-162.
- Klepper, Steven, and Kenneth L. Simons. "Dominance by birthright: entry of prior radio producers and competitive ramifications in the US television receiver industry." *Strategic Management Journal* 21.10-11 (2000): 997-1016.
- King, Andrew A., and Christopher L. Tucci. "Incumbent entry into new market niches: The role of experience and managerial choice in the creation of dynamic capabilities." *Management science* 48.2 (2002): 171-186.
- Arthur, W. Brian. "Competing technologies, increasing returns, and lock-in by historical events." *The economic journal* 99.394 (1989): 116-131.

Class 12: Entrepreneurship

April 4, 2019

Required Readings

Chatterji, A., Delecourt, S. M., Hasan, S., & Koning, R. (2018). When does advice impact startup performance?. *Strategic Management Journal*.

Gonzalez-Uribe, Juanita, and Michael Leatherbee. "The effects of business accelerators on venture performance: Evidence from Start-Up Chile." *The Review of Financial Studies* 31.4 (2017): 1566-1603.

Park, Haemin Dennis, and H. Kevin Steensma. "When does corporate venture capital add value for new ventures?." *Strategic Management Journal* 33.1 (2012): 1-22.

Canonical Readings

- Shane, Scott, and Sankaran Venkataraman. "The promise of entrepreneurship as a field of research." *Academy of management review* 25.1 (2000): 217-226.
- Shane, Scott. "Prior knowledge and the discovery of entrepreneurial opportunities." *Organization science* 11.4 (2000): 448-469.
- Sarasvathy, Saras D. "Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency." *Academy of management Review* 26.2 (2001): 243-263.
- Alvarez, Sharon A., and Jay B. Barney. "Discovery and creation: Alternative theories of entrepreneurial action." *Strategic entrepreneurship journal* 1.1-2 (2007): 11-26.
- Baker, Ted, and Reed E. Nelson. "Creating something from nothing: Resource construction through entrepreneurial bricolage." *Administrative science quarterly* 50.3 (2005): 329-366.
- Eckhardt, Jonathan T., and Scott A. Shane. "Opportunities and entrepreneurship." *Journal of management* 29.3 (2003): 333-349.
- Klein, Peter G. "Opportunity discovery, entrepreneurial action, and economic organization." *Strategic Entrepreneurship Journal* 2.3 (2008): 175-190.
- Baron, Robert A., and Michael D. Ensley. "Opportunity recognition as the detection of meaningful patterns: Evidence from comparisons of novice and experienced entrepreneurs." *Management science* 52.9 (2006): 1331-1344.
- Hsu, David H. "What do entrepreneurs pay for venture capital affiliation?." *The Journal of Finance* 59.4 (2004): 1805-1844.
- Stuart, Toby E., Ha Hoang, and Ralph C. Hybels. "Interorganizational endorsements and the performance of entrepreneurial ventures." *Administrative science quarterly* 44.2 (1999): 315-349.
- Hellmann, Thomas, and Manju Puri. "Venture capital and the professionalization of start-up firms: Empirical evidence." *The journal of finance* 57.1 (2002): 169-197.
- Chatterji, Aaron K. "Spawned with a silver spoon? Entrepreneurial performance and innovation in the medical device industry." *Strategic Management Journal* 30.2 (2009): 185-206.
- Klepper, Steven, and Sally Sleeper. "Entry by spinoffs." *Management science* 51.8 (2005): 1291-1306.
- Klepper, Steven, and Peter Thompson. "Disagreements and intra-industry spinoffs." *International Journal of Industrial Organization* 28.5 (2010): 526-538.
- Klepper, Steven. "Disagreements, spinoffs, and the evolution of Detroit as the capital of the US automobile industry." *Management Science* 53.4 (2007): 616-631.
- Elfenbein, Daniel W., Barton H. Hamilton, and Todd R. Zenger. "The small firm effect and the entrepreneurial spawning of scientists and engineers." *Management Science* 56.4 (2010): 659-681.
- Sørensen, Jesper B. "Bureaucracy and entrepreneurship: Workplace effects on entrepreneurial entry." *Administrative Science Quarterly* 52.3 (2007): 387-412.

Class 13: Emerging Markets

April 11, 2019

Required Readings

Mair, Johanna, Ignasi Marti, and Marc J. Ventresca. "Building inclusive markets in rural Bangladesh: How intermediaries work institutional voids." *Academy of Management Journal* 55.4 (2012): 819-850.

Li, Julie Juan, Laura Poppo, and Kevin Zheng Zhou. "Relational mechanisms, formal contracts, and local knowledge acquisition by international subsidiaries." *Strategic Management Journal* 31.4 (2010): 349-370.

Hsieh, Chang-Tai, and Peter J. Klenow. "The life cycle of plants in India and Mexico." *The Quarterly Journal of Economics* 129.3 (2014): 1035-1084.

Canonical Readings

- Hoskisson, Robert E., et al. "Strategy in emerging economies." *Academy of management journal* 43.3 (2000): 249-267.
- Zaheer, Srilata. "Overcoming the liability of foreignness." *Academy of Management journal* 38.2 (1995): 341-363.
- Meyer, Klaus E., et al. "Institutions, resources, and entry strategies in emerging economies." *Strategic management journal* 30.1 (2009): 61-80.
- Kogut, Bruce, and Harbir Singh. "The effect of national culture on the choice of entry mode." *Journal of international business studies* 19.3 (1988): 411-432.
- La Porta, Rafael, Florencio Lopez-de-Silanes, and Andrei Shleifer. "Corporate ownership around the world." *The journal of finance* 54.2 (1999): 471-517.
- Chan, Christine M., Takehiko Isobe, and Shige Makino. "Which country matters? Institutional development and foreign affiliate performance." *Strategic Management Journal* 29.11 (2008): 1179-1205.
- Khanna, Tarun, and Krishna Palepu. "The future of business groups in emerging markets: Long-run evidence from Chile." *Academy of Management journal* 43.3 (2000): 268-285.
- Peng, Mike W., Denis YL Wang, and Yi Jiang. "An institution-based view of international business strategy: A focus on emerging economies." *Journal of international business studies* 39.5 (2008): 920-936.
- Khanna, Tarun, and Jan W. Rivkin. "Estimating the performance effects of business groups in emerging markets." *Strategic management journal* 22.1 (2001): 45-74.
- Zaheer, Srilata, and Elaine Mosakowski. "The dynamics of the liability of foreignness: A global study of survival in financial services." *Strategic management journal* 18.6 (1997): 439-463.

Class 14: CSR and Stakeholder Theory

For Reference Only

Canonical Readings

- Godfrey, Paul C., Craig B. Merrill, and Jared M. Hansen. "The relationship between corporate social responsibility and shareholder value: An empirical test of the risk management hypothesis." *Strategic management journal* 30.4 (2009): 425-445.
- Margolis, Joshua D., and James P. Walsh. "Misery loves companies: Rethinking social initiatives by business." *Administrative science quarterly* 48.2 (2003): 268-305.
- Jones, Thomas M. "Instrumental stakeholder theory: A synthesis of ethics and economics." *Academy of management review* 20.2 (1995): 404-437. Orlitzky, Marc, Frank L. Schmidt, and Sara L. Rynes. "Corporate social and financial performance: A meta-analysis." *Organization studies* 24.3 (2003): 403-441.
- Donaldson, Thomas, and Lee E. Preston. "The stakeholder theory of the corporation: Concepts, evidence, and implications." *Academy of management Review* 20.1 (1995): 65-91.
- Barnett, Michael L., and Robert M. Salomon. "Beyond dichotomy: The curvilinear relationship between social responsibility and financial performance." *Strategic Management Journal* 27.11 (2006): 1101-1122.
- McWilliams, Abigail, and Donald Siegel. "Corporate social responsibility: A theory of the firm perspective." *Academy of management review* 26.1 (2001): 117-127.
- Barnett, Michael L. "Stakeholder influence capacity and the variability of financial returns to corporate social responsibility." *Academy of management review* 32.3 (2007): 794-816.
- Clarkson, Max E. "A stakeholder framework for analyzing and evaluating corporate social performance." *Academy of management review* 20.1 (1995): 92-117.
- Brammer, Stephen, and Andrew Millington. "Does it pay to be different? An analysis of the relationship between corporate social and financial performance." *Strategic Management Journal* 29.12 (2008): 1325-1343.
- Choi, Jaepil, and Heli Wang. "Stakeholder relations and the persistence of corporate financial performance." *Strategic management journal* 30.8 (2009): 895-907.
- Chatterji, Aaron K., David I. Levine, and Michael W. Toffel. "How well do social ratings actually measure corporate social responsibility?." *Journal of Economics & Management Strategy* 18.1 (2009): 125-169.

Class 15: Mergers & Acquisitions

For Reference Only

Canonical Readings

- Halebian, Jerayr, and Sydney Finkelstein. "The influence of organizational acquisition experience on acquisition performance: A behavioral learning perspective." *Administrative Science Quarterly* 44.1 (1999): 29-56.
- Zollo, Maurizio, and Harbir Singh. "Deliberate learning in corporate acquisitions: post-acquisition strategies and integration capability in US bank mergers." *Strategic management journal* 25.13 (2004): 1233-1256.
- Hayward, Mathew LA, and Donald C. Hambrick. "Explaining the premiums paid for large acquisitions: Evidence of CEO hubris." *Administrative science quarterly* (1997): 103-127.
- Hayward, Mathew LA. "When do firms learn from their acquisition experience? Evidence from 1990 to 1995." *Strategic management journal* 23.1 (2002): 21-39.
- King, David R., et al. "Meta-analyses of post-acquisition performance: Indications of unidentified moderators." *Strategic management journal* 25.2 (2004): 187-200.
- Ahuja, Gautam, and Riitta Katila. "Technological acquisitions and the innovation performance of acquiring firms: A longitudinal study." *Strategic management journal* 22.3 (2001): 197-220.
- Laamanen, Tomi, and Thomas Keil. "Performance of serial acquirers: Toward an acquisition program perspective." *Strategic management journal* 29.6 (2008): 663-672.
- Baum, Joel AC, Stan Xiao Li, and John M. Usher. "Making the next move: How experiential and vicarious learning shape the locations of chains' acquisitions." *Administrative Science Quarterly* 45.4 (2000): 766-801.
- Capron, Laurence, and Jung-Chin Shen. "Acquisitions of private vs. public firms: Private information, target selection, and acquirer returns." *Strategic management journal* 28.9 (2007): 891-911.
- Halebian, Jerayr, et al. "Taking stock of what we know about mergers and acquisitions: A review and research agenda." *Journal of management* 35.3 (2009): 469-502.
- Larsson, Rikard, and Sydney Finkelstein. "Integrating strategic, organizational, and human resource perspectives on mergers and acquisitions: A case survey of synergy realization." *Organization science* 10.1 (1999): 1-26.
- Makri, Marianna, Michael A. Hitt, and Peter J. Lane. "Complementary technologies, knowledge relatedness, and invention outcomes in high technology mergers and acquisitions." *Strategic Management Journal* 31.6 (2010): 602-628.
- Singh, Harbir, and Cynthia A. Montgomery. "Corporate acquisition strategies and economic performance." *Strategic Management Journal* 8.4 (1987): 377-386.
- Barney, Jay B. "Returns to bidding firms in mergers and acquisitions: Reconsidering the relatedness hypothesis." *Strategic Management Journal* 9.S1 (1988): 71-78.
- Barkema, Harry G., and Mario Schijven. "How do firms learn to make acquisitions? A review of past research and an agenda for the future." *Journal of Management* 34.3 (2008): 594-634.
- Capron, Laurence, Pierre Dussauge, and Will Mitchell. "Resource redeployment following horizontal acquisitions in Europe and North America, 1988-1992." *Strategic management journal* 19.7 (1998): 631-661.
- Capron, Laurence. "The long-term performance of horizontal acquisitions." *Strategic management journal* 20.11 (1999): 987-1018.
- Karim, Samina, and Will Mitchell. "Path-dependent and path-breaking change: reconfiguring business resources following acquisitions in the US medical sector, 1978-1995." *Strategic management journal* 21.10-11 (2000): 1061-1081.

Class 16: Diversification and Corporate Scope

For Reference Only

Canonical Readings

- Palepu, Krishna. "Diversification strategy, profit performance and the entropy measure." *Strategic management journal* 6.3 (1985): 239-255.
- 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.
- Teece, David J. "Towards an economic theory of the multiproduct firm." *Journal of Economic Behavior & Organization* 3.1 (1982): 39-63.
- Montgomery, Cynthia A., and Birger Wernerfelt. "Diversification, Ricardian rents, and Tobin's q." *The Rand journal of economics* (1988): 623-632.
- Levinthal, Daniel A., and Brian Wu. "Opportunity costs and non-scale free capabilities: profit maximization, corporate scope, and profit margins." *Strategic Management Journal* 31.7 (2010): 780-801.
- Hitt, Michael A., Robert E. Hoskisson, and Hicheon Kim. "International diversification: Effects on innovation and firm performance in product-diversified firms." *Academy of Management journal* 40.4 (1997): 767-798.
- Teece, David J. "Economies of scope and the scope of the enterprise." *Journal of economic behavior & organization* 1.3 (1980): 223-247.
- Berger, Philip G., and Eli Ofek. "Diversification's effect on firm value." *Journal of financial economics* 37.1 (1995): 39-65.
- Silverman, Brian S. "Technological resources and the direction of corporate diversification: Toward an integration of the resource-based view and transaction cost economics." *Management science* 45.8 (1999): 1109-1124.
- 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.
- McGrath, Rita Gunther. "A real options logic for initiating technology positioning investments." *Academy of management review* 22.4 (1997): 974-996.
- Chatterjee, Sayan, and Birger Wernerfelt. "The link between resources and type of diversification: Theory and evidence." *Strategic management journal* 12.1 (1991): 33-48.
- Campa, Jose Manuel, and Simi Kedia. "Explaining the diversification discount." *The journal of finance* 57.4 (2002): 1731-1762.
- Hoskisson, Robert E., and Michael A. Hitt. "Antecedents and performance outcomes of diversification: A review and critique of theoretical perspectives." *Journal of management* 16.2 (1990): 461-509.
- Bowman, Edward H., and Dileep Hurry. "Strategy through the option lens: An integrated view of resource investments and the incremental-choice process." *Academy of management review* 18.4 (1993): 760-782.
- Capron, Laurence, Will Mitchell, and Anand Swaminathan. "Asset divestiture following horizontal acquisitions: A dynamic view." *Strategic management journal* 22.9 (2001): 817-844.
- Palich, Leslie E., Laura B. Cardinal, and C. Chet Miller. "Curvilinearity in the diversification-performance linkage: an examination of over three decades of research." *Strategic management journal* 21.2 (2000): 155-174.
- Anand, Jaideep, and Harbir Singh. "Asset redeployment, acquisitions and corporate strategy in declining industries." *Strategic Management Journal* 18.S1 (1997): 99-118.
- Chang, Sea Jin. "An evolutionary perspective on diversification and corporate restructuring: entry, exit, and economic performance during 1981-89." *Strategic Management Journal* 17.8 (1996): 587-611.

Class 17: Ownership and Control

For Reference Only

Canonical Readings

- Jensen, Michael C., and William H. Meckling. "Theory of the firm: Managerial behavior, agency costs and ownership structure." *Journal of financial economics* 3,4 (1976): 305-360.
- Eisenhardt, Kathleen M. "Agency theory: An assessment and review." *Academy of management review* 14,1 (1989): 57-74.
- Fama, Eugene F., and Michael C. Jensen. "Separation of ownership and control." *The journal of law and Economics* 26,2 (1983): 301-325.
- Sanders, Wm Gerard. "Behavioral responses of CEOs to stock ownership and stock option pay." *Academy of Management journal* 44,3 (2001): 477-492.
- Fama, Eugene F. "Agency problems and the theory of the firm." *Journal of political economy* 88,2 (1980): 288-307.
- Dalton, Dan R., et al. "The fundamental agency problem and its mitigation: independence, equity, and the market for corporate control." *The academy of management annals* 1,1 (2007): 1-64.
- Zajac, Edward J., and James D. Westphal. "The costs and benefits of managerial incentives and monitoring in large US corporations: When is more not better?." *Strategic management journal* 15,S1 (1994): 121-142.
- Westphal, James D., and Edward J. Zajac. "Who shall govern? CEO/board power, demographic similarity, and new director selection." *Administrative science quarterly* (1995): 60-83.
- Finkelstein, Sydney, and Richard A. D'aveni. "CEO duality as a double-edged sword: How boards of directors balance entrenchment avoidance and unity of command." *Academy of Management journal* 37,5 (1994): 1079-1108.
- Shleifer, Andrei, and Robert W. Vishny. "A survey of corporate governance." *The journal of finance* 52,2 (1997): 737-783.
- Beatty, Randolph P., and Edward J. Zajac. "Managerial incentives, monitoring, and risk bearing in initial public offering firms." *Journal of Applied Corporate Finance* 8,2 (1995): 87-96.
- Finkelstein, Sydney. "Power in top management teams: Dimensions, measurement, and validation." *Academy of Management journal* 35,3 (1992): 505-538.
- Tuggle, Christopher S., et al. "Commanding board of director attention: investigating how organizational performance and CEO duality affect board members' attention to monitoring." *Strategic Management Journal* 31,9 (2010): 946-968.
- Devers, Cynthia E., et al. "Executive compensation: A multidisciplinary review of recent developments." *Journal of management* 33,6 (2007): 1016-1072.
- Jensen, Michael C. "The modern industrial revolution, exit, and the failure of internal control systems." *the Journal of Finance* 48,3 (1993): 831-880.
- Sanders, WM Gerard, and Mason A. Carpenter. "Internationalization and firm governance: The roles of CEO compensation, top team composition, and board structure." *Academy of Management journal* 41,2 (1998): 158-178.
- Wiseman, Robert M., and Luis R. Gomez-Mejia. "A behavioral agency model of managerial risk taking." *Academy of management Review* 23,1 (1998): 133-153.
- Jensen, Michael C., and Kevin J. Murphy. "Performance pay and top-management incentives." *Journal of political economy* 98,2 (1990): 225-264.
- Dalton, Dan R., et al. "Meta-analytic reviews of board composition, leadership structure, and financial performance." *Strategic management journal* 19,3 (1998): 269-290.

Class 18: Organizational Risk-taking

For Reference Only

Canonical Readings

- Greve, Henrich R. "Performance, aspirations, and risky organizational change." *Administrative Science Quarterly* (1998): 58-86.
- Greve, Henrich R. "A behavioral theory of R&D expenditures and innovations: Evidence from shipbuilding." *Academy of management journal* 46.6 (2003): 685-702.
- Bromiley, Philip. "Testing a causal model of corporate risk taking and performance." *Academy of Management journal* 34.1 (1991): 37-59.
- Nohria, Nitin, and Ranjay Gulati. "Is slack good or bad for innovation?." *Academy of management Journal* 39.5 (1996): 1245-1264.
- Audia, Pino G., and Henrich R. Greve. "Less likely to fail: Low performance, firm size, and factory expansion in the shipbuilding industry." *Management science* 52.1 (2006): 83-94.
- March, James G., and Zur Shapira. "Managerial perspectives on risk and risk taking." *Management science* 33.11 (1987): 1404-1418.
- Staw, Barry M., Lance E. Sandelands, and Jane E. Dutton. "Threat rigidity effects in organizational behavior: A multilevel analysis." *Administrative science quarterly* (1981): 501-524.
- Lant, Theresa K., Frances J. Milliken, and Bipin Batra. "The role of managerial learning and interpretation in strategic persistence and reorientation: An empirical exploration." *Strategic Management Journal* 13.8 (1992): 585-608.
- Singh, Jitendra V. "Performance, slack, and risk taking in organizational decision making." *Academy of management Journal* 29.3 (1986): 562-585.
- Harris, Jared, and Philip Bromiley. "Incentives to cheat: The influence of executive compensation and firm performance on financial misrepresentation." *Organization Science* 18.3 (2007): 350-367.
- Wiseman, Robert M., and Philip Bromiley. "Toward a model of risk in declining organizations: An empirical examination of risk, performance and decline." *Organization Science* 7.5 (1996): 524-543.
- Audia, Pino G., Edwin A. Locke, and Ken G. Smith. "The paradox of success: An archival and a laboratory study of strategic persistence following radical environmental change." *Academy of Management journal* 43.5 (2000): 837-853.
- Baum, Joel AC, et al. "Dancing with strangers: Aspiration performance and the search for underwriting syndicate partners." *Administrative science quarterly* 50.4 (2005): 536-575.
- March, James G., and Zur Shapira. "Variable risk preferences and the focus of attention." *Psychological review* 99.1 (1992): 172.
- Argote, Linda, and Henrich R. Greve. "A behavioral theory of the firm—40 years and counting: Introduction and impact." *Organization Science* 18.3 (2007): 337-349.
- Miller, Kent D., and Wei-Ru Chen. "Variable organizational risk preferences: Tests of the March-Shapira model." *Academy of Management Journal* 47.1 (2004): 105-115.
- Levinthal, Daniel, and James G. March. "A model of adaptive organizational search." *Journal of Economic Behavior & Organization* 2.4 (1981): 307-333.

THE SHOULDERS OF GIANTS

20 Most Referenced non-Methods Articles in the Last Eight Years at

Strategic Management Journal

1. Barney, Jay. "Firm resources and sustained competitive advantage." *Journal of Management* 17.1 (1991): 99-120.
2. Cohen, Wesley M., and Daniel A. Levinthal. "Absorptive capacity: A new perspective on learning and innovation." *Administrative Science Quarterly* (1990): 128-152.
3. Dierickx, Ingemar, and Karel Cool. "Asset stock accumulation and sustainability of competitive advantage." *Management Science* 35.12 (1989): 1504-1511.
4. Teece, David J., Gary Pisano, and Amy Shuen. "Dynamic capabilities and strategic management." *Strategic Management Journal* 18.7 (1997): 509-533.
5. Wernerfelt, Birger. "A resource-based view of the firm." *Strategic Management Journal* 5.2 (1984): 171-180.
6. Jensen, Michael C., and William H. Meckling. "Theory of the firm: Managerial behavior, agency costs and ownership structure." *Journal of Financial Economics* 3.4 (1976): 305-360.
7. Levinthal, Daniel A., and James G. March. "The myopia of learning." *Strategic Management Journal* 14.S2 (1993): 95-112.
8. March, James G. "Exploration and exploitation in organizational learning." *Organization Science* 2.1 (1991): 71-87.
9. Kogut, Bruce, and Udo Zander. "Knowledge of the firm, combinative capabilities, and the replication of technology." *Organization Science* 3.3 (1992): 383-397.
10. Peteraf, Margaret A. "The cornerstones of competitive advantage: a resource-based view." *Strategic management journal* 14.3 (1993): 179-191.
11. Teece, David J. "Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy." *Research policy* 15.6 (1986): 285-305.
12. Grant, Robert M. "Toward a knowledge-based theory of the firm." *Strategic management journal* 17.S2 (1996): 109-122.
13. Dyer, Jeffrey H., and Harbir Singh. "The relational view: Cooperative strategy and sources of interorganizational competitive advantage." *Academy of management Review* 23.4 (1998): 660-679.
14. Hambrick, Donald C., and Phyllis A. Mason. "Upper echelons: The organization as a reflection of its top managers." *Academy of Management Review* 9.2 (1984): 193-206.
15. Ocasio, William. "Towards an attention-based view of the firm." *Strategic management journal* 18.S1 (1997): 187-206
16. Levitt, Barbara, and James G. March. "Organizational learning." *Annual review of sociology* 14.1 (1988): 319-338.
17. Eisenhardt, Kathleen M., and Jeffrey A. Martin. "Dynamic capabilities: what are they?." *Strategic Management Journal* 21.10-11 (2000): 1105-1121.
18. DiMaggio, Paul, and Walter W. Powell. "The iron cage revisited: Collective rationality and institutional isomorphism in organizational fields." *American Sociological Review* 48.2 (1983): 147-160.
19. Henderson, Rebecca M., and Kim B. Clark. "Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms." *Administrative Science Quarterly* (1990): 9-30.
20. Levinthal, Daniel A. "Adaptation on rugged landscapes." *Management science* 43.7 (1997): 934-950.

20 Most Referenced non-Methods Articles in the Last Eight Years at

Organization Science

1. March, James G. "Exploration and exploitation in organizational learning." *Organization Science* 2.1 (1991): 71-87.
2. Cohen, Wesley M., and Daniel A. Levinthal. "Absorptive capacity: A new perspective on learning and innovation." *Administrative Science Quarterly* (1990): 128-152.
3. Meyer, John W., and Brian Rowan. "Institutionalized organizations: Formal structure as myth and ceremony." *American journal of sociology* 83.2 (1977): 340-363.
4. DiMaggio, Paul, and Walter W. Powell. "The iron cage revisited: Collective rationality and institutional isomorphism in organizational fields." *American Sociological Review* 48.2 (1983): 147-160.
5. Levitt, Barbara, and James G. March. "Organizational learning." *Annual review of sociology* 14.1 (1988): 319-338.
6. Kogut, Bruce, and Udo Zander. "Knowledge of the firm, combinative capabilities, and the replication of technology." *Organization Science* 3.3 (1992): 383-397.
7. Granovetter, Mark. "Economic action and social structure: The problem of embeddedness." *American journal of Sociology* 91.3 (1985): 481-510.
8. Zuckerman, Ezra W. "The categorical imperative: Securities analysts and the illegitimacy discount." *American journal of sociology* 104.5 (1999): 1398-1438.
9. Eisenhardt, Kathleen M., and Jeffrey A. Martin. "Dynamic capabilities: what are they?." *Strategic Management Journal* 21.10-11 (2000): 1105-1121.
10. Feldman, Martha S., and Brian T. Pentland. "Reconceptualizing organizational routines as a source of flexibility and change." *Administrative science quarterly* 48.1 (2003): 94-118.
11. Henderson, Rebecca M., and Kim B. Clark. "Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms." *Administrative Science Quarterly* (1990): 9-30.
12. Tushman, Michael L., and Philip Anderson. "Technological discontinuities and organizational environments." *Administrative science quarterly* (1986): 439-465.
13. Levinthal, Daniel A., and James G. March. "The myopia of learning." *Strategic Management Journal* 14.S2 (1993): 95-112.
14. Hannan, Michael T., and John Freeman. "Structural inertia and organizational change." *American sociological review* (1984): 149-164.
15. Teece, David J., Gary Pisano, and Amy Shuen. "Dynamic capabilities and strategic management." *Strategic Management Journal* 18.7 (1997): 509-533.
16. Uzzi, Brian. "Social structure and competition in interfirm networks..." *Administrative Science Quarterly* 42.1 (1997): 37-69.
17. Feldman, Martha S. "Organizational routines as a source of continuous change." *Organization science* 11.6 (2000): 611-629.
18. Hargadon, Andrew, and Robert I. Sutton. "Technology brokering and innovation in a product development firm." *Administrative science quarterly* (1997): 716-749.
19. Levinthal, Daniel A. "Adaptation on rugged landscapes." *Management science* 43.7 (1997): 934-950.
20. Dyer, Jeffrey H., and Harbir Singh. "The relational view: Cooperative strategy and sources of interorganizational competitive advantage." *Academy of management Review* 23.4 (1998): 660-679.

20 Most Referenced non-Methods Articles in the Last Eight Years

Administrative Science Quarterly

1. DiMaggio, Paul, and Walter W. Powell. "The iron cage revisited: Collective rationality and institutional isomorphism in organizational fields." *American Sociological Review* 48.2 (1983): 147-160.
2. Zuckerman, Ezra W. "The categorical imperative: Securities analysts and the illegitimacy discount." *American journal of sociology* 104.5 (1999): 1398-1438.
3. Meyer, John W., and Brian Rowan. "Institutionalized organizations: Formal structure as myth and ceremony." *American journal of sociology* 83.2 (1977): 340-363.
4. Granovetter, Mark. "Economic action and social structure: The problem of embeddedness." *American journal of Sociology* 91.3 (1985): 481-510.
5. Hambrick, Donald C., and Phyllis A. Mason. "Upper echelons: The organization as a reflection of its top managers." *Academy of Management Review* 9.2 (1984): 193-206.
6. Stuart, Toby E., Ha Hoang, and Ralph C. Hybels. "Interorganizational endorsements and the performance of entrepreneurial ventures." *Administrative science quarterly* 44.2 (1999): 315-349.
7. Rao, Hayagreeva, Philippe Monin, and Rodolphe Durand. "Institutional change in Toque Ville: Nouvelle cuisine as an identity movement in French gastronomy." *American journal of sociology* 108.4 (2003): 795-843.
8. Hsu, Greta. "Jacks of all trades and masters of none: Audiences' reactions to spanning genres in feature film production." *Administrative science quarterly* 51.3 (2006): 420-450.
9. Phillips, Damon J., and Ezra W. Zuckerman. "Middle-status conformity: Theoretical restatement and empirical demonstration in two markets." *American Journal of Sociology* 107.2 (2001): 379-429.
10. Uzzi, Brian. "Social structure and competition in interfirm networks..." *Administrative Science Quarterly* 42.1 (1997): 37-69.
11. Zuckerman, Ezra W., et al. "Robust identities or nonentities? Typecasting in the feature-film labor market." *American Journal of Sociology* 108.5 (2003): 1018-1074.
12. Merton, Robert K. "The Matthew effect in science: The reward and communication systems of science are considered." *Science* 159.3810 (1968): 56-63.
13. Benford, Robert D., and David A. Snow. "Framing processes and social movements: An overview and assessment." *Annual review of sociology* 26.1 (2000): 611-639.
14. McPherson, Miller, Lynn Smith-Lovin, and James M. Cook. "Birds of a feather: Homophily in social networks." *Annual review of sociology* 27.1 (2001): 415-444.
15. March, James G. "Exploration and exploitation in organizational learning." *Organization Science* 2.1 (1991): 71-87.
16. Gulati, Ranjay, and Martin Gargiulo. "Where do interorganizational networks come from?." *American journal of sociology* 104.5 (1999): 1439-1493.
17. Podolny, Joel M. "A status-based model of market competition." *American journal of sociology* 98.4 (1993): 829-872.
18. Carroll, Glenn R., and Anand Swaminathan. "Why the microbrewery movement? Organizational dynamics of resource partitioning in the US brewing industry." *American journal of sociology* 106.3 (2000): 715-762.
19. Bechky, Beth A. "Object lessons: Workplace artifacts as representations of occupational jurisdiction." *American Journal of Sociology* 109.3 (2003): 720-752.
20. Burt, Ronald S. "Structural holes and good ideas." *American journal of sociology* 110.2 (2004): 349-399.

20 Most Referenced non-Methods Articles in the Last Eight Years

Research Policy

1. Cohen, Wesley M., and Daniel A. Levinthal. "Absorptive capacity: A new perspective on learning and innovation." *Administrative Science Quarterly* (1990): 128-152.
2. Teece, David J. "Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy." *Research policy* 15.6 (1986): 285-305.
3. March, James G. "Exploration and exploitation in organizational learning." *Organization Science* 2.1 (1991): 71-87.
4. Pavitt, Keith. "Sectoral patterns of technical change: towards a taxonomy and a theory." *Research policy* 13.6 (1984): 343-373.
5. Laursen, Keld, and Ammon Salter. "Open for innovation: the role of openness in explaining innovation performance among UK manufacturing firms." *Strategic management journal* 27.2 (2006): 131-150.
6. Dosi, Giovanni. "Technological paradigms and technological trajectories: a suggested interpretation of the determinants and directions of technical change." *Research policy* 11.3 (1982): 147-162.
7. Jaffe, Adam B., Manuel Trajtenberg, and Rebecca Henderson. "Geographic localization of knowledge spillovers as evidenced by patent citations." *the Quarterly journal of Economics* 108.3 (1993): 577-598.
8. Cohen, Wesley M., and Daniel A. Levinthal. "Innovation and learning: the two faces of R & D." *The economic journal* 99.397 (1989): 569-596.
9. Powell, Walter W., Kenneth W. Koput, and Laurel Smith-Doerr. "Interorganizational collaboration and the locus of innovation: Networks of learning in biotechnology." *Administrative science quarterly* (1996): 116-145.
10. Cohen, Wesley M., Richard R. Nelson, and John P. Walsh. "Links and impacts: the influence of public research on industrial R&D." *Management science* 48.1 (2002): 1-23.
11. Henderson, Rebecca M., and Kim B. Clark. "Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms." *Administrative Science Quarterly* (1990): 9-30.
12. Teece, David J., Gary Pisano, and Amy Shuen. "Dynamic capabilities and strategic management." *Strategic management journal* 18.7 (1997): 509-533.
13. Fleming, Lee. "Recombinant uncertainty in technological search." *Management science* 47.1 (2001): 117-132.
14. Nelson, Richard R. "The simple economics of basic scientific research." *Journal of political economy* 67.3 (1959): 297-306.
15. Cassiman, Bruno, and Reinhilde Veugelers. "In search of complementarity in innovation strategy: Internal R&D and external knowledge acquisition." *Management science* 52.1 (2006): 68-82.
16. Trajtenberg, Manuel. "A penny for your quotes: patent citations and the value of innovations." *The Rand Journal of Economics* (1990): 172-187.
17. Granovetter, Mark S. "The Strength of Weak Ties1." *American Journal of Sociology* 78.6 (1973): 1360-1380.
18. Kogut, Bruce, and Udo Zander. "Knowledge of the firm, combinative capabilities, and the replication of technology." *Organization Science* 3.3 (1992): 383-397.
19. Tushman, Michael L., and Philip Anderson. "Technological discontinuities and organizational environments." *Administrative science quarterly* (1986): 439-465.
20. Barney, Jay. "Firm resources and sustained competitive advantage." *Journal of management* 17.1 (1991): 99-120.

20 Most Referenced Methods Articles in the Last Eight Years

Strategic Management Journal, Organization Science, Administrative Science Quarterly & Research Policy

1. Eisenhardt, Kathleen M. "Building theories from case study research." *Academy of management review* 14.4 (1989): 532-550.
2. Heckman, James J. "Sample Selection Bias as a Specification Error" *Econometrica* 47.1 (1979): 153-161.
3. Podsakoff, Philip M., et al. "Common method biases in behavioral research: A critical review of the literature and recommended remedies." *Journal of applied psychology* 88.5 (2003): 879.
4. Hausman, Jerry A., Bronwyn H. Hall, and Zvi Griliches. "Econometric models for count data with an application to the patents-R&D relationship." (1984).