



TOPICS IN STRATEGY
BA 972.01 **Spring 2019**

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

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Time: Tuesday, 2:00 pm to 5:00pm

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 Eppler. "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 Lovullo, 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 Lovullo. "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.
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Class 10: Interorganizational Linkages and Trust

March 21, 2019

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March 28, 2019

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Class 12: Entrepreneurship

April 4, 2019

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April 11, 2019

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Class 14: CSR and Stakeholder Theory

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Class 15: Mergers & Acquisitions

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Class 16: Diversification and Corporate Scope

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Class 17: Ownership and Control

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Class 18: Organizational Risk-taking

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