

2011 Spring (Prof. Jaesong Song)

Theories of Strategy in the Global Knowledge-based Economy

Tuesdays 9:30am-12:30pm

LG Building #706

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Office Hour(s): Mondays and Tuesdays 2-3pm

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OVERVIEW

This course is intended to constitute a broad overview and critical review of seminal literature in the field of strategic management, particularly in the context of the global knowledge-based economy. The scope of the course is comprehensive, intending to provide an overall introduction to the field and a basis for future theoretical and empirical work.

The course is intended primarily for graduate students (primarily Ph.D. students) who expect to conduct academic research in strategic management or related areas. This course explores the foundation questions of the strategy field -- the questions that keep reappearing in ever-changing guises when specifically strategic issues are confronted in a variety of contexts. In most cases, there are substantial social science literatures on these questions. Not infrequently, there are multiple literatures with different disciplinary or "paradigmatic" roots. The major purpose of the seminar is to expose students to samples of these literatures and to point out some access points to the broader universe of thought on these topics. In discussing these readings, we will also be concerned with identifying strategic issues that involve, in some way, the questions addressed in the readings. The hope is that, by the end of the term, students will be prepared to approach the strategy field in a sophisticated, analytical and theoretically grounded way. Also, while the focus of the course is strategy, the levels and unit of analyses shift from session to session. Finally, students should learn a good deal about where to turn for help on a given question-- both in terms of awareness of other relevant readings and in terms of identifying faculty members whose work relates to that question.

REQUIREMENTS

Each student will write one/two pages description for every session and also present a research idea (proposal) in the final session. In the write-up that should be submitted before class, the student should (1) synthesize main ideas from three assigned articles of your choice (Do not simply summarize them) OR (2) evaluate one article critically and propose discussion questions and/or alternative research ideas. Each student should read all articles with double asterisks (**) AND at least 2 articles out of 3-4 articles with a single asterisk (*). Each presenter of an article should send a file that contains presentation slides by 10 p.m. by Monday.

For class presentation of an article, I will assign presenters before hand. Each presenter should summarize the article and suggest critical evaluations and discussion issues in 15 minutes.

Finally, each student will write a fully developed research proposal dealing with a topic in the strategy field. The proposal should include: 1) research question, which outlines a critical gap or omission in the received literature; 2) theoretical overview of the topic of the paper, including the development of hypotheses; and 3) a methods section, in which sample selection, data gathering and analytical considerations are outlined.

GRADING CRITERIA

Weekly write-ups	30%
Class participation and in-class presentation of assigned articles	20%
Exam	20%
Research Proposal	30%

COURSE MATERIALS

Course reading packets consist of academic journal articles and book chapters.

* References

- Barney, J. Gaining and sustaining competitive advantage (2nd edition).
- 송재용. 스마트경영. 21 세기 북스.
- 전략이란 무엇인가? 코넬리스 클뤼버, 존 피어스 2 세. 3mecca.

SESSION PLAN

Week 1 (3/8) What is strategy? Foundations and origins of the field

Saloner, Garth., Shepard, Andrea., and Podolny, Joel. 2000. *Strategic Management*. Wiley. Chapter 1 (pp. 1-16).

Hambrick, Donald and Fredrickson, James. 2000. Are You Sure You Have a Strategy? Mimeo.

Nag, R., Hambrick, D.C. and Chen, M.J. 2007. What is strategic management, really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*. 28 (9): 935 – 955.

Porter, Michael. 1991. Toward a dynamic theory of strategy. *Strategic Management Journal*. Special issue.

Bowman, Edward H. 1993. Strategy history: Through different mirrors. In *Integral strategy.*, H. Thorelli (Ed). JAI Press.

Bowman, Edward H. 1974 "Epistemology, Corporate Strategy and Academe," *Sloan Management Review*, 15: 35-50

Miles, R. E., Snow, C. C., Meyer, A. D. and Coleman, H. J. 1978. "Organizational strategy, structure, and process". *Academy of Management Review* 3 pp. 546-562.

Mintzberg, H. 1978. "Patterns in strategy formation". *Management Science* 24: 934-948.

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

Carroll, Glen 1993. "A Sociological View of Why Firms Differ," *Strategic Management Journal*, May,

Rumelt, R. P. 1974. *Strategy, Structure and Economic Performance*. Boston, MA: Harvard Business School Press.

Shapiro, Carl. 1989 "The Theory of Business Strategy," *Rand Journal of Economics*, Spring

Week 2 (3/15) Resource-based view of the firm

- * Nelson, Richard. 1991. Why do firms differ, and how does it matter? *Strategic Management Journal*, 12: 61-74.
- * Barney, J. B. 1986. Strategic factor markets: Expectations, luck and business strategy. *Management Science* 32: 1231-1241.
- ** Dierickx, I. & Cool, K. 1989. Asset stock accumulation and sustainability of competitive advantage. *Management Science* 35: 1504-1511, with comment by Jay Barney at 1511-1513.
- * Jerker Denrell, Christina Fang, Sidney G. Winter. 2003. The economics of strategic opportunity. *Strategic Management Journal*, 24: 977 – 990.
- * Peteraf, M. A. 1993. The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal* 14: 179-192.
- ** Newbert, S.L. 2007. Empirical research on the resource-based view of the firm: An assessment and suggestions for future research. *Strategic Management Journal*, 28 (2): 121 – 146.
- Coff, Russell. 1999. When competitive advantage doesn't lead to performance: The resource-based and stakeholder bargaining power. *Organization Science*, 10 (2): 119 – 133.
- Grant, Robert. 1996. Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17 (Winter special issue): 109-122.
- Foss, Nicolai J. 1996. Knowledge-based approaches to the theory of the firm: Some critical comments. *Organization Science*, 7: 470-476; 519-523.
- Wernerfelt, B. 1984. "A resource-based view of the firm". *Strategic Management Journal* 5: 171-180.
- Barney, J. B. 1991. "Firm resources and sustained competitive advantage". *Journal of Management* 17: 99-120.
- Conner, K. R. 1991. "A historical comparison of resource-based theory and five schools of thought within industrial organization economics: Do we have a new theory of the firm"? *Journal of Management* 17: 121-154.
- Prahalad, C. K. and Hamel, G. 1990. "The core competence of the corporation". *Harvard Business Review*. May-June, p. 79-91.

McGrath, R. G., Venkataraman, S. and MacMillan, I. C. 1995. "Defining and developing competence: A strategic process paradigm". *Strategic Management Journal* 16(4) pp. 251-276.

Henderson, R. and Cockburn, I. 1994. "Measuring competence? Exploring firm effects in pharmaceutical research". *Strategic Management Journal* 15: 63-84.

Nonaka, Ikujiro and Takeuchi, Hiro. 1995. The knowledge-creating company: how Japanese companies create the dynamics of innovation, Chapters 1 and 2.

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

Winter, S.G. 1987. "Knowledge and Competence as Strategic Assets". In *The Competitive Challenge*, (Eds) D.J. Teece, pp 159-184.

Week 3 (3/22) dynamic capabilities & evolutionary economics

** Teece, David. 2007. Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28 (13): 1319 – 1350.

* Teece, D. J., Pisano, G. and Shuen, A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal* 18:7: 509-533.

* D'Aveni, R.A., Dagnino, G.B., and Smith, K.G. 2010. The age of temporary advantage. *Strategic Management Journal*, 31 (13): 1371 – 1548.

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Kale, Prashant, Singh, Jitendra V., Krishnan, M.S., Ethiraj, Sendil K. 2009. Where do capabilities come from and how do they matter? A study in the software services industry. *Strategic Management Journal*, 26 (1): 25 – 45.

** Fagerberg, Jon. 2002. A Layman's guide to evolutionary economics. Mimeo.

* Nelson, Richard. 1995. Recent evolutionary theorizing about economic change, *Journal of Economic Literature*, XXXIII (March): 48-90.

Winter, Sidney. 1990. Survival, selection, and inheritance in evolutionary theories of organization. *Organizational Evolution: New Directions*. Jitendra Singh (ed). Sage Publications: 269-297.

Helfat, C. E. & Peteraf, M. A. 2003. The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, 24: 997 – 1010.

Winter. 1995. The four Rs of profitability: Rents, resources, routines and replication. In C. A. Montgomery (ed), *Resource-based and evolutionary theories of the firm: towards a synthesis*. 147-178.

Nelson, R. R. and Winter, S. G. 1982. *An Evolutionary Theory of Economic Change*. Cambridge, MA: Harvard University Press (Chapters 1, 4, 5).

Eisenhardt, Kathleen and Santos, Felipe. 2000 What are dynamic capabilities? *Strategic Management Journal*, Summer 2000.

Malerba, Franko, Richard Nelson, Luigi Orsenigo and Sidney Winter. 1999. History-friendly models of industry evolution: The computer industry. *Industrial and Corporate Change*, 8 (1): 3-40.

Dosi, Giovanni. 1988. Sources, procedures, and microeconomic effects of innovation. *Journal of Economic Literature*. 1120-1171.

Dosi, G. 1982. Technological Paradigms and Technological Trajectories: A Suggested Interpretation of the Determinants and Directions of Technical Change. Research Policy, 11(3), 147-162.

Klepper, S. 1994. "Entry, Exit, Growth and Innovation over the Product Life Cycle".

Vernon W. Ruttan. 1997. Induced innovation, evolutionary theory and path dependence: Sources of technical change. *The Economic Journal*, 107: 1520-1529.

Campbell, D. T. 1965. Variation and selective retention in socio-cultural evolution. In H. R. Barringer, G. I. Blanksten, & R.W. Mack (Eds), *Social Change in Developing Areas: A reinterpretation of evolutionary theory* (pp. 19-48). Cambridge, MA: Schenkman

Sidney Winter, 1995, "Four Rs of Profitability: Rents, Resources, Routines, and Replication," in C. Montgomery ed., Resource-based and Evolutionary Theories of the Firm, 147-178.

Herbert Simon, 1993, "Strategy and Organizational Evolution," Strategic Management Journal, Winter 1993, 131-142.

Winter, S. G. 1971. Satisficing, selection and the innovating remnant. Quarterly Journal of Economics 85: 237-261.

Week 4 (3/29) Learning and absorptive capacity

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

- * Gupta, A., Smith, K., Shalley, C. 2006. The interplay between exploration and exploitation. *Academy of Management Journal*, 49(4): 693-706.
- ** Cohen, W. and Levinthal, D. 1990. "Absorptive capacity: A new perspective on learning and innovation". *Administrative Science Quarterly*. 35: 128-152.
- * Zahra, Shaker and George, Gerard. 2002. Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review*, 27 (2): 185-203.
- * Song, Jaeyong and Shin, Jongtae. 2008. Paradox of technological capabilities: A Study of Knowledge Sourcing From Host Countries of Overseas R&D Operations. *Journal of International Business Studies*.39 (2): 291 – 303.
- * Nerkar, Atul and Roberts, Peter. 2004. Technological and product-market experience and the success of new product introductions in the pharmaceutical industry. *Strategic Management Journal*, 25 (September): 779 – 799.
- Levitt, Barbara and James G. March.1988. Organizational Learning. *Annual Review of Sociology*.14.319-340
- Dosi, Giovanni., Nelson, Richard., and Winter, Sidney. 2000. Introduction: The nature and dynamics of organizational capabilities. In Dosi, Giovanni, Nelson, Richard, and Winter, Sidney (Eds). *The nature and dynamics of organizational capabilities*. Oxford University Press. Chapter 13.
- Lane, .J.P. & Lubatkin, M. 1998. Relative absorptive capacity and interorganizational learning. *Strategic Management Journal*, 19, 461-477.
- Daniel Levinthal and James March. 1993. The myopia of learning. *Strategic Management Journal*, 14: 95-112.
- Cyert, R. M. & March, J. G. *A Behavioral Theory of the Firm* Englewood Cliffs, NJ: Prentice Hall (Chapters to be assigned)
- George Huber, 1991, "Organizational Learning: The Contributing Processes and the Literature," *Organization Science*, 88-115.
- Robert Grant, 1996, "Prospering in Dynamically-competitive Environments: Organizational Capability as Knowledge Integration," *Organization Science*, 375-387.
- Erhard Bruderer and Jitendra Singh, 1996, "Organizational Evolution, Learning, and Selection: A Genetic Algorithm-based Approach," *Academy of Management Journal*, 1322-1349.
- Burgelman, R. A. 1983. A process model of internal corporate venturing in the diversified major firm. *Administrative Science Quarterly*. 28: 223-244.

Winter, Sidney G. 1996. "Four R's of profitability: Rents, Resources, Routines and Replication". In *Resource based and Evolutionary theories of the Firm: Towards a Synthesis*, Ed. Cynthia Montgomery, Chapter 7, pp 147-178

Hambrick, D. C., MacMillan, I. C. and Day, D. L. 1982. Strategic attributes and performance in the BCG Matrix – A PIMS-based analysis of industrial product businesses. *Academy of Management Journal* 25: 510-531.

Week 5 (4/5) Knowledge transfer and management

** Argote, Linda, and Paul Ingram. 2000. Knowledge transfer: A basis for competitive advantage in firms. *Organizational Behavior and Human Decision Processes*, 82: 150-169.

* Udo Zander and Bruce Kogut. 1995. Knowledge and the Speed of the Transfer and Imitation of Organizational Capabilities. *Organization Science*, 76-92.

** Jaeyong Song, Paul Almeida and Geraldine Wu. 2003. Learning-by-Hiring: When is Mobility More Likely to Facilitate Inter-firm Knowledge Transfer? *Management Science*, 49 (4): 351-365.

*Almeida, Paul., Jaeyong Song., and Robert M. Grant. 2002. Are firms superior to alliances and markets? An empirical test of cross-border knowledge building. *Organization Science*, 13.

* Singh, Jasjit. 2005. Collaborative networks as determinants of knowledge diffusion patterns. *Management Science*, 51: 756-770.

* Nerkar, Atul and Srinikanth, Paruchuri. 2005. Evolution of R&D Capabilities: The Role of Knowledge Networks Within a Firm. *Management Science*, 51 (5): 771 – 785.

Leonard-Barton, Dorothy. 1995. Wellsprings of knowledge: Building and sustaining the sources of innovation. Harvard Business School Press. Chapter 6, 7, and 8.

Paul R. Carlile. 2004. Transferring, Translating, and Transforming: An Integrative Framework for Managing Knowledge Across Boundaries. *Organization Science*. Vol. 15, No. 5, September–October, pp. 555–568

Hansen, M. 1999. "The Search-Transfer Problem: The Role of Weak Ties in Sharing Knowledge across Organizational Subunit," *Administrative Science Quarterly*, 44(1).

Stuart, Toby, E. and Joel M. Podolny. 1996. Local search and the evolution of technological capabilities. *Strategic Management Journal*, 17: 21-38.

Smith, Keith. 2000. What is the 'knowledge economy'? Knowledge-intensive industries and distributed knowledge bases. Paper presented to DRUID Summer Conference on the Learning Economy – Firms, Regions, and Nation Specific Institutions.

Gupta, Anil and Govindarajan, Vijay. 2000. Knowledge flows within multinational corporations. *Strategic Management Journal*, 21: 473-496.

Almeida, P., B. Kogut. 1999. The Localization of Knowledge and the Mobility of Engineers in Regional Networks. *Management Science*.

World Bank. 1998. World development report: Knowledge for development. 16-39.

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

Week 6 (4/12) Innovation - 1

** Lee, Jeho. 2003. Innovation and strategic divergence: An empirical study of the US pharmaceutical industry from 1920 to 1960. *Management Science*, 49 (2): 143-159.

** NILS STIEGLITZ and KLAUS HEINE. 2007. INNOVATIONS AND THE ROLE OF COMPLEMENTARITIES IN A STRATEGIC THEORY OF THE FIRM. *Strategic Management Journal*, 28: 1–15.

* Jiang, Lin, Tan, Justin, and Thursby. 2011. Incumbent firm invention in emerging fields: Evidence from the semiconductor industry. *Strategic Management Journal*, 32 (1) 55-75.

* Frank T. Rothaermel, Andrew M. Hess. 2007. Building Dynamic Capabilities: Innovation Driven by Individual-, Firm-, and Network-Level Effects. *ORGANIZATION SCIENCE*. Vol. 18, No. 6, November-December 2007, pp. 898-921

* Adner, Ron and Kapoor, Rahul. 2010. Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal*, 31 (3): 306-333.

* Katila, Riitta and Eric L. Chen. 2008. Effects of search timing on innovation: The value of not being in sync with rivals. *Administrative Science Quarterly*. 53: 593-625.

Week 7 (4/19) innovation – 2: ambidexterity and catch-up

* Birkinshaw, Julian., Hamel, Gary., & Mol, Michael. 2008. Management innovation. *Academy of Management Review*, 33 (4): 825 – 845.

** Miller, Douglas., Fern, Michael and Cardinal, Laura. 2007. The use of knowledge for technological innovation within diversified firms. *Academy of Management Journal*, 50 (2): 308 – 326.

*Rothaermel, Frank and Alexandre, Maria. 2009. Ambidexterity in technology sourcing: The moderating role of absorptive capacity, *Organization Science*, 20 (4): 759 – 780.

** He,Zi-Lin and Wong, Poh-Kam. 2004. Exploration vs. Exploitation: An Empirical Test of the Ambidexterity Hypothesis. *Organization Science*, 15 (4): 481 – 494.

* Fang, C., Lee, J., Schilling, M. 2010. Balancing exploration and exploitation through structural design: The isolation of subgroups and organizational learning. *Organization Science* 21(3): 625-642.

* Park, K., Lee, K. 2006. Linking the technological regime to the technological catching-up: analyzing Korea and Taiwan using the US patent data. *Industrial and Corporate Change*, 15(4): 715-753.

Ethiraj, Sendil and Zhu, David. 2008. Performance effects of imitative entry. *Strategic Management Journal*, 29 (8), 797 – 817.

Arvids A. Ziedonis. 2007. Real Options in Technology Licensing. *MANAGEMENT SCIENCE*. Vol. 53, No. 10, October 2007, pp. 1618-1633

Hubert Gatignon, Michael L. Tushman, Wendy Smith, and Philip Anderson. 2002. A Structural Approach to Assessing Innovation: Construct Development of Innovation Locus, Type, and Characteristics. *Management Science*, Vol. 48, No. 9, pp. 1103–1122

Justin J. P. Jansen, Frans A. J. Van Den Bosch, Henk W. Volberda. 2006. Exploratory Innovation, Exploitative Innovation, and Performance: Effects of Organizational Antecedents and Environmental Moderators. *Management Science*, 52 (11) 1661–1674.

Michelle Gittelman. 2007. Does Geography Matter for Science-Based Firms? Epistemic Communities and the Geography of Research and Patenting in Biotechnology. *ORGANIZATION SCIENCE*. Vol. 18, No. 4, July-August 2007, pp. 724-741

Katila, Ritta and Shane, Scott. 2005. When does lack of resources make new firms innovative? *Academy of Management Journal*, 48: 814-829.

Henderson, Rebecca M. and Kim B. Clark. 1990. “Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms.” *Administrative Science Quarterly*, 35, 9-30.

McGrath, Rita G. & Nerkar, Atul. 2004. Real options reasoning and a new look at the R&D investment strategies of pharmaceutical firms. *Strategic Management Journal*, 25: 1 – 22.

Tushman, M.L. & Anderson, P. 1986. Technological Discontinuities and Organizational Environments. *Administrative Science Quarterly*, 31: 439-465.

McGrath, Rita. 1997. A real options logic for initiating technology position investments. *Academy of Management Review*, 22: 974-996.

Christensen, Clayton M and Rosenbloom, Richard. 1995. Explaining the attacker's advantage: Technological paradigms, organizational dynamics, and the value network. *Research Policy*, 24: 233-247.

Kogut, Bruce and Kulatilaka, Nalin. 2001. Capabilities as real options. *Organization Science*, 12: 744-758.

Michael Tushman and Johann Peter Murmann. 1998. Dominant designs, technology cycles, and organizational outcomes. *Research in Organizational Behavior*, Volume 20: 231-266.

OECD. 2000. A new economy? The changing role of innovation and information technology in growth.

Von Hippel. 1988. The sources of innovation. New York: Oxford University Press. Chapters 2-4.

Bower, J.L. & Christensen, C.M. (January-February 1995), "Disruptive Technologies: Catching the Wave," *Harvard Business Review*, 73(1), pp. 43-53.

Utterback, J.M. "Innovation and Industrial Evolution in Manufacturing Industries". *Innovation and Industrial Evolution*: 16-48.

Hannan & Freeman. 1987. "Structural Inertia and Organizational Change". *Organizational Ecology*, Chapter 4:66-90

Amburgey, T.L., Kelly, D. & Barnett, W.P. 1993. "Resetting the Clock: The Dynamics of Organizational Change and Failure". *Administrative Science Quarterly*, 38 · 51-73.

William J. Abernathy and Kim Clark. 1985. Innovation: Mapping the winds of creative destruction. *Research Policy*.

Week 8 (4/26) Diversification and Business Groups

** Teece, David J., Rumelt, Richard, Dosi, Giovanni, Winter, Sidney. 1994. Understanding corporate coherence: Theory and evidence. *Journal of Economic Behavior & Organization*, v23n1, p1-30

- * Tanriverdi, Huseyin and Venkatraman, N. 2005. Knowledge relatedness and the performance of multibusiness firms. *Strategic Management Journal*, 97-119.
- * Chang, Sea Jin. 1996. An evolutionary perspective of diversification and corporate restructuring: Entry, exit, and economic performance. *Strategic Management Journal*, 587-611.
- ** Granovetter, Mark. 2004. *Business groups and social organization*. in the Handbook of economic sociology (2nd edition). Edited by Neil Smelser and Richard Swedberg. Russell Sage Foundation and Princeton University Press.
- * Chang, Sea Jin. 2003. Ownership structure, expropriation, and performance of group-affiliated companies in Korea. *Academy of Management Journal*, 46: 238-253.
- * Goranova, Maria., Alessandri, Todd., Brandes, P. and Dharwadkar, Ravi. 2007. Managerial ownership and corporate diversification: A longitudinal view. *Strategic Management Journal*, 28: 211-225.
- Markides, Costance and Williamson, Peter. 1996. Corporate diversification and organizational structure: A resource-based view. *Academy of Management Journal*, 340-367.
- Holmstrom, B. and S. Kaplan. 2001. Corporate Governance and Merger Activity in the U.S.: Making Sense of the 1980s and 1990s. *Journal of Economic Perspective*, 108: 313-358.
- Shane, Scott and Venkataraman, S. 2001. The promise of entrepreneurship as a field of research. *Academy of Management Review*, 25: 217-226.
- Bowman, Edward and Singh, Harbir. 1993. Corporate restructuring: Reconfiguring the firm. *Strategic Management Journal*, 5-14.
- Hitt, Machael E. Ireland, Duane, Camp, Michael, and Sexton, Donald. 2001. Guest editors' introduction to the special issue strategic entrepreneurship: Entrepreneurial strategies for wealth creation. *Strategic Management Journal*, 22: 479-491.
- Klepper, Steven and sleeper, Sally. 2000. Entry by spinoffs. Mimeo.
- Teece, D.J. 1982. Towards an Economic Theory of the Multi-product Firm, *Journal of Economic Behavior and Organization*.
- Hill, C. W. L., & Hoskisson, R. E. 1987. "Strategy and structure in the multi-product firm". *Academy of Management Review* 12: 331-341.
- Montgomery, C. A. 1982. The Measurement of Firm Diversification: Some New Empirical Evidence. *Academy of Management Journal*, June, p299-307

Montgomery, C. A. and Singh, H. 1984. "Diversification and systematic risk". *Strategic Management Journal*, 5: 181-191.

Chatterjee, S. and B. Wernerfelt, "The Link Between Resources and Type of Diversification: Theory and Evidence," *Strategic Management Journal*, 1991.

Palepu, Krishna, "Diversification Strategy: Profit Performance and Entropy Measure," *Strategic Management Journal*, 6, 1985.

Varadarajan, R. and Ramanujam P. 1988. "Research on Corporate Diversification: A Synthesis" *Strategic Management Journal*, Vol. 10, 523-551

Entrepreneurship

Richard, P. Rumelt. 1990. Theory, strategy, and entrepreneurship.

Bhide, Amar. 2000. *The origin and evolution of new businesses*. Oxford University Press. Chapter 10. pp. 238-259.

Ahuja, Gautam and Lampert, Curba Morris. 2001. Entrepreneurship in large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*, 22: 521-543.

Saxenian, A. 1994. *Regional advantage: Culture and competition in Silicon Valley and Route 128*. Harvard University Press. pp. 1-57; 161-168.

Schumpeter, J. 1934. The theory of economic development. Chapter 4. Entrepreneurial profit.

Zucker Lynne., Darby, Michael R., & Brewer, Marilynn. 1998. Intellectual human capital and the birth of US biotechnology enterprises. *American Economic Review*, 88 (1): 290-306.

Rumelt, Richard P. Theory, strategy, and entrepreneurship.

Lee, Chong-Moon., Miller, William., Hancock., Marguerita., & Rowan, Henry. Forthcoming. *The Silicon Valley edge*. Stanford University Press. Pp.60-92.

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Chakrabarti, A., Singh, K. and Mahmood, I. 2007. Diversification and performance: Evidence from East Asian Firms. *Strategic Management Journal*, 28: 101-121.

Davis, Gerald et al. 1994. The decline and fall of the conglomerate firm in the 1980's: The deinstitutionalization of an organizational form. *American Sociological Review* 59: 547-570.

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Week 9 (5/3) Building capabilities through mergers & acquisitions

** Larsson, Ricard and Finkelstein, Sydney. 1999. Integrating strategic, organizational, and human resource perspectives on mergers and acquisitions: A case survey of synergy realization. *Organization Science*, 1-25.

* McNamara, Gerry M., Haleblain, Jerayer, and Dykes, Bernadine Johnson. 2008. The performance implications of participating in an acquisition wave: Early mover advantages, bandwagon effects, and the moderating influence of industry characteristics and acquirer tactics. *Academy of Management Journal* 51(1): 113-130

** Ahuja, Gautam. & Katila, Riitta. 2001. Technological acquisitions and the innovation performance of acquiring firms: A longitudinal study. *Strategic Management Journal*, 197-220.

* Makri, Marianna, Hitt, Michael, and Lane, Peter. 2010. Complementary technologies, knowledge relatedness, and invention outcomes in high technology mergers and acquisitions. *Strategic Management Journal*, 31 (6), 602-628.

* Puranam, P. and Srikanth, K. 2007. What they know Vs. what they do: How acquirers leverage technology acquisitions. *Strategic Management Journal*, 28 (8): 805 – 825.

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Puranam, Phanish, Singh, Harbir, and Zollo, Maurizio. 2006. Organizing for innovation: Managing the coordination-autonomy dilemma in technology acquisitions. *Academy of Management Journal*, 49 (2): 263 – 280.

Zollo, Maurizio and Singh, Harbir. 2004. Deliberate learning in corporate acquisitions: Post-acquisition strategies and integration capability in U.S. bank mergers. *Strategic Management Journal*, 25: 1233 – 1256.

Haleblian, Jerayr. & Finkelstein, Sydney. 1999. The influence of organizational acquisition experience on acquisition performance: A behavioral learning perspective. *Administrative Science Quarterly*, 44: 29-56.

Capron, Laurence., Dussauge, Pierre and Mitchell, Will. 1998. Resource redeployment following horizontal acquisitions in Europe and North America, 1988 – 1992. *Strategic Management Journal*, 631-661.

Finkelstein, Sydney & Halebian, Jerayr. 2002. Understanding acquisition performance: The role of transfer effects. *Organization Science*, 13: 36-47.

Week 10 (5/10) 부처님 오신 날 휴강

Week 11 (5/17) 시험

Week 12 (5/24) Building capabilities through networks and alliances

** Wang, Lihua and Zajac, Edward. 2007. Alliance or acquisition? A dyadic perspective on interfirm resource combinations. *Strategic Management Journal*, 28 (13): 1291 – 1317.

** Ahuja, Gautam. 2000. Collaboration networks, structural holes, and innovation: A longitudinal study. *Administrative Science Quarterly*, 45: 425-455.

* Kale, P. and Singh, H. 2007. Building capabilities through learning: The role of the alliance learning process in alliance capability and firm-level alliance success. *Strategic Management Journal*, 28 (10): 981 – 1000.

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Week 15 (6/14) Emerging paradigms in strategy + Course Wrap-up

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Week 15 (6/11) Student presentation of paper proposals