Main Page - Public

From Notes for Strategy

Contents

STRATEGY DOCTORAL SEMINAR: DETERMINANTS OF FIRM HETEROGENEITY

Course Summary

This course considers explanations for performance differences among seemingly similar enterprises. In so doing, this course provides a brief survey of the Strategy research canon, while providing equal emphasis on sampling examples of contemporary works. It is therefore a course that is intended provide an understanding of the range of perspectives on this topic.

Half the sessions will be devoted to covering ideas in the literature and half will be devoted to looking at research now at the frontier.

Note. As a course focused on explanations for firm heterogeneity, this is not a course that covers the vast literature on corporate strategy (alliances, make or buy, firm scope, etc.).

Evaluation

The goal here to assure everyone gets a good foundation and understanding of the field – and a good grade. There is no final exam or project. Here is the recipe for doing well in the class:

Class participation, engagement and contribution (30%) Learning in graduate studies is in large part through interactions with peers and "learning together" in intelligent conversation and debate. To this end, the quality of contribution you bring to our sessions is an important component of the evaluation.

Class preparation notes (30%) Prior to each session, you will be given specific instructions on how to prepare and how to summarize your thoughts. This will generally take the form of a very brief note, on the order of one single page for each session. This is intended to provide some structure to your thinking before we engage in a conversation.

Paper mini-seminar presentations (30%). Discussions of contemporary papers will be structured as "mini-seminars", with a student presenting. You will be given specific instructions on how to present a paper. In addition to animating our discussion of modern research, this structured approach is intended to teach you to be an excellent presenter and how to systematically digest and to rapidly and deeply understand others' research papers. These sessions will also provide a virtual "introduction" to active scholars via their work and provide a sense of the kind of work that excels on the job market. You may be asked to present up to as many as five papers over the course. Details will be subject to finalizing logistics.

Wiki contributions (10%) There will be a wiki set up to support class interactions. Any contributions to this wiki, adding papers, discussion etc. are intended to support the collective learning of all students in the class. Wiki contributions will overlap with the content of class discussion and your class preparation notes, rather than necessarily constituting an independent work output.

Schedule

- Session 8 Monday 30th June, 9:00 - 11:45 in LH102
- Session 9 Monday 30th June, 15:45 – 18:30 in ALH304
- Session 10 Friday 4th July, 12:45 – 15:30 in A127

Strategy Foundations and Principles of Business Design

Instructions to Participants

Session 1

- *Required readings*: Review required readings, indicated by ***. Be prepared to discuss their content and main
- Wiki exercise 1 - post your class preparation note here

Session 2

- Pick one of the modern papers or choose an alternative paper you prefer that relates to the topic (and you ok with me)
- Present the paper in class. Here are some guidelines
- Wiki exercise 2 - i) building familiarity with the literature and; ii) distilling your understanding of contributions

The Practical Classroom "MBA Narrative"

- ***Porter, M. (1996). *What is Strategy?" Harvard Business Review*
- Markides, C. (1999). All the Right Moves: A Guide to Crafting Breakthrough Strategy. Ch. 1, 3-4
- Martin, R. (2009) *The Design of Business: Why Design Thinking is the Next Competitive Advantage*. Ch. 1-4
- ***Casadesus-Masanell R. and Enric Ricart, J. (2009). From Strategy to Business Models and to Tactics (http://www.businessmodelcommunity.com/fs/Root/8oex1-Casadesus_et_Ricart.pdf) . Sections I-V
- Rumelt, R. (2011). *Good Strategy, Bad Strategy.*
- Casadesus-Masanell, Ramon, and Joan E. Ricart. "How to Design a Winning Business Model." Harvard Business Review 89, nos. 1-2 (January–February 2011): 100–107.
- Zott, Chris, and Raphael Amit (2009). “Business Model Design: An Activity System Perspective”. Long Range Planning.
- Teece, David J. (2010). “Business Models, Business Strategy, and Innovation”. Long Range Planning

43: 172—194.

Background Ideas

Context and Historical Background

- Rumelt, Schendel & Teece, Fundamental Issues in Strategy (1994)
- Rumelt, Richard P., Dan Schendel, and David J. Teece (1991): "Strategic management and economics." Strategic Management Journal, 12:5-29.
- Montgomery, Cynthia A., Birger Wernerfelt, and Srinivasan Balakrishnan (1989): "Strategy content and the research process: A critique and commentary." Strategic Management Journal, 10:189-197.
- Carroll, Glenn R. (1993): "A sociological view on why firms differ." Strategic Management Journal, 14:237-250.
- Syverson, C. "What Determines Productivity?" Journal of Economic Literature, June 2011.

Fit

- Toward a unifying framework for exploring fit and flexibility in strategic human resource management PM Wright, SA Snell - Academy of management review, 1998 - amr.aom.org
- Exploring the concept of "fit" in strategic management N Venkatraman, JC Camillus - Academy of Management Review, 1984
- Modeling the dynamics of strategic fit: A normative approach to strategic change EJ Zajac, MS Kraatz… - Strategic management …, 2000
- ***Siggelkow, Nicolaj. "Change in the presence of fit: The rise, the fall, and the renaissance of Liz Claiborne." Academy of Management Journal 44 (2001): 838-857.
- Christoph Zott and Raphael Amit, 2007. The fit between product market strategy and business model: implications for firm performance, Strategic Management Journal Volume 29, Issue 1, January 2008, Pages: 1–26 ***<Pascal presenting>***

N-K Models

- ***Levinthal, D. A. (1997). Adaptation on rugged landscapes. Management Science.
- Rivkin, J, Siggelkow, N. (2002). Balancing Search and Stability: Interdependencies Among Elements of Organizational Design. Management Science

Businesses and System Dynamics

- Sterman, J. (2000) Business dynamics: systems thinking and modeling for a complex world.

Complementarities

- ***Milgrom, P. and Roberts, J. (1990). The Economics of Modern Manufacturing. American Economic Review
- Roberts and Saloner (2013) "Strategy and Organization", in R. Gibbons and J. Roberts (eds.), The Handbook of Organizational Economics. Princeton, NJ: Princeton University Press.
- P Milgrom, Y Qian, J Roberts (1991) Complementarities, momentum, and the evolution of modern manufacturing, American Economic Review, (1991)
- P Milgrom, J Roberts (1995) Complementarities and fit strategy, structure, and organizational change in manufacturing, Journal of accounting and economics

- Brynjolfsson, Erik and Paul Milgrom. (2013) “Complementarity in Organizations.” in R. Gibbons and J. Roberts (eds.), The Handbook of Organizational Economics. Princeton, NJ: Princeton University Press.
- Athey and Stern, An Empirical Framework for Testing Theories About Complementarity in Organizational Design
- Ichniowski, Casey, Kathryn Shaw, and Giovanna Prennushi. 1997. “The Effects of Human Resource Management Practices on Productivity: A Study of Steel Finishing Lines.” American Economic Review 87: 291-313.

The Firm as System of Incentives, as Regulated Subeconomy

- Holmstrom, Bengt and Paul Milgrom. 1994. “The Firm as an Incentive System.” American Economic Review 84: 972-91.
- ***The Firm as a Subeconomy Bengt Holmström 1999, Journal of Law, Economics, and Organization, 15 (1): 74-102.

Contemporary Research

- Van den Steen, Eric. A Theory of Explicitly Formulated Strategy Harvard Business School Working Paper, No. 12–102, May 2012.
- Aral, S., Brynjolfsson, E and Wu, L. (2012). Testing Three-Way Complementarities: Performance Pay, Human Resource Analytics and Information Technology. Management Science
- Cassiman, Veugelers 2006. In search of complementarity in innovation strategy: internal R&D and external knowledge acquisition ***<Joao presenting>***
- Casadesus-Masanell and Feng Zhu, Business model innovation and competitive imitation: The case of sponsor-based business models
- Bloom, Nicholas, Luis Garicano, Raffaella Sadun, and John Van Reenen. "The Distinct Effects of Information Technology and Communication Technology on Firm Organization." Management Science (forthcoming).
- Lenox, Rockart, and Lewin, 2006. Interdependency, Competition, and the Distribution of Firm and Industry Profits. Management Science
- Novak, S, S. Stern, 2009. Complementarity Among Vertical Integration Decisions: Evidence from Automobile Product Development
- Zajac and Kraatz Modeling the dynamics of strategic fit: A normative approach to strategic change - Strategic Management Journal, 2000 ***<Jimmy presenting>***

Industry-Level Analysis

Instructions to Participants

Session 3

- *Required readings*: Review required readings, indicated by ***. Be prepared to discuss their content and main
- Wiki exercise 3 - post your class preparation note here

Session 4

- Pick one of the modern papers or choose an alternative paper you prefer that relates to the topic (and you ok with me)
- Present the paper in class. Here are some guidelines
- Wiki exercise 4 - i) building familiarity with the literature and; ii) distilling your understanding of contributions

The Practical Classroom "MBA Narrative"

- ***Porter M, How Competitive Forces Shape Strategy, Harvard Business Review (1996)
- Porter, Michael E. (1985). Competitive Advantage. Free Press.
- Chan Kim W; Mauborgne R, Value Innovation: The Strategic Logic of High Growth, Harvard Business Review (1997)
- Saloner G., A. Shepherd, J. Podolny. (2000). Strategic Management. Ch. 6 External Analysis: Industry Analysis.
- Grant, R. (2009). Contemporary Strategy Analysis. Ch. 3 Industry Analysis: The Fundamentals
- Adner, R. (2012). The Wide Lens. Ch. 4 Mapping the Ecosystem: Identifying Pieces and Places
- Iansiti, M. and Levien, R. (2004). The Keystone Advantage. The Ecosystem Framework: Ch. 2 Shared Fat
- Brandenburger, A. and Nalebuff, B. (1997) Co:-opetition : A Revolution Mindset That Combines Competition and Cooperation
- Brandenburger, A. and Nalebuff, B. HBR Article
- Rivkin, J. and Cullen, A. Finding Information for Industry Analysis. HBS Study Note 708481-PDF-ENG
- Shapiro, C. and H. Varian (1999). Information Rules. Havard Business School Press.
- Thomas Eisenmann and Geoffrey Parker and Marshall Van Alstyne (October 2006). "Strategies for Two Sided Markets". Harvard Business Review. Retrieved 2011-06-21.
- Brian Arthur, “Increasing Returns and the New World of Business,” Harvard Business Review,
- Yoffie, D., MA Cusumano, Judo strategy. The competitive dynamics of Internet time. Harvard Business Review, 1998
- DB Yoffie, M Kwak, Judo strategy: 10 techniques for beating a stronger opponent, Business Strategy Review, 2002

Background Ideas

Classic Microeconomic Models of Competition, Positioning and Definition of the Product Space

- Cournot, A.A., 1838, Researches into the Mathematical Principles of the Theory of Wealth, N.T. Bacon trans., Macmillan.
- Marshall, Alfred (1890). Principles of Economics 1 (First Edition ed.). London: Macmillan.
- Chamberlain, Edward. 1933. The Theory of Monopolistic Competition. Cambridge: Harvard University Press.
- Robinson, Joan. 1933. The Economics of Imperfect Competition. New York: MacMillan.
- Lancaster, K. 1966. A New Approach to Consumer Theory. Journal of Political Economy,. 82: 134-157.

Early Industrial Economics and Cross-Industry Studies

- Bain, Joe S. 1951. “Relation of Profit Rate to Industry Concentration: American Manufacturing, 1936–1940.” Quarterly Journal of Economics, 65(3): 293–324.
- Bain, Joe S. 1956. Barriers to New Competition. Cambridge, MA: Harvard University Press.
- Caves & Porter. 1977. From Entry Barriers to Mobility Barriers. QJE.
- Schmalensee, Richard. 1989. “Inter-Industry Studies of Structure and Performance.” In Handbook of Industrial Organization, vol. 2, ed. Richard Schmalensee and Robert D. Willig, 951–1010. Amsterdam: North Holland.

Industrial Economics, Game Theory, Strategic Incentives and Interactions

- Ghemawat, P (1991), Commitment: The Dynamic of Strategy (Free Press)
- ***Tirole, J. (1988). Chapter 2 and Chapter 5. The theory of industrial organization. MIT Press. (Read models of perfect competition, monopoly, duopoly, monopolistic competition, Cournot competition)
- Baumol, W. J., Panzar, J. C., & Willig, R. D. (1988). Contestable markets and the theory of industry structure. Harcourt College Pub.
- Bresnahan, T. F., & Reiss, P. C. (1991). Entry and competition in concentrated markets. Journal of Political Economy.
- Sutton, John. 1991. Sunk Costs and Market Structure. Cambridge, MA: MIT Press.
- Saloner, Garth. 1991. Modeling, Game Theory, and Strategic Management. Strategic Management Journal, 12: 119-136.
- Camerer. 1991. Does Strategy Research Need Game Theory? SMJ
- Schelling. 1960. The Strategy of Conflict.
- Saloner. 1994. Game Theory and Strategic Management. In Fundamental Issues in Strategy
- Saloner, G. (1991). "Modeling, game theory, and strategic management." Strategic Management Journal 12: 119.
- Fisher, Franklin M. 1989. “Games Economists Play: A Noncooperative View.” RAND Journal of Economics, 20(1): 113–24.

Increasing Returns & "Positive Feedback"

- Gowrisankaran, Gautam, Vivian Ho, and Robert Town, “Causality and the Volume-Outcome Relationship in Surgery,” April 5 2004. unpublished manuscript, University of Minnesota.
- Lieberman, Marvin B. 1984. The Learning Curve and Pricing in the Chemical Processing Industries. RAND Journal of Economics, 15, 213—228.
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- Rysman, M. (2009). The Economics of Two-Sided Markets. Journal of Economic Perspectives, 23, 125-144.
- Parker, G. and M. Van Alstyne. "Two Sided Networks: A Theory of Information Product Design". Management Science 51 (10). Retrieved 2011-06-21.
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- Arthur, W. B. 1990. Positive feedbacks in the economy. Scientific American 262: 92-99.
- Besen, S. M. and Farrel, J. 1994. Choosing how to compete: Strategies and tactics in standardization. Journal of Economic Perspectives 8: 117-31.
- Farrell J. and Saloner, G. 1985 Standardization, compatibility, and innovation Rand Journal 16: 70-83.
- Farrell J. and Saloner, G. 1992. Converters, compatibility, and control of interfaces Journal of Industrial Economics 40: 9-36.
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Economic Review 75: 424-440.
- Katz, M. L., and Shapiro, C. 1986. Technology adoption in the presence of network externalities. Journal of Political Economy 94: 822-841.
- Katz, M. L. and Shapiro, C. 1994. Systems competition and network effects. Journal of Economic Perspectives 8: 93-115.
- Leibenstein, H. 1950. Bandwagon, snob, and Veblen effects in the theory of consumer's demand. Quarterly Journal of Economics 64: 183-207.
- Liebowitz, S. J. and Margolis, S. E. 1995a. Path dependence, lock-in and history. Journal of Law, Economics and Organization 11: 205-226.
- ***Bikhchandani, S., Hirshleifer, D. and I. Welch. A Theory of Fads, Fashion, Custom, and Cultural Change as Informational Cascades, Journal of Political Economy

Vol. 100, No. 5 (Oct., 1992), pp. 992-1026

Information & Signaling

- Spence, Michael 2002. Signaling in Retrospect and the Informational Structure of Markets. The American Economic Review, 92(3): 434-459.
- Cooper, Russell, Douglas V. DeJong, Robert Forsythe, and Thomas W. Ross. 1992. Communication in Coordination Games. The Quarterly Journal of Economics, 107:739-771.
- Farrell, Joseph. 1995. Talk is Cheap. The American Economic Review, 85(2): 186-190.
- Akerlof, George. 1970. The Market for "Lemons'" Quality Uncertainty and the Market Mechanism. Quarterly Journal of Economics 84:488-500.
- Spence, Michael. 1973. Job Market Signaling. The Quarterly Journal of Economics, 87(3): 355-374. * Cyert, R. M., Kumar, P., & Williams, J. R. 1993. Information, Market Imperfections and Strategy. Strategic Management Journal, 14: 47-58.

The New Empirical Industrial Economics

- Athey, Susan, and Philip A. Haile. 2006. "Empirical Models of Auctions." In Advances in Economics and Econometrics: Theory and Applications, Ninth World Congress, vol. 2, ed. Richard Blundell, Whitney K. Newey, and Torsten Persso
- Berry, Steven. 1992. "Estimation of a Model of Entry in the Airline Industry." Econometrica, 60(4): 889–917
- Berry, Steven, James Levinsohn, and Ariel Pakes. 1995. "Automobile Prices in Market Equilibrium." Econometrica, 63(4): 841–90.
- Berry, Steven, and Elie Tamer. 2006. "Identifi- cation in Models of Oligopoly Entry." In Advances in Economics and Econometrics: Theory and Applica- tions, Ninth World Congress, vol. 2, ed. Richard Blundell, Whitney K. Newey, and Torsten Persson, 46–85. Cambridge: Cambridge University Press.
- Bresnahan, Timothy F. 1989. "Empirical Studies of Industries with Market Power." In Handbook of Industrial Organization, vol. 2, ed. Richard Schmalensee and Robert D. Willig, 1011–57. Amsterdam: North Holland.
- Bresnahan, Timothy F., and Peter C. Reiss. 1991. "Entry and Competition in Concentrated Markets." Journal of Political Economy, 99(5): 977–1009.
- Ellison, Glenn, and Sara Ellison. 2007. "Strategic Entry Deterrence and the Behavior of Pharmaceutical Incumbents Prior to Patent Expiration." NBER Working Paper 13069.
- Ellison, Glenn, and Sara Ellison. 2009. "Search, Obfuscation, and Price Elasticities on the Internet." Econometrica, 77(2): 427–52.
- Goolsbee, Austan, and Chad Syverson. 2008. "How Do Incumbents Respond to the Threat of Entry? Evidence from the Major Airlines." Quarterly Journal of Economics, 123(4): 1611–33.

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- Porter, Robert H. 1983. “A Study of Cartel Stability: The Joint Executive Committee, 1880–1886.” Bell Journal of Economics, 15(2): 301–14.

The Industry versus Organisation Debate

- Schmalensee, Richard (1985): "Do markets differ much?" American Economic Review, 75:341- 351
- Rumelt, R. (1991): "How much does industry matter?" Strategic Management Journal, 12:167- 185
- Waring, Geoffrey F. (1996): “Industry differences in the persistence of firm-specific returns." American Economic Review, 86:1253-1265.
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- Hough, Jill R. (2006): "Business segment performance redux: a multilevel approach." Strategic Management Journal, 27:45-61.
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Strategic Management & Industrial Organization

- Peteraf, Margaret and Mark Shanley. 1997. "Getting to know you: A theory of strategic group identity." Strategic Management Journal 18:165-186.
- Gimeno J. 1999. Reciprocal threats in multimarket rivalry: Staking out spheres of influence in the U.S. airline industry. Strategic Management Journal, 20(2): 101-128
- Dyer, J. H. and H. Singh (1998). "The relational view: Cooperative strategy and sources of interorganizational competitive advantage." Academy of Management Review 23(4): 660.
- ***Schilling, M. A. and C. C. Phelps (2007). "Interfirm Collaboration Networks: The Impact of Large-Scale Network Structure on Firm Innovation." Management Science 53(7): 1113-1126.
- Ferrier WJ, Smith KG, Grimm CM. 1999. The role of competitive action in market share erosion and industry dethronement: A study of industry leaders and challengers. Academy of Management Journal 42: 372-388
- Mowery, D. C., J. E. Oxley, et al. (1996). "Strategic Alliances and Interfirm Knowledge Transfer." Strategic Management Journal 17: 77-91.
- Gulati, R. (1998). "Alliances and Networks." Strategic Management Journal 19(4): 293-317.
- Chung, Seungwha (Andy), Harbir Singh, and Kyungmook Lee. "Complementarity, status similarity and social capital as drivers of alliance formation." Strategic Management Journal 21 (2000): 1-22.

Biform Games, Power, Appropriation, Coopetition and Value Capture Problems

- Brandenburger, A. M. and H. W. Stuart (1996). "Value-based business strategy." Journal of Economics and Management Strategy 5: 5-24.

- Chatain, O. and P. Zemskey, Value Creation and Value Capture with Frictions, Strategic Management Journal (2011)
- Chatain, O., P. Zemsky. 2007. The horizontal scope of the !"#1%2"ganizational tradeo!s vs. buyer-supplier relationships. Management Science 53(4) 550
- Raghuram, R. L. Zingales. 1998. "Power in a Theory of the Firm. *Quarterly Journal of Economics, 113(2): 387-432*.
- Brandenburger & Stuart 1996, Value−Based Business Strategy. JEMS
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- ***Brandenburger & Stuart 2007. Biform Games. MS
- Bakos, Yannis. and Brynjolfsson, Erik (December 1993) From Vendors to Partners: Information Technology and Incomplete Contracts in Buyer-Supplier Relationships. Journal of Organizational Computing, Vol. 3, No. 3, pp. 301-328.
- M.G. Jacobides, T. Knudsen and M. Augier, 2006. “Benefiting from Innovation: Value Creation, Value Appropriation and the Role of Industry Architectures”, Research Policy, Vol. 35, pp. 1200–21
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- Shapley, L.S. 1965. On balanced sets and cores. DTIC Research Report AD0617079

Sociological Perspectives - Networks, Embeddedness, Relationships, Trust

- Ingram, Paul, and Peter W. Roberts. "Friendships among Competitors in the Sydney Hotel Industry." American Journal of Sociology 106 (2000): 387-423.z
- 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 41 (1996): 116-145.
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- Lincoln, James R., Michael L. Gerlach, and Christina L. Ahmadjian. "Keiretsu Networks and Corporate Performance in Japan." American Sociological Review (1996): 67-88.
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- Page, Karen L., and Joel M. Podolny. "Network Forms of Organization." Annual Review of Sociology 24: 57-76.
- Powell, Walter W. "Neither Market nor Hierarchy: Network Forms of Organization." Research in Organizational Behavior 12 (1990): 295-396.
- Robinson, David T., and Toby E. Stuart. "Just How Incomplete Are Incomplete Contracts? Evidence from Biotech Strategic Alliances." Unpublished manuscript, University of Chicago Graduate School of Business, 2002.
- Sorenson, Olav, and Toby E. Stuart. "Syndication Networks and the Spatial Distribution of Venture Capital Investments." American Journal of Sociology 106 (2001): 1546-1588.
- Uzzi, Brian. "The Sources and Consequences of Embeddedness for the Economic Performance of Organizations: The Network Effect." American Sociological Review 61 (1996): 674-698.
- Zuckerman, Ezra W. "On Networks and Markets." Edited by Rauch, and Casella. Journal of Economic

Literature 46 (2003): 545-565.
- Burt, R. S. (1992). Structural Holes: The Social Structure of Competition. Cambridge: Harvard University Press, Chapters 1-2.
- Uzzi, Brian. (1996). “The Sources and Consequences of Embeddedness for the Economic Performance of Organizations: The Network Effect.” American Sociological Review, 61: 674-698.
- Bidwell, M. & Fernandez-Mateo, I. (2010). “Relationship Duration and Returns to Brokerage in the Staffing Sector”. Organization Science. 21(6): 1141-1158.
- Elfenbein, D.W., & Zenger, T.R. (2014). “What is a Relationship Worth? Repeated Exchange and the Development of Relational Capital.” Organization Science 25(1): 222-244.

Sociological Perspectives - Status and Competition

- Abbott, Andrew. "Status and Status Strain in the Professions." American Journal of Sociology 86, no. 4 (January 1981): 819-835.
- Benjamin, Beth A., and Joel M. Podolny. "Social Order and Status in the California Wine Industry." Administrative Science Quarterly 44 (1999): 563-589.
- Gould, Roger V. "The Origins of Status Hierarchies: A Formal Theory and Empirical Test." American Journal of Sociology 107 (2002): 1143-1178.
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- ***Merton, Robert K. "The Matthew Effect in Science." Science 159 (January, 1968): 56-63.
- Podolny, Joel M., and Fiona M. Scott Morton. "Social Status, Entry and Predation: The Case of British Shipping Cartels 1879-1929." Journal of Industrial Economics 47, no. 1 (1999): 41-67.
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- Roberts, Peter W., and Grahame R. Dowling. "Corporate reputation and sustained superior financial performance." Strategic Management Journal 23 (2002): 1077-1093.
- Weber, Max. "Status Groups and Classes." In Social Stratification. Edited by David B. Grusky. Boulder, CO: Westview Press, 2001, pp. 122-126. ISBN: 0813310652.

Sociological Perspectives - Resource and Power Dependence and Exchange

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Economic Geography, Clusters, Location

Contemporary Research

- Ody, A. & Vermeulen, F. 2013. The price you pay: Price-setting as a response to norm violations in the market for Champagne grapes. Administrative Science Quarterly
- Azoulay, Stuart, Wang, Matthew: Effect or Fable? Management Science
- Seamans, R., and F. Zhu. "Responses to Entry in Multi-Sided Markets: The Impact of Craigslist on

Local Newspapers." Management Science 60, no. 2
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- Corts, K. and Lederman, M.. Software Exclusivity and the Scope of Indirect Network Effects in the U.S. Home Video Game Market, International Journal of Industrial Organization; Issue: 27; 2009; Pages: 121-136 **<Milan presenting>**
- Boudreau, K., N. Lacetera, and K. Lakhani: An Empirical Analysis of Innovation Contests. 844. Management Science 57(5), pp. 843–863, 2011 .
- Chatterji and Toffel, “How do Firms Respond to Being Rated?” Strategic Management Journal, 31: 917-945 (2010)
- Ioannou, I., G. Serafeim (HBS), “The Impact of Corporate Social Responsibility on Investment Recommendations: Analysts’ Perceptions and Shifting Institutional Logics”, SSRN, Strategic Management Journal, forthcoming
- Simcoe, T. & Waguespack, D.M. Status, Quality and Attention: What's in a (Missing) Name? Management Science, 57(2): 274-290
- M.G. Jacobides, T. Knudsen and M. Augier, 2006. “Benefiting from Innovation: Value Creation, Value Appropriation and the Role of Industry Architectures”, Research Policy, Vol. 35, pp. 1200–21
- Bidwell, M.; & Fernandez-Mateo (2010). “Relationship Duration and Returns to Brokerage in the Staffing Sector.” Organization Science

Industry Dynamics

Instructions to Participants

Session 5

- *Required readings*: Review required readings, indicated by ***. Be prepared to discuss their content and main
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Session 6

- Pick one of the modern papers or choose an alternative paper you prefer that relates to the topic (and you ok with me)
- Present the paper in class. Here are some guidelines

The Practical Classroom "MBA Narrative"

- Utterback (1994) Mastering the Dynamics of Innovation
- Christensen (1997) Innovator's Dilemma: When New Technologies Cause Great Firms to Fail
- Moore (1991) Crossing the Chasm
- Foster (1986) Innovation: Attacker's Advantage

Background Ideas

Empirical Facts & Sector Studies

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Organization-Level Analysis

Instructions to Participants

Session 7

- *Required readings*: Review required readings, indicated by ***. Be prepared to discuss their content and main
- Wiki exercise 7 - post your class preparation note here

Session 8

- Pick one of the modern papers or choose an alternative paper you prefer that relates to the topic (and you ok with me)
- Present the paper in class. Here are some guidelines

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also see NK-Perspective

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See also non-monetary sources of motivation

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Organizational Sociology

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- Bandiera, O, L Guiso, A Prat, and R. Sadun. "Matching Firms, Managers, and Incentives." Journal of Labor Economics (forthcoming).
- Liu, C., J. Chown. Geography and Power in an Organizational Forum: Evidence from the U.S. Senate Chamber; with Jillian Chown; Strategic Management Journal; forthcoming; 2014
- Catalini, C. "Microgeography and the Direction of Inventive Activity"
- Simcoe, Galasso. CEO Overconfidence and Innovation
- Casadesus-Masanell, Ramon, and Feng Zhu. "Business Model Innovation and Competitive Imitation: The Case of Sponsor-Based Business Models." Strategic Management Journal 34, no. 4 (April 2013): 464–482.
- Eccles, R., Ioannou, I, Serafeim, G. HBS working paper, “The Impact of a Corporate Sustainability on Organizational Processes and Performance”Management Science
- Bouquet, C., and J.Birkinshaw. 2008. Weight versus Voice: How foreign subsidiaries gain the attention of headquarters. Academy of Management Journal, 51(3): 577-601.
- Mollick, E. (2012). “People and Process, Suits and Innovators: The Role of Individuals in Firm Performance”. Strategic Management Journal 33 (9): 1001-1015 **<Joao presenting>**

Organizational Dynamics

Instructions to Participants

Session 9

- *Required readings*: Review required readings, indicated by ***. Be prepared to discuss their content and main
- Wiki exercise 9 - post your class preparation note here

Session 10

- Pick one of the modern papers or choose an alternative paper you prefer that relates to the topic (and you ok with me)
- Present the paper in class. Here are some guidelines

The Practical Classroom "MBA Narrative"

- Foster, R. 1986. "Innovation: The Attacker's Advantage". Summit Books.
- Miller, D. 1992 The Icarus paradox: How exceptional companies bring about their own downfall. New York: Harper Collins
- Amason, AC C Mooney , 2008 The Icarus paradox revisited: how strong performance sows the seeds of dysfunction in future strategic decision-making. Strategic Organization
- Ries E, The Lean Startup: How Constant Innovation Creates Radically Successful Businesses, Part One (2011)
- Eisenhardt, Kathleen and Don Sull. "Strategy as Simple Rules." Harvard Business Review, January 1, 2001.

Background Ideas

Time Compression Diseconomies

Amabile, T. , J. Mueller , W. Simpson , C. Hadley , S. Kramer , L. Fleming Time Pressure and Creativity in Organizations (http://citeseerx.ist.psu.edu/viewdoc/download;jsessionid=AAA1B02E7FFA55A32D1AB22C049F931D?doi=10.1.1.197.599&rep=rep1&type=pdf)

Learning by Doing

- Epple, D., L Argote, R Devadas. 2001. Organizational learning curves: A method for investigating intra-plant transfer of knowledge acquired through learning by doing. Organization Science

- ***Thompson, Peter (2010): "Learning by Doing." Chapter 10 in Bronwyn Hall and Nathan Rosenberg (eds.) Handbook of Economics of Innovation, Elsevier/North-Holland. pp. 429-476.

- Arrow, K. 1962. The economic implications of learning by doing. The review of economic studies

- Von Hippel, E., MJ Tyre. 1995. How learning by doing is done: problem identification in novel process equipment - Research Policy, 1995

- Spence, M. 1981. The Learning Curve and Competition. The Bell Journal of Economics

- Eggers, J. P. (2012). All experience is not created equal: learning, adapting, and focusing in product portfolio management. Strategic Management Journal, 33(3), 315-335. **<Added by Pascal>**

- M Stan, F Vermeulen. 2013. Selection at the Gate: Difficult Cases, Spillovers, and Organizational Learning, Organization Science, 2013 **<Pascal presenting>**

- Alcacer, J. and Oxley, J. 2014. Learning by Supplying, Strategic Management Journal, 35: 204-223 **<Added by Joao>**

Resource Accumulation Processes

- ***Dierickx, I., K Cool 1989, Asset stock accumulation and sustainability of competitive advantage. Management science, 1989
- Thomke, S., W Kuemmerle. 2002. Asset accumulation, interdependence and technological change: evidence from pharmaceutical drug discovery Strategic Management Journal
- Leonard-Barton, 1998 Wellsprings of knowledge: Building and sustaining the sources of innovation
- Cohen, M., P Bacdayan. 1994. Organizational routines are stored as procedural memory: Evidence from a laboratory study Organization Science
- Zollo, M., SG Winter. Deliberate learning and the evolution of dynamic capabilities. Organization science, 2002
- Helfat C, M Peteraf. 2003. The dynamic resource−based view: Capability lifecycles. Strategic management journal
- Vermeulen, F., H Barkema, Pace, rhythm, and scope: Process dependence in building a profitable multinational corporation, Strategic Management Journal, 2002

Adaptation & Managing Uncertainty

- Jarzabkowski, P. 2004. Strategy as practice: recursiveness, adaptation, and practices-in-use Organization studies
- Mintzberg, H. Patterns in Strategy Formation. Management Science (1978)
- March, J. 1991. Exploration and exploitation in organizational learning. Organization science
- He, Z., PK Wong. 2004. Exploration vs. exploitation: An empirical test of the ambidexterity hypothesis. Organization science
- Gulati, P Puranam, Renewal through reorganization: The value of inconsistencies between formal and informal organization. Organization Science, 2009

Organizational Adaptation and Rigidities During Technical Discontinuities

- Christensen, Clayton. "How Can Great Firms Fail? Insights From the Hard Disk Industry." Chapter 1 in The Innovator's Dilemma. Cambridge, MA: Harvard Business School Press, 1997, pp. 3-28.
- ***Tushman, Michael, and Wendy Smith. "Technological Change, Ambidextrous Organizations and Organizational Evolution." In Companion to Organizations. Edited by J. Baum. Malden, MA: Wiley-Blackwell, 2002.
- Henderson, Rebecca, and Kim Clark. "Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms." Administrative Science Quarterly 35

(1990): 9-30.
- Tushman, M., P Anderson , 1986. Technological discontinuities and organizational environments Administrative science quarterly

- Tripsas, M. 1997. Unraveling the process of creative destruction: Complementary assets and incumbent survival in the typesetter industry Strategic Management Journal 18 (s 1), 119-142

Contemporary Readings

- Deichmann, D. & Ende, J. van den, 2014. Rising from Failure and Learning from Success: The Role of Past Experience in Radical Initiative Taking. Organization Science, 25(3), pp.670–690. **<Philipp>**