# MANA 6390 - 001

# PhD Seminar: STRATEGIC MANAGEMENT II

**Spring 2015**

**Instructor:** Professor Liliana Perez-Nordtvedt

**Date and Time:** Thursday, 12:00-3:00pm classroom: SWCA 217

**Course Description:**

# This seminar is intended to be a continuation of the seminar in strategic management taught last semester (MANA 6328 – Strategic Management I). And while it is not a pre-requisite to have taken Strategic Management I to take this seminar, the articles and topics in this seminar do complement the topics and articles discussed in the Strategic Management I seminar. The primary objective of this seminar is to provide a foundation for conducting and publishing original research in strategic management. The literature in strategic management seeks to explain performance differences in firms by analyzing the effects of a variety of variables at multiple levels of analysis. The reading list we will cover during the semester will provide you with only a starting point to key theoretical and empirical research in selected areas of strategic management. You will need to supplement it with other papers you find interesting/useful.

**Course Requirements:**

1. Participation: I expect everyone to have read every single article. Everyone should actively participate in the discussion. There will be no discussion leaders as I want everyone engaged. Below are some ideas on how to evaluate the merits of a paper. You are not to only read and discuss the papers that you summarize. In addition, I expect you to attend any presentation by guest speakers we have in the management department.
2. Paper summaries: Each student will take summarize up to two articles. The purpose of this assignment is for you to have a starting point for studying for your comp exams. You can decide amongst yourselves who summarizes what paper each session.
3. Paper ideas: On the first day of class, each student will pick two different sessions for which they will write a paper idea. Based on the assigned studies on a topic, you will identify gaps in the literature and offer interesting theoretical approaches or frameworks to fill these gaps. Your idea should be explained in about two single-spaced pages. The purpose of this assignment is to outline ideas for your future work in the context of strategic management. The paper ideas will be due in class on the day of the selected topic and you should bring a copy for all of us. You can present your idea and we will give you feedback.
4. Research Papers: You will be required to write 2 papers in this class.
	1. The first paper, which is a short paper (about 18 pages all inclusive) will consist of you bringing a theory or phenomenon studied in another area/field of study (e.g., chemistry) into the field of strategic management. After everyone presents these papers, we will pick the best 2 theories in terms of how promising they look for strategy. We will form 2 teams of 2 students who will lead each one of these papers. I will work with each one of the teams to develop the idea into a full paper. The aim will be to submit them to the AOM meeting of 2016. The other aim is for you to start collaborating.
	2. The second paper is a regular length paper (between 30-35 pages all inclusive of references, tables, and figures). The paper should be prepared using the Academy of Management style guide. This paper will be on a topic of your choosing that is within the domain of this seminar. You need to arrange a time to meet with me to talk about the paper and for me to approve it. At the very least, the paper should be in a form which is ready for submission and presentation at a major academic conference (e.g., AOM Meetings). Eventual goal should be publication in a good academic journal.
5. The final exam will be comprehensive and should be representative of you comp exam.

**Grading:**

Class participation: 25%

Paper ideas: 10%

Short Paper: 20%

Final Research Paper: 25%

Final exam: 20%

**Evaluating Papers**

The following list of questions might help you evaluate the content, quality and contributions of the papers you read in this course:

1. What is the paper about – what is the author’s purpose in writing (e.g., to help solve problems of practitioners, to better understand a phenomenon, get tenure (?))?

2. If the reading is concerned with solving problems of practitioners, what is its first premise and logical argument? Is the category of problems that it addresses clearly specified?

3. If the paper is concerned with describing a phenomenon or construct:

(a) What is the theory?

(b) What drives the theory?

(c) Does the theory have internal logical internal consistency?

(d) What is the usefulness of the theory? Does it explain an important phenomenon? Does it provide a basis for practical application? Does it reconcile important issues, conflicting opinions, or conflicting prior research? How so?

4. With respect to the empirical studies:

(a) What motivated the study (i.e., claims, findings, events, and available data)? Is the research important to theory?

(b) Is the research problem clearly defined and stated? Are the theoretical constructs operationally appropriate?

(c) How were alternative explanations controlled (e.g., homogeneous sampling, multiple regression, matching, etc. etc.)?

(d) Is the research design appropriate? Is the mode of observation/data collection (e.g., experiment, questionnaire, interview, secondary data sources such as Compustat, Proxy statements etc) appropriate given the nature of the research problem?

(e) Are the statistical methods appropriate?

(f) Is the analysis complete?

(g) Are the interpretation and conclusions consistent with the evidence presented? Are implications for theory and/or managerial practice made explicit?

1. What are important questions that still need to be answered in further understanding the object of study?

**Paper summaries**

Summaries should be approximately one page (single spaced) in length, typed, and have the following format:

1. Complete citation following the Academy of Management style.
2. Summarized by: student’s name.
3. Theoretical argument -- summarize the theoretical arguments of the reading, its basic assumptions, its major propositions, etc.
4. Methodology -- briefly summarize the research methods (if any) used.
5. Results and conclusions -- summarize any empirical results, any theoretical conclusions, implications of the reading, etc.

**SESSIONS – STRATEGIC MANAGEMENT PH.D. SEMINAR II**

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| --- | --- | --- |
|  | **Topics** | Day |
| Session 1 | Introduction and Administration | January 22, 2015 |
| Session 2 | The Role of Environment in Strategy Research  | January 29, 2015 |
| Session 3 | The Resource-Based View of the Firm I | February 5, 2015 |
| Session 4 | The Resource-Based View of the Firm II | February 12, 2015 |
| Session 5 | Dynamic Capabilities | February 19, 2015 |
| Session 6 | Networks and Alliances | February 26, 2015 |
| Session 7 | Organizational Learning and Knowledge Transfer | March 5, 2015 |
|  | **Spring Break** | March 12, 2015 |
| Session 8 | **Short Paper Presentations** | March 19, 2015 |
| Session 9 | Strategic Change and Adaptation | March 26, 2015 |
| Session 10 | Time in Strategy Research | April 2, 2015 |
| Session 11 | International Entrepreneurship | April 9, 2015 |
| Session 12 | Strategy Process Research  | April 16, 2015 |
| Session 13 | Methodological Issues in Strategic Management | April 23, 2015 |
| Session 14 | Strategic Decision Making | April 30, 2015 |
| Session 15 | **Research Paper Presentations** | May 7, 2015 |
| Session 16 | **Final Exam** | May 14, 2015 |

### Session 2 (January 29, 2015): The Role of Environment in Strategy Research

Duncan, R.B. 1972. Characteristics of organizational environments and perceived environmental uncertainty. ***Administrative Science Quarterly***, 17(3): 313-327.

Bourgeois III, L.J. 1980. Strategy and Environment: A conceptual integration. ***Academy of Management Review***, 5(1): 25-39.

Dess, G.G., & Beard, D.W. 1984. Dimensions of Organizational Task Environments. ***Administrative Science Quarterly***, 29(1): 52-73.

Smircich, L., & Stubbart, C. 1985. Strategic management in an enacted world. ***Academy of Management Review***, 10(4): 724-736.

Milliken, F.J. 1987. Three types of perceived uncertainty about the environment: State, effect, and response uncertainty***. Academy of Management Review***, 12(1): 133-143.

Castrogiovanni, G. 1991. Environmental munificence: A theoretical assessment. ***Academy of Management Review***, 16: 542-565.

Boyd, B.K., Dess, G.G., & Rasheed, A.M. 1993. Divergence between archival and perceptional measures of the environment. ***Academy of Management Review,*** 18(2): 204-227

Volberda, H., van der Weerdt, N., Verwaal, E., Stienstra, Marten, & Verdu, A. 2012. Contingency Fit, Institutional Fit, and Firm Performance: A Metafit Approach to Organization-Environment Relationships. **Organization** **Science**. 23(4): 1040-1054.

## Supplemental Readings

Tosi, H., Aldag, R., & Stoey, R. 1973. On the measurement of the environment: An assessment of the Lawrence and Lorsch environmental uncertainty questionnaire***. Administrative Science Quarterly***, 18(1): 27-36.

Downey, H.K., & Slocum, J.W. 1975. Uncertainty: Measures, research, and sources of variation. ***Academy of Management Journal***, 18(3): 562-577.

Downey, H.K., Hellriegel, D., & Slocum, Jr., J.W. 1975. Environmental uncertainty: The construct and its application. ***Administrative Science Quarterly***, 20(4): 613-629.

Hrebiniak, L.G., & Joyce, W.F. 1985. Organizational Adaptation: Strategic Choice and Environmental Determinism. ***Administrative Science Quarterly***, 30: 336-49.

Porter, M.E. 1980***. Competitive Strategy: Techniques for Analyzing Industries and Competitors***. New York: Free Press.

Snyder, N.H., & Glueck, W.F. 1982. Can environmental volatility be measured objectively? ***Academy of Management Journal***, 25(1): 185-192.

Lenz, R.T., & Engledow, J.L. 1986. Environmental Analysis: The applicability of current theory. ***Strategic Management Journal***, 7(4): 329-346.

Wholey, D.R., & Brittain, J. 1989. Characterizing environmental variation. ***Academy of Management Journal***, 32(4): 867-882.

Davis, D., Morris, M, & Allen, J. 1991. Perceived environmental turbulence and its effect on selected entrepreneurship, marketing, and organizational characteristics in industrial firms. ***Journal of the Academy of Marketing Sciences***, 19(1): 43-51.

D’Aveni, R.A. 1995. Coping with the Hypercompetition: Utilizing the new 7S’s framework. ***Academy of Management Executive***, 9(3): 45-57.

Miller, D. & Shamsie, J. 1999. Strategic responses to three kinds of uncertainty: Product line simplicity at the Hollywood film studios. *Journal of Management*, 25: 97-116.

**Session 3 (February 5, 2015): The Resource-Based View of the Firm I**

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

Barney, J. 1991. Firm resources and sustainable competitive advantage*: Journal of Management*, 17: 99-120.

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

Barney, J. 2001. Is the resource-based “view” a useful perspective for strategic management research? Yes! *Academy of Management Review*, 46(1), 41-57.

Priem, R. L., & Butler, J. E. 2001. Tautology in the resource-based view and the implications of externally determined resource value: Further comments. *Academy of Management Review*, 26(1), 57-67.

Kraaijenbrink, J, J.-C. Spender, & A. J. Groen. 2010. The Resource-Based View: A Review and Assessment of Its Critiques, ***Journal of Management***, 36: 349-372

Arend, R. & Lévesque, M. 2010. Is the Resource-Based View a Practical Organizational Theory? **Organization** **Science**. 21(4): 913-930.

Lo, D., Frias, K., & Ghosh, M. 2012. [Price Formats for Branded Components in Industrial Markets: An Integration of Transaction Cost Economics and the Resource-Based View.](http://web.b.ebscohost.com/bsi/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx68d%2b%2bSa2orkewpq9Nnqe4TLSwrlGexss%2b8ujfhvHX4Yzn5eyB4rOvS7SosEm1p7VLpOLfhuWz44ak2uBV4OrmPvLX5VW%2fxKR57LO2S6%2bor0u2p6R%2b7ejrefKz5I3q4vJ99uoA&hid=124)  **Organization Science**. 23 (5): 1282-1297.

## Supplemental Readings

Penrose, E. T. 1959. *The theory of the growth of the firm*. New York: Wiley & Sons.

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

Peteraf, Margaret A, and Jay B. Barney. 2003 ‘Unraveling the resource-based tangle’. Managerial and Decision Economics 24: 309-323.

Connor, 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. (pages 121-132 for this session)

Wernerfelt, B. 1995. The resource-based view of the firm: Ten years after. *Strategic Management Journal*, 16: 171-174.

Foss, N. J. 1996. Knowledge-based approaches to the theory of the firm: Some critical comments. *Organization Science*, 7: 470-476.

Conner, K. & Prahalad, C. K. 1996. A resource-based theory of the firm: Knowledge vs Opportunism. *Organizational Science*, 7: 477-501.

Barney, J. 2001. Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6): 643-650.

**Session 4 (February 12, 2015): The Resource-Based View of the Firm II**

Schroeder, R. G., Bates, K. A., & Junttila, M. A. 2002. A resource-based view of manufacturing strategy and the relationship to manufacturing performance*. Strategic Management Journal*, 23(2): 105-117.

Hansen, M. H., Perry, L. T. & Reese, C. S. 2004. A Bayesian operationalization of the resource-based view. *Strategic Management Journal*, 25(13), 1279-1295.

Ray, G., Barney, J. B., & Muhanna, W. A. 2004. Capabilities, business processes, and competitive advantage: Choosing the dependent variable in empirical tests of the resource-view. *Strategic Management Journal*, 25: 23-37.

Lavie, D. 2006. The competitive advantage of interconnected firms: an extension of the resource-based view. *Academy of Management Review*, 31(3): 638-658.

Lado, A. A., Boyd, N. G., Wright, P., & Kroll, M. 2006. Paradox and theorizing within the resource-based view. *Academy of Management Review*, 31(1): 115-131.

Pérez-Nordtvedt, L., Kedia, B.L., Datta, D., & Rasheed, A. 2008. Effectiveness and Efficiency of Cross-Border Knowledge Transfer: An Empirical Examination. ***Journal of Management Studies****,* 45(4): 714-744.

Newbert, S. 2008. Value, rareness, competitive advantage, and performance: A conceptual-level empirical investigation of the **resource**-**based** **view** of the firm. ***Strategic*** ***Management*** ***Journal***, 29 (7): 745-768.

Maurer, C., Bansal, P., & Crossan, M. 2011. Creating Economic Value through Social Values: Introducing a Culturally Informed Resource-Based View. **Organization** **Science**. 22(2): 432-448.

## Supplemental Readings

Zander, I., & Zander, U. 2005. The Inside Track: On the Important (But Neglected) Role of Customers in the Resource-Based View of Strategy and Firm Growth. *Journal of Management Studies*, 42(8): 1519-1548.

Foss, K., & Foss, N. J. 2005. Resources and transaction costs: how property rights economics furthers the resource-based view. *Strategic Management Journal*, 26 (6): 541-553.

Newbert, S. 2007. [Empirical research on the resource-based view of the firm: an assessment and suggestions for future research.](http://web.b.ebscohost.com/bsi/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx68d%2b%2bSa2orkewpq9Nnqe4TLSwrlGexss%2b8ujfhvHX4Yzn5eyB4rOvS7SosEm1p7VLpOLfhuWz44ak2uBV4OrmPvLX5VW%2fxKR57LOwS7OotU60r6R%2b7ejrefKz5I3q4vJ99uoA&hid=124)  *Strategic Management Journal*. 28 (2): 121-146.

Mesquita, L., Anand, J., & Brush, T. 2008. Academic Journal

Comparing the resource-based and relational views: Knowledge transfer and spillover in vertical alliances. ***Strategic*** ***Management*** ***Journal***, 29(9): 913-941

**Session 5 (February 19, 2015): Dynamic Capabilities**

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

Helfat, C. E. 1997. Know-how and asset complementarity and dynamic capability accumulation: The case of R&D. *Strategic Management Journal*, 18: 339-360.

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

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

Danneels, E. 2011. Trying to become a different type of company: dynamic capability at Smith Corona. *Strategic Management Journal*, 32(1): 1-31.

Hodgkinson, G., & Healey, M. 2011. Psychological foundations of dynamic capabilities: reflexion and reflection in strategic management. *Strategic Management Journal*. 32(13): 1500-1516.

Peteraf, M., Di Stefano, G., & Verona, G. 2013. The elephant in the room of dynamic capabilities: Bringing two diverging conversations together. *Strategic Management Journal*. 34(12): 1389-1410.

Schilke, O. 2014. On the contingent value of dynamic capabilities for competitive advantage: The nonlinear moderating effect of environmental dynamism. *Strategic Management Journal*. 35(2): 179-203.

## Supplemental Readings

Lavie, D. 2006. Capability reconfiguration: an analysis of incumbent responses to technological change. *Academy of Management Review*, 31(1): 153-174.

Coff, R. W. 2010. The coevolution of rent appropriation and capability development. ***Strategic Management Journal*,** 31: 711-733.

Rindova, V. P., & Kotha, S. 2001. Continuous “morphing”: Competing through dynamic capabilities, form and function. *Academy of Management Journal*, 44: 1263-1280.

Ray, G., Barney, J. B., & Muhanna, W. A. 2004. Capabilities, business processes, and competitive advantage: Choosing the dependent variable in empirical tests of the resource-view. *Strategic Management Journal,* 25: 23-37.

Kor, Y. Y., & Mahoney, J. T. 2005. How dynamics, management, and governance of resource deployments influence firm-level performance. *Strategic Management Journal*, 26(5): 489-496.

Pil, F. K., & Cohen, S. K. 2006. Modularity: Implications for imitation, innovation, and sustained advantage. ***Academy of Management Review***, 31(4): 995-1011.

### Zahra, S. A., & Sapienza, H. J., & Davidsson, P. 2006. Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda. Jour*nal of Management Studies*, 43(4): 917-955.

### Session 6 (February 26, 2015): Networks and Alliances

**Oliver, C. 1990. Determinants of interorganizational relationships: Integration and future directions. *Academy of Management Review*, 15: 241-265.**

Gulati, R. 1998. Alliances and networks. ***Strategic Management Journal***, 19: 293-322.

McEvily, B., and Marcus, A. 2005. Embedded Ties and the Acquisition of Competitive Capabilities. ***Strategic Management Journal***, 26(11): 1033-1055.

Zaheer, A. & Soda, G. 2009. Network evolution: The origins of structural holes. ***Administrative Science Quarterly***, 54: 1-31.

**Greve, H., Baum, J., C., Mitsuhashi, H., and Rowley, T. 2010. Built to last but falling apart: Cohesion, friction, and withdrawal from interfirm alliances. *Academy of Management Journal*, 53(2): 302-322.**

Borgatti, S. P. & Halgin, D. S. 2011. On network theory. ***Organization Science***, 22: 1168-1181.

Greve, H. R., Mitsuhashi, H., & Baum, J. A. C. 2013. Greener pastures: Outside options and strategic alliance withdrawal. ***Organization Science***, 24: 79-98.

Heidl, R., Steensma, K., & Phelps, C. 2014. [Divisive Faultlines and the Unplanned Dissolutions of Multipartner Alliances.](http://web.b.ebscohost.com/bsi/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx68d%2b%2bSa2orkewpq9Nnqm4TK6wr0uexss%2b8ujfhvHX4Yzn5eyB4rOvS7SosEm1p7VLpOLfhuWz44ak2uBV4OrmPvLX5VW%2fxKR57LO3UbKnt0ixpqR%2b7ejrefKz5I3q4vJ99uoA&hid=124)  ***Organization******Science***. 25(5): 1351-1371

## Supplemental Readings

**Gulati, R., Lavie, D., Singh, H. 2009. The nature of partnering experience and the gains from alliances. *Strategic Management Journal*, Nov2009, Vol. 30 Issue 11, p1213-1233**

**Gulati, R., and Gargiulo, M.1999. Where do Interorganizational Networks Come From? *American Journal of Sociology*, 104(5): 1439-1493.**

Borch, O., and Huse, M. 1993. Informal strategic networks and boards of directors. ***Entrepreneurship: Theory and Practice****,* 18(1): 23-36.

Ilinitch, A, D’Aveni, A, and Lewin, A. 1996. New organizational forms and strategies for managing in hypercompetitive environments. ***Organizational Science***, 7: 211-220.

Dubini, P., and Aldrich, H. 1991. Personal and extended networks are central to the entrepreneurial process. ***Journal of Business Venturing****,* 6(5): 305-313.

Koka, B., and Prescott, J. 2002. Strategic Alliances as Social Capital: A Multidimensional View. ***Strategic Management Journal***, 23(9): 795-8816.

**Gulati,** R., Nohria, N., and Zaheer, A. 2000. Strategic Networks. ***Strategic Management Journal***, 21(3): 203-216.

Lavie, D. 2006. The Competitive Advantage of Interconnected Firms: An Extension of the Resource-Based View, ***Academy of Management Review***, 31(3): 638-658.

Axelrod, R. 1984. *The evolution of cooperation.* New York: Basic Books.

Burt, R. S. 1992. *Structural holes: The social structure of competition.* Cambridge, MA: Harvard University Press.

Shenkar, O. & Reuer, J. J. (Eds.) 2005. *Handbook of strategic alliances*. Newbury Park, CA: Sage Publications, Inc.

Inkpen, A., and Tsang, E. 2005. Social Capital, Networks, and Knowledge Transfer. ***Academy of Management Review***, 30(1): 146-165.

### Session 7 (March 5, 2015): Organizational Learning and Knowledge transfer

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

Zander, U., & Kogut, B. 1995. Knowledge and the speed of the transfer and imitation of organizational capabilities: An empirical test. ***Organization Science***, 6(1): 76-92.

Levinthal, D. A., & March, J. G. 1993. The myopia of learning. ***Strategic Management Journal***, 14: 95-112.

Grant, R. M. 1996. Toward a knowledge-based theory of the firm. ***Strategic Management Journal****,* 17:109-122.

Crossan, M., Lane, H., & White, R. 1999. AN ORGANIZATIONAL LEARNING FRAMEWORK: FROM INTUITION TO INSTITUTION. ***Academy of Management Review***. 24 (3): 522-537.

**Lane**, P. J., Koka, B. R., & Pathak, S. 2006. The reification of absorptive capacity: a critical review and rejuvenation of the construct. ***Academy of Management Review***, 31(4): 833-863.

**Zhao, J. Z., Anand, J. 2009. A multilevel perspective on knowledge transfer: Evidence from the Chinese automotive industry. *Strategic Management Journal*, 30(9): 959-983**

Chang, Y., Gong, Y., & Peng, M. 2012. Expatriate knowledge transfer, subsidiary absorptive capacity, and subsidiary performance. ***Academy of Management Journal***. 55(4): 927-948.

## Supplemental Readings

**Williams, C. 2007. Transfer in context: Replication and adaptation in knowledge transfer relationships. *Strategic Management Journal*, 28(9): 867-889.**

**Lane**, P. J., Salk, J. E., & Lyles, M. A. 2001. Absorptive capacity, learning, and performance in international joint ventures. ***Strategic Management Journal***, 22(12): 1139-

Zahra, S. A., & George, G. 2002. Absorptive capacity: A review, reconceptualization, and extension. ***The Academy of Management Review***, 27(2): 185-203.

Bhagat, R. S., Kedia, B. L., Harveston, P. D., & Triandis, H. 2002. Cultural variations in the cross-border transfer of organizational knowledge: An integrative framework. ***The Academy of Management Review*,** 27(2): 204-221

Dyer, J. H., & Hatch, N. W. 2006. Relation-specific capabilities and barriers to knowledge transfers: creating advantage through network relationships. ***Strategic Management Journal***, 27(8): 701-719.

Spender, J.-C. 1996. Making knowledge the basis of a dynamic theory of the firm. ***Strategic Management Journal***, 17 (Winter): 45-62.

Szulanski, G. 1995. Unpacking stickiness: an empirical investigation of the barriers to transfer best practice inside the firm. ***Academy of Management Journa****l*, Best paper proceedings: 437-441

Miner, A. S., Bassoff, P., & Moorman, C. 2001. Organizational improvisation and learning: A field study***. Administrative Science Quarterly***. 46: 304-337.

Almeida, P, & Kogut, B. 1999. Localization of knowledge and the mobility of engineers in regional networks. ***Management Science***, 45(7): 905-917.

Argote, L., & Ingram, P. 2000. Knowledge transfer: A basis for competitive advantage in firms. ***Organizational Behavior and Human Decisions Processes****,* 82: 150-169.

Argyris, C., & Schon, D. A. (1978). *Organizational learning: A theory of action perspective*. Reading, MA: Addison-Wesley

### Session 8 (March 19, 2015): Short Paper Presentations and papers are due (25 minutes)

### Session 9 (March 26, 2015): Strategic Change and Adaptation

Child, J. 1972. Organizational Structure, Environment and Performance: The Role of Strategic Choice. ***Sociology***, 6: 1‑30.

Hrebiniak, L.G., & Joyce, W.F. 1985. Organizational Adaptation: Strategic Choice and Environmental Determinism. ***Administrative Science Quarterly***, 30(3). 336‑349.

Gersick, C.J.G. 1991. Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. ***Academy of Management Review***, 16(1): 10-36.

Rajagopalan, N., & Spreitzer, G.M. 1997. Towards a theory of strategic change: A multi-lens perspective and integrative framework. ***Academy of Management Review***, 22(1): 48-79.

Van de Ven, A.H., & Poole, M.S. 1995. Explaining development and change in organizations.   ***Academy of Management Review***, 20(3): 510-540.

Zúñiga-Vicente, J. A., and Vicente-Lorente, J.D. 2006. Strategic Moves and Organizational Survival in Turbulent Environments: The Case of Spanish Banks (1983-97). ***Journal of Management Studies***, 43(3): 485-519

Delmas, M. A. & Toffel,M. W. 2008. Organizational responses to environmental demands: Opening the black box. ***Strategic Management Journal***, 29: 1027-1055.

Bednar, M., Boivie, S., & Prince, N. 2013. [Burr Under the Saddle: How Media Coverage Influences Strategic Change.](http://web.b.ebscohost.com.ezproxy.uta.edu/bsi/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx68d%2b%2bSa2or0ewpq9NnqevUq%2bvuEqylr9lpOrweezp33vy3%2b2G59q7Ra%2bptUy3rLZOr6akhN%2fk5VXj5KR84LPgjOac8nnls79mpNfsVbattUqyrrBNpNztiuvX8lXk6%2bqE8tv2jAAA&hid=125) ***Organization******Science***. 24 (3): 910-925.

## Supplemental Readings

Pettigrew, A., Woodman, R., & Cameron, K.S. 2001. Studying organizational change and development: Challenges for future research. ***Academy of Management Journal*,** 44(4): 697-713.

Lewin, A. Y., Long, C. P., and Carroll, T. 1999. The Coevolution of New Organizational Forms. ***Organization Science***, 10(5): 535-550.

Amis, J., Slack, T., & Hinings, C.R. The pace, sequence, and linearity of radical change. ***Academy of Management Journal*** 47(1): 15-40.

Bourgeois III, L.J. 1984. Strategic Management and Determinism. ***Academy of Management Review***, 9(4): 586‑596.

Boeker, W. 1997. Executive migration and strategic change: The effect of top manager movement on product-market entry. Administrative Science Quarterly, 42(2): 213-236.

Kratz, M.S. & Moore, J.H. 2002. Executive migration and institutional change. ***Academy of Management Journal*** 45(1): 120-143.

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### Sessions 15 (May 7, 2015): Paper Presentations and papers are due (25 minutes)

### Session 16 (May 14, 2015): Final Exam