



Tulane/Universidad de  
Los Andes PhD Program  
*Strategic Management*  
*PhD Seminar*  
Summer 1997

## Course Syllabus

Professor: Robert R. Wiggins Home Phone: 482-8204 Email: robert.wiggins@tulane.edu or wiggo@office.sob.tulane.edu	Office: 551 Goldring/Woldenberg Office phone: 865-5423 Office hours: M-F afternoons and as available Sat/Sun
Professor: Robert D. Nixon Email: rnixon@office.sob.tulane.edu	Office: 547 Goldring/Woldenberg Office phone: 865-5439 Office hours: M-F afternoons

**Course Meets:** Mon/Wed 1:00-5:00 PM Goldring/Woldenberg Hall Room 151

**Required Text:** Readings packet.

### Course Description:

**LEVEL:** PhD

**OBJECTIVE:** This PhD seminar is a doctoral level course on the major contemporary issues in strategic management research. It also includes an overview of major research streams from the past. The focus of this course will be on surveying current knowledge, integrating this knowledge to be able to develop new theory, and the critique of various research methodologies as they pertain to the readings.

**METHODOLOGY:** The student is responsible for seminar participation, including a presentation on one of the topics and one of the research papers assigned for that topic. Specifically, each student will be assigned one topic area (two to three students per class session) and one paper from that topic area to present in class. Each student will prepare a critique of the assigned paper in a two to three page single-spaced document to be handed in at the beginning of the assigned session. This critique will focus on both the content/theory and the methodology of the paper, and will be presented to the class. The students responsible for the topic area will also lead the discussion of all of the papers assigned for that class session. All other students will be responsible for reading all of the assigned papers, whether or not they are the lead students for that session.

In addition, every student will prepare a one to two page single-spaced overview of the readings for each topic area, to be handed in at the beginning of each class session.

At the end of the course, there will be a final examination on the concepts from the papers covered in the course.

<b>GRADING:</b>	Seminar Class Participation	30%
	Paper Critique and Presentation	30%
	Final Examination	30%
	Daily Overview Papers	10%

### **Seminar Participation**

Seminar participants are responsible for reading the material assigned for each session. Reading of text material should be at the level of comprehension at which it is possible to give coherent analyses or, failing that, at least be at the level to enable the reader to ask intelligent questions. The participation grade for the seminar will be 30% of the final grade for the course.





6/9	Mon	<p><b>3A. Business Level Strategy II – Generic Strategies</b></p>	<p>Karnani, Aneel (1984). 'Generic Competitive Strategies - An Analytical Approach', <i>Strategic Management Journal</i>, 5(4), 367-380.</p> <p>Hill, Charles W. L. (1988). 'Differentiation versus low cost or differentiation and low cost: A contingency framework', <i>Academy of Management Review</i>, 13(2), 401-412.</p> <p>Miles, Raymond E., Snow, Charles C., Meyer, A. D. and Coleman, H. J. (1978). 'Organizational strategy, structure, and process', <i>Academy of Management Review</i> (July), 546-562.</p> <p><b>Supplementary Readings:</b></p> <p>Miles, Raymond E. and Snow, Charles C. (1978). <i>Organizational Strategy, Structure, and Process</i>, McGraw-Hill, New York.</p> <p>Porter, Michael E. (1980). <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i>, The Free Press, New York.</p> <p>Porter, Michael (1985). <i>Competitive Advantage: Creating and Sustaining Superior Performance</i>, The Free Press, New York.</p> <p>Zajac, Edward J. and Shortell, Stephen M. (1989). 'Changing Generic Strategies: Likelihood, Direction, and Performance Implications', <i>Strategic Management Journal</i>, 10(5), 413-430.</p>
		<p><b>3B. Business Level Strategy III – Strategic Groups</b></p>	<p>Caves, Richard E. and Porter, Michael E. (1977). 'From Entry Barriers to Mobility Barriers: Conjectural Decisions and Contrived Deterrence to New Competition', <i>Quarterly Journal of Economics</i>, <b>91</b>, 421-441.</p> <p>Barney, Jay B. and Hoskisson, Robert E. (1990). 'Strategic Groups: Untested Assertions and Research Proposals', <i>Managerial and Decision Economics</i>, <b>11</b>, 187-198.</p> <p>Wiggins, Robert R. and Ruefli, Timothy W. (1995). 'Necessary conditions for the predictive validity of strategic groups: Analysis without reliance on clustering techniques', <i>Academy of Management Journal</i>, <b>38</b>(6), 1635-1656.</p> <p><b>Supplementary Readings:</b></p> <p>Dess, G. G. and Davis, P. S. (1984). 'Porter's (1980) generic strategies as determinants of strategic group membership and organizational performance', <i>Academy of Management Journal</i>, 27, 467-88.</p> <p>McGee, John and Thomas, Howard (1986). 'Strategic Groups: Theory, Research and Taxonomy', <i>Strategic Management Journal</i>, 7(2), 141-160.</p> <p>Porter, Michael E. (1979). 'The Structure Within Industries and Companies' Performance', <i>Review of Economics and Statistics</i>, <b>61</b>(2), 214-227.</p> <p>Reger, Rhonda K. and Huff, Anne Sigismund (1993). 'Strategic groups: A cognitive perspective', <i>Strategic Management Journal</i>, 14(2), 103-124.</p> <p>Thomas, Howard and Venkatraman, N. (1988). 'Research on strategic groups: Progress and prognosis', <i>Journal of Management Studies</i>, <b>25</b>(6), 537-555.</p>

6/11	Wed	<p><b>4. Business Level Strategy IV – The Resource-Based View of the Firm</b></p>	<p>Barney, Jay B. (1991). Firm resources and sustained competitive advantage', <i>Journal of Management</i>, <b>17</b>, 99-120.</p> <p>Conner, Kathleen 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?', <i>Journal of Management</i>, <b>17</b>, 121-154.</p> <p>Mahoney, Joseph T. and Pandian, J. Rajendran (1992). 'The resource-based view of the firm within the conversation of strategic management', <i>Strategic Management Journal</i>, <b>13</b>(5), 363-380.</p> <p>Conner, Kathleen R. and Prahalad, C. K. (1996). 'A resource-based theory of the firm: Knowledge versus opportunism', <i>Organization Science</i>, <b>7</b>(5), 477-501.</p> <p>Wiggins, Robert R. (1997). <i>Sustained Competitive Advantage: Temporal Dynamics and the Rarity of Superior Economic Performance</i>, Academy of Management Annual Meeting, Boston.</p> <p><b>Supplementary Readings:</b></p> <p>Barney, Jay B. (1986). 'Strategic factor markets: Expectations, luck, and business strategy', <i>Management Science</i>, <b>32</b>, 1231-41.</p> <p>Chatterjee, Sayan and Wernerfelt, Birger (1991). 'The Link Between Resources and Type of Diversification: Theory and Evidence', <i>Strategic Management Journal</i>, <b>12</b>(1), 33-48.</p> <p>Hamel, Gary and Prahalad, C. K. (1994). <i>Competing for the Future</i>, Harvard Business School Press, Boston.</p> <p>Itami, H. with Roehl, T. W. (1987). <i>Mobilizing invisible assets</i>, Harvard University Press, Cambridge, MA.</p> <p>Penrose, Edith T. (1959). <i>The Theory of the Growth of the Firm</i>, Basil Blackwell, Oxford.</p> <p>Selznick, Philip (1957). <i>Leadership in Administration</i>, University of California Press, Berkeley.</p> <p>Wernerfelt, Birger (1984). 'A resource-based view of the firm', <i>Strategic Management Journal</i>, <b>5</b>, 171-180.</p>
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6/16	Mon	<p data-bbox="316 182 613 310"><b>5A. Business Level Strategy V – Unusual Sources of Competitive Advantage</b></p> <p data-bbox="316 787 548 821"><b>5B. Strategic Risk</b></p>	<p data-bbox="662 182 1421 275">Arthur, W. Brian (1989). 'Competing technologies, increasing returns, and lock-in by historical events', <i>Economic Journal</i>, 99, 116-131.</p> <p data-bbox="662 312 1401 405">Reed, Richard and DeFillippi, Robert J. (1990). 'Causal Ambiguity, Barriers to Imitation, and Sustainable Competitive Advantage', <i>Academy of Management Review</i>, 15(1), 88-102.</p> <p data-bbox="662 443 1364 535">Barney, Jay B. (1986). 'Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?', <i>Academy of Management Review</i>, 11(3), 656-665.</p> <p data-bbox="662 573 906 596"><b>Supplementary Readings:</b></p> <p data-bbox="662 611 1442 680">Ghemawat, Pankaj (1986). 'Sustainable advantage', In Cynthia A. Montgomery &amp; Michael E. Porter (Eds.), <i>Strategy: Seeking and Securing Competitive Advantage</i> (pp. 27-38), Harvard Business Review, Cambridge, Mass.</p> <p data-bbox="662 707 1422 753">Nelson, Richard R. and Winter, Sidney G. (1982). <i>An Evolutionary Theory of Economic Change</i>, Belknap Press, Cambridge, Mass.</p> <p data-bbox="662 787 1450 852">Bowman, Edward H. (1980). 'A Risk/Return Paradox for Strategic Management', <i>Sloan Management Review</i>(Spring), 17-31.</p> <p data-bbox="662 886 1435 982">Ruefli, Timothy W. (1990). 'Mean-Variance Approaches to Risk-Return Relationships in Strategy: Paradox Lost', <i>Management Science</i>, 36(3), 368-380.</p> <p data-bbox="662 1016 1430 1150">Bromiley, Philip (1991). 'Paradox or at Least Variance Found: A Comment on 'Mean-Variance Approaches to Risk-Return Relationships in Strategy: Paradox Lost,' by Timothy W. Ruefli. <i>Management Science</i> (1990)', <i>Management Science</i>.</p> <p data-bbox="662 1184 1411 1278">Ruefli, Timothy W. (1991). 'Reply to Bromiley's Comment and Further Results: Paradox Lost Becomes Dilemma Found', <i>Management Science</i>.</p> <p data-bbox="662 1312 1433 1446">Ruefli, Timothy W. and Wiggins, Robert R. (1994). 'When mean square error becomes variance: A comment on 'Business risk and return: A test of simultaneous relationships"', <i>Management Science</i>, 40(6), 750-759.</p> <p data-bbox="662 1480 906 1503"><b>Supplementary Readings:</b></p> <p data-bbox="662 1537 1386 1591">Bowman, Edward H. (1982). 'Risk Seeking by Troubled Firms', <i>Sloan Management Review</i> (Summer), 33-40.</p> <p data-bbox="662 1629 1419 1686">Collins, James M. and Ruefli, Timothy W. (1992). 'Strategic risk: An ordinal approach', <i>Management Science</i>, 38(12), 1707-1731.</p> <p data-bbox="662 1724 1440 1812">Fiegenbaum, Avi and Thomas, Howard (1988). 'Attitudes Toward Risk and the Risk-Return Paradox: Prospect Theory Explanations', <i>Academy of Management Journal</i>, 31(1), 85-106.</p> <p data-bbox="662 1850 1443 1938">Wiseman, Robert M. and Bromiley, Philip (1991). 'Risk-Return Associations: Paradox or Artifact? An Empirically Tested Explanation', <i>Strategic Management Journal</i>, 12(3), 231-241.</p>
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6/18	Wed	<b>6A. Corporate Level Strategy I – Diversification</b>	<p>Rumelt, Richard P. (1982). 'Diversification Strategy and Profitability', <i>Strategic Management Journal</i>, <b>3</b>(4), 359-369.</p> <p>Hoskisson, Robert. E. and Hitt, Michael A. (1990). 'Antecedents and performance outcomes of diversification: A review and critique of theoretical perspectives', <i>Journal of Management</i>, <b>16</b>(2), 461-509.</p> <p>Ramanujam, Vasudevan and Varadarajan, P. (1989). 'Research on Corporate Diversification: A Synthesis', <i>Strategic Management Journal</i>, <b>10</b>(6), 523-551.</p> <p><b>Supplementary Readings:</b></p> <p>Amit, Raphael and Livnat, Joshua (1988). 'Diversification Strategies, Business Cycles and Economic Performance', <i>Strategic Management Journal</i>, <b>9</b>(2), 99-110.</p> <p>Bettis, Richard A. (1981). 'Performance Differences in Related and Unrelated Diversified Firms', <i>Strategic Management Journal</i>, <b>2</b>(4), 379-393.</p> <p>Christensen, H. Kurt and Montgomery, Cynthia A. (1981). 'Corporate Economic Performance: Diversification Strategy Versus Market Structure', <i>Strategic Management Journal</i>, <b>2</b>(4), 327-343.</p> <p>Grant, Robert M. (1988). 'On 'Dominant Logic', Relatedness and the Link Between Diversity and Performance', <i>Strategic Management Journal</i>, <b>9</b>(6), 639-642.</p> <p>Hitt, Michael A. and Ireland, R. Duane (1985). 'Corporate Distinctive Competence, Strategy, Industry and Performance', <i>Strategic Management Journal</i>, <b>6</b>(3), 273-293.</p> <p>Lubatkin, Michael and Rogers, Ronald C. (1989). 'Diversification, Systematic Risk, and Shareholder Return: A Capital Market Extension of Rumelt's 1974 Study', <i>Academy of Management Journal</i>, <b>32</b>(2), 454-465.</p> <p>Montgomery, Cynthia A., Wernerfelt, Birger and Balakrishnan, Srinivasan (1989). 'Strategy Content and the Research Process: A Critique and Commentary', <i>Strategic Management Journal</i>, <b>10</b>(2), 189-197.</p> <p>Montgomery, Cynthia A. (1985). 'Product-Market Diversification and Market Power', <i>Academy of Mgmt Journal</i>, <b>28</b>(4), 789-798.</p> <p>Montgomery, Cynthia A. and Singh, Harbir (1984). 'Diversification Strategy and Systematic Risk', <i>Strategic Management Journal</i>, <b>5</b>(2), 181-191.</p> <p>Prahalad, C. K. and Bettis, Richard A. (1986). 'The Dominant Logic: A New Linkage Between Diversity and Performance', <i>Strategic Management Journal</i>, <b>7</b>(6), 485-501.</p> <p>Rumelt, Richard P. (1974). <i>Strategy, Structure, and Economic Performance</i>, Harvard Business School Press, Boston.</p>
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	<p><b>6B. Corporate Level Strategy II – Mergers and Acquisitions</b></p>	<p>Walter, Gordon A. and Barney, Jay B. (1990). 'Management Objectives in Mergers and Acquisitions', <i>Strategic Management Journal</i>, 11(1), 79-86.</p> <p>Barney, Jay B. (1988). 'Returns to Bidding Firms in Mergers and Acquisitions: Reconsidering the Relatedness Hypothesis', <i>Strategic Management Journal</i>, 9, 71-78.</p> <p>Lubatkin, Michael (1987). 'Merger Strategies and Stockholder Value', <i>Strategic Management Journal</i>, 8(1), 39-53.</p> <p><b>Supplementary Readings:</b></p> <p>Amihud, Yakov and Lev, Baruch (1981). 'Risk reduction as a managerial motive for conglomerate mergers', <i>Bell Journal of Economics</i>, 605-617.</p> <p>Asquith, Paul (1983). 'Merger Bids, Uncertainty, and Stockholder Returns', <i>Journal of Financial Economics</i>, 11, 51-83.</p> <p>Chatterjee, Sayan (1986). 'Types of Synergy and Economic Value: The Impact of Acquisitions on Merging and Rival Firms', <i>Strategic Management Journal</i>, 7(2), 119-139.</p> <p>Duhaime, Irene M. and Schwenk, Charles R. (1985). 'Conjectures on Cognitive Simplification in Acquisition and Divestment Decision Making', <i>Academy of Management Review</i>, 10(2), 287-295.</p> <p>Haspeslagh, Philippe C. and Jemison, David B. (1991). <i>Managing acquisitions: Creating value through corporate renewal</i>, The Free Press, New York.</p> <p>Hopkins, H. Donald (1987). 'Acquisition Strategy and the Market Position of Acquiring Firms', <i>Strategic Management Journal</i>, 8(6), 535-547.</p> <p>Jemison, D.B. (1987). 'Value Creation and Acquisition Integration: The Role of Strategic Capability Transfer', In G. Liebcap (Ed.), <i>Corporate Restructuring Through Mergers, Acquisitions, and Leveraged Buyouts</i>, JAI Press, Greenwich.</p> <p>Jensen, Michael C. and Ruback, Richard S. (1983). 'The Market for Corporate Control', <i>Journal of Financial Economics</i>, 11, 5-50.</p> <p>Paine, Frank T. and Power, Daniel J. (1984). 'Merger Strategy: An Examination of Drucker's Five Rules for Successful Acquisitions', <i>Strategic Management Journal</i>, 5(2), 99-110.</p> <p>Singh, Harbir and Montgomery, Cynthia A. (1987). 'Corporate Acquisition Strategies and Economic Performance', <i>Strategic Management Journal</i>, 8(4), 377-386.</p> <p>Yip, George S. (1982). 'Diversification Entry: Internal Development Versus Acquisition', <i>Strategic Management Journal</i>, 3(4), 331-345.</p>
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6/23	Mon	<b>7A. Strategic Decision Processes</b>	<p>Mintzberg, H. and J. A. Waters (1985). "Of Strategies, Deliberate and Emergent." <i>Strategic Management Journal</i> 6(3): 257-272.</p> <p>Fredrickson, James W. and Mitchell, Terence R. (1984). 'Strategic Decision Processes: Comprehensiveness and Performance in an Industry with an Unstable Environment', <i>Academy of Management Journal</i>, 27(2), 399-423.</p> <p>Bourgeois, L. J. III (1980). 'Performance and Consensus', <i>Strategic Management Journal</i>, 1(3), 227-248.</p> <p><b>Supplementary Readings:</b></p> <p>Allison, Graham T. (1971). <i>Essence of Decision</i>, Little, Brown, Boston.</p> <p>Bourgeois, L. J. III (1985). 'Strategic Goals, Perceived Uncertainty, and Economic Performance in Volatile Environments', <i>Academy of Management Journal</i>, 28(3), 548-573.</p> <p>Cyert, Richard M. and March, James G. (1963). <i>A Behavioral Theory of the Firm</i>, Prentice-Hall, Englewood Cliffs, NJ.</p> <p>Dess, Gregory G. (1987). 'Consensus on Strategy Formulation and Organizational Performance: Competitors in a Fragmented Industry', <i>Strategic Management Journal</i>, 8(3), 259-277.</p> <p>Dutton, Jane E., Fahey, Liam and Narayanan, V. K. (1983). 'Toward Understanding Strategic Issue Diagnosis', <i>Strategic Management Journal</i>, 4(4), 307-323.</p> <p>Dutton, Jane E. and Duncan, Robert B. (1987). 'The Creation of Momentum for Change Through the Process of Strategic Issue Diagnosis', <i>Strategic Management Journal</i>, 8(3), 279-295.</p> <p>Eisenhardt, Kathleen M. and Bourgeois, L. J. Iii (1988). 'Politics of Strategic Decision Making in High-Velocity Environments: Toward a Midrange Theory', <i>Academy of Management Journal</i>, 31(4), 737-770.</p> <p>Fredrickson, James W. (1986). 'The Strategic Decision Process and Organizational Structure', <i>Academy of Management Review</i>, 11(2), 280-297.</p> <p>Fredrickson, James W. and Iaquinto, Anthony L. (1989). 'Inertia and Creeping Rationality in Strategic Decision Processes', <i>Academy of Management Journal</i>, 32(3), 516-542.</p> <p>Hambrick, Donald C. (1982). 'Environmental Scanning and Organizational Strategy', <i>Strategic Management Journal</i>, 3(2), 159-174.</p> <p>Lenz, R. T. and Engledow, Jack L. (1986). 'Environmental Analysis Units and Strategic Decision-Making: A Field Study of Selected 'Leading-Edge' Corporations', <i>Strategic Management Journal</i>, 7(1), 69-89.</p> <p>Mintzberg, H. (1973). <i>The Nature of Managerial Work</i>, Harper &amp; Row, New York.</p> <p>Quinn, J. B. (1980). <i>Strategies for Change: Logical Incrementalism</i>. Homewood, IL, Richard D. Irwin.</p> <p>Simon, Herbert A. (1976). <i>Administrative Behavior</i>. (Third ed.), The Free Press, New York.</p>
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6/25	Wed	<b>8. Strategy Implementation</b>	<p>Teece, D. (1981). Internal Organization and Economic Performance: An Empirical Analysis of the Profitability of Principal Firms', <i>Journal of Industrial Economics</i>, <b>30</b>, 173-199.</p> <p>Bourgeois, L. J. III and Brodwin, David R. (1984). 'Strategic Implementation: Five Approaches to an Elusive Phenomenon', <i>Strategic Management Journal</i>, <b>5</b>(3), 241-264.</p> <p>Nutt, Paul C. (1987). Identifying and Appraising How Managers Install Strategy', <i>Strategic Management Journal</i>, <b>8</b>(1), 1-14.</p> <p>Govindarajan, Vijay (1989). Implementing Competitive Strategies at the Business Unit Level: Implications of Matching Managers to Strategies', <i>Strategic Management Journal</i>, <b>10</b>(3), 251-269.</p> <p>Hill, Charles W. L. and Hoskisson, Robert E. (1987). 'Strategy and Structure in the Multiproduct Firm', <i>Academy of Management Review</i>, <b>12</b>(2), 331-341.</p> <p><b>Supplementary Readings:</b></p> <p>Chandler, Alfred D., Jr. (1962). <i>Strategy and Structure: Chapters in the History of the American Industrial Enterprise</i>, M.I.T. Press, Cambridge.</p> <p>Ghoshal, Sumantra and Nohria, Nitin (1989). Internal Differentiation Within Multinational Corporations', <i>Strategic Management Journal</i>, <b>10</b>(4), 323-337.</p> <p>Gupta, Anil K. (1987). 'SBU Strategies, Corporate-SBU Relations, and SBU Effectiveness in Strategy Implementation', <i>Academy of Mgmt Journal</i>, <b>30</b>(3), 477-500.</p> <p>Ouchi, W. (1980). Markets, Bureaucracies, and Clans', <i>Administrative Science Quarterly</i>, <b>25</b>, 129-141.</p> <p>Peters, T. J. and Waterman, R. H. (1982). <i>In Search of Excellence: Lessons from America's Best-Run Companies</i>, Harper &amp; Row, New York.</p> <p>Thompson, J. D. (1967). <i>Organizations in Action</i>, McGraw Hill, New York.</p>
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6/30	Mon	<p><b>9A. Cooperative Strategies</b></p> <p>Thorelli, Hans B. (1986). 'Networks: Between Markets and Hierarchies', <i>Strategic Management Journal</i>, 7(1), 37-51.</p> <p>Harrigan, Kathryn Rudie (1988). 'Joint Ventures and Competitive Strategy', <i>Strategic Management Journal</i>, 9(2), 141-158.</p> <p>Kogut, Bruce (1988). 'Joint Ventures: Theoretical and Empirical Perspectives', <i>Strategic Management Journal</i>, 9(4), 319-332.</p> <p>Astley, W. Graham (1984). 'Toward an Appreciation of Collective Strategy', <i>Academy of Management Review</i>, 9(3), 526-535.</p> <p>Nielsen, Richard P. (1988). 'Cooperative Strategy', <i>Strategic Management Journal</i>, 9(5), 475-492.</p> <p><b>Supplementary Readings:</b></p> <p>Borys, Bryan and Jemison, David B. (1989). 'Hybrid Arrangements as Strategic Alliances: Theoretical Issues in Organizational Combinations', <i>Academy of Management Review</i>, 14(2), 234-249.</p> <p>Bresser, Rudi K. F. (1988). 'Matching Collective and Competitive Strategies', <i>Strategic Management Journal</i>, 9(4), 375-385.</p> <p>Axelrod (1984). <i>The Evolution of Cooperation</i>, Basic Books, New York.</p> <p>Jarillo, J. Carlos (1988). 'On Strategic Networks', <i>Strategic Management Journal</i>, 9(1), 31-41.</p> <p>Jarillo, J. Carlos and Ricart, Joan Enric (1987). 'Sustaining Networks', <i>Interfaces</i>, 17(5), 82-91.</p> <p>Kaneko, I. and Imai, K. (1987). <i>A Network View of the Firm</i>. Paper presented at the First Stanford-Hototsubashi Conference, Palo Alto, California.</p> <p>Katz, Michael L. and Ordover, Janusz A. (1990). <i>R&amp;D Cooperation and Competition</i>. Paper presented at the Brookings papers: Microeconomics: 1990.</p> <p>Nielsen, R.P. (1987, Spring). 'The Case for Cooperative Strategies', <i>McKinsey Quarterly</i>, 41-48.</p> <p>Ulrich, D. (1983). 'Governing Transactions: A Framework for Cooperative Strategy', <i>Human Resource Management</i>, 22, 23-39.</p> <p>von Hippel, E. (1986). <i>Cooperation Between Competing Firms: Informal Know-How Trading</i>, Sloan School, MIT.</p> <p><b>9B. Course Wrap-up</b></p>	
7/2	Wed	<b>10. Final Examination</b>	

## **Other Recommended Readings in Economics, Organizations, and Strategic Management**

- Akerloff, G. A. (1970). 'The Market for Lemons': Qualitative Uncertainty and the Market Mechanism', *Quarterly Journal of Economics*, **84**, 488-500.
- Alchian, A. and Demsetz, H. (1972). 'Production, Information Costs, and Economic Organization', *American Economic Review*, **62**, 777-795.
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