

THE UNIVERSITY OF MEMPHIS

MGMT 8510—Seminar in Strategy and Planning Research

Fall 2003

Course Syllabus

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Course Meets: Wed 1:30-4:30 PM FCB 336

Required Text: Readings are available on CDROM in Adobe Acrobat PDF format from the instructor.

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 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. Finally, each student will prepare a research paper on a topic related to the course readings and present the paper in class.

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| GRADING: Seminar Participation | 30% |
| Paper Critique and Presentation | 30% |
| Research Paper and Presentation | 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.

Daily Overview Papers

Seminar participants are responsible for preparing a brief one or two page single-spaced overview of the readings for each topic area (note that two class sessions cover two topic areas, so for those classes two overview papers are required). In these overview papers, students should summarize the major ideas and contributions to knowledge of the assigned readings and describe how the readings relate to one another. Students may also discuss research questions that the readings inspire. These overview papers are primarily intended to help students organize their thoughts on the readings, and will only constitute 10% of the final course grade.

Paper Critique and Presentation

Each student will prepare a critique of the instructor-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. Unlike the daily overview papers, this assignment is to critique the paper, not summarize it. Students must, in addition to identifying the major ideas and contributions, discuss any flaws in the paper and also the ramifications of the paper for the field. The students responsible for the topic area will also lead the discussion of all of the papers assigned for that class session. The critique and presentation grade for the seminar will be 30% of the final grade for the course. Depending on enrollment, students may be assigned more than one session, so two sessions will be 15% each, and three sessions would be 10% each.

Research Paper

Seminar participants will prepare a research paper related to one of the topics of the course. This paper is to be the front end of an empirical paper, with an introduction, literature review, theory development, hypotheses, and a description of what methodology would be used to test the hypotheses. This paper may be a revision or extension of a paper originally written for another course, or may be combined with an equivalent assignment for another concurrent course (pending permission of the other instructor involved). Ideally, this paper will be able to be adapted as a theory-only paper or completed with the requisite research study to be a self-contained empirical paper for submission to a conference or journal. The presentation of the papers will be on the last day of the semester, Wednesday, December 3. The format for the presentation will be the Academy of Management model, which calls for a maximum of 12 minutes of presentation. Depending on enrollment, there may also be 5-10 minutes of Q&A by the instructor and other students after each paper. The paper and presentation grade will be 30% of the final grade for the course.

Schedule of Classes and Readings

8/27—1. Overview and Origins of the Field

Jemison, D. B. (1981). The importance of an integrative approach to strategic management. *Academy of Management Review* 6(4): 601-608.

Porter, M. E. (1981). The contributions of industrial organization to strategic management. *Academy of Management Review* 6(4): 609-620. (MGMT 8500, 8506)

Biggadike (1981). The contributions of marketing to strategic management. *Academy of Management Review* 6(4): 621-632.

Jemison, D. B. (1981). The contributions of administrative behavior to strategic management. *Academy of Management Review* 6(4): 633-642.

Summer, C. E.; Bettis, R. A.; Duhaime, I. H.; Grant, J. H.; Hambrick, D. C.; Snow, C. C. and Zeithaml, C. P. (1990). Doctoral education in the field of business policy & strategy. *Journal of Management* 16(2) 361-398.

Rumelt, R. Schendel, D., & Teece, D. (1991). Fundamental Research Issues in Strategy and Economics. *Strategic Management Journal*. Special Issue. Vol. 12.

Bettis, R.A. (1991). Strategic management and the straightjacket: An Editorial Essay, *Organization Science*, Vol. 2. 315-319.

Carroll, G. (1993). A Sociological View on Why Firms Differ. *Strategic Management Journal* 14(4): 237-249.

Park, S.H. & Gordon, M.E. (1996). Publication records and tenure decisions in the field of strategic management. *Strategic Management Journal*, vol. 17(2) 109-128.

Supplementary Readings:

Andrews, Kenneth R. (1987). *The Concept of Corporate Strategy*. (Third ed.), Irwin, Homewood.

Ansoff, H. Igor (1965). *Corporate Strategy*, McGraw-Hill, New York.

Bowman, Edward H. (1990). 'Strategy changes: Possible worlds and actual minds', In James W. Fredrickson (Ed.), *Perspectives on Strategic Management* (pp. 9-38), Harper Business, New York.

Huff, Anne and Reger, Rhonda (1987). 'A review of strategic process research', *Journal of Management*, 13(2).

Schendel, D. E. and C. W. Hofer, Eds. (1979). *Strategic Management: A New View of Business Policy and Planning*. Boston, Little, Brown. Pp 1-22.

Prahalad, C. L., & Hamel, C. 1994. Strategy as a field of study: Why search for a new paradigm. *Strategic Management Journal*, 15 (Special Issue): 5-16.

Dess, G., Gupta, A., Hennart, J., & Hill, C. 1995. Conducting and integrating strategy research at the international, corporate, and business levels: Issues and directions. *Journal of Management*, 21(3): 357-393.

9/3—2. Strategy as a Descriptive/Empirical Context

Venkatraman, N. and J. H. Grant (1986). Construct Measurement in Organizational Strategy Research: A Critique and Proposal. *Academy of Management Review* 11(1): 71-87.

Camerer, C. (1985). Redirecting Research in Business Policy and Strategy. *Strategic Management Journal* 6(1): 1-15.

Eisenhardt, K.M. (1989). Building theories from case study research. *Academy of Management Review*, Vol. 14. 532-550.

Montgomery, Cynthia A., Wernerfelt, Birger and Balakrishnan, Srinivasan (1989). Strategy Content and the Research Process: A Critique and Commentary, *Strategic Management Journal*, 10(2), 189-197.

Mintzberg, H. (1990). The Design School: Reconsidering the Basic Premises of Strategic Management. *Strategic Management Journal* 11(3): 171-195. (MGMT 8506)

Golden, B. (1992). The past is the past--or is it? The use of retrospective accounts as indicators of past strategy. *Academy of Management Journal*, 35(4): 848-860.

Hoskisson, R., Hitt, M., Wan, W., & Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 25(3): 417-456.

Bowen, H.P., & M.F. Wiersema, (1999). Matching method to paradigm in strategy research: Limitations of cross-sectional analysis and some methodological alternatives. *Strategic Management Journal*. 20(7), 625-637.

Supplementary Readings:

Shrivastava, P. 1987. Rigor and practical usefulness of research in strategic management. *Strategic Management Journal*; Jan/Feb 1987

Hambrick, Donald C. (1990). The adolescence of strategic management, 1980-1985: Critical perceptions and reality, In James W. Fredrickson (Ed.), *Perspectives on Strategic Management* (pp. 237-261), Harper Business, New York.

Meyer, A. 1991. What is strategy's distinctive competence? *Journal of Management*. 17(4)821-833.

Wall, S.J. & Wall, S. R. 1995. The evolution (not the death) of strategy. *Organizational Dynamics*. 24(2):6-19.

Inkpen, A. & Choudhury, N. 1995. The Seeking of Strategy Where it is Not. Towards a Theory of Strategy Absence, *Strategic Management Journal*, 16: 313-323.

Porter, M. E. 1996. What is strategy? *Harvard Business Review*, 74(6):61-78.

Hamel, G. & Prahalad, C.K. 1996. Competing in the New Economy: Managing Out of Bounds, *Strategic Management Journal*, 17(3): 237-242.

9/10—3. Firm Performance

Fisher, Franklin M. (1988). Accounting data and the economic performance of firms, *Journal of Accounting and Public Policy*, 7, 253-260.

Dess, Gregory G. and Robinson, Richard B. Jr (1984). Measuring Organizational Performance in the Absence of Objective Measures: The Case of the Privately-Held Firm and Conglomerate Business Unit, *Strategic Management Journal*, 5(3), 265-273.

Venkatramin, N. & Ramaujam, V. 1986. Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11(4): 801-814.

Hansen, Gary S. & Wernerfelt, Birger (1989). Determinants of firm performance: The relative importance of economic and organizational factors. *Strategic Management Journal*, 10: 399-411.

Hoskisson, Robert E., Hitt, Michael A., Johnson, Richard A. and Moesel, Douglas D. (1993). Construct validity of an objective (entropy) categorical measure of diversification strategy, *Strategic Management Journal*, 14(3), 215-235.

Barber, Brad M. and Lyon, John D. (1996). Detecting abnormal operating performance: The empirical power and specification of test statistics. *Journal of Financial Economics*, 41: 359-399.

Stimpert, J.L. & Duhaime, I.M. (1997). Seeing the big picture: The influence of industry, diversification and business strategy on performance. *Academy of Management Journal*, 40(3): 560-583.

March, J.G. & Sutton, R. I. (1997). Organizational performance as a dependent variable. *Organization Science*, 8(6): 698-706.

Supplementary Readings:

Lenz, R.T. 1981. Determinants of organizational performance: An interdisciplinary review. *Strategic Management Journal*, 2(2): 131-154.

Chakravarthy, B. S. 1986. Measuring strategic performance. *Strategic Management Journal*, 7(5): 437-458.

Miller, D. 1988. Relating Porter's business strategies to environment and structure: Analysis and performance implications. *Academy of Management Journal*. 31(2): 280-308.

Buijink, Willem, Jegers, Marc and Salamon, Gerald L. (1989). Accounting Rates of Return: Comment; Reply, *American Economic Review*, 79(1), 287-293.

Stevens, Jerry L. (1990). Tobin's q and the Structure-Performance Relationship: Comment, *American Economic Review*, 80(3), 618-623.

9/17—4. Business Level Strategy I—Structure-Conduct-Performance

Porter, Michael E. (1979). The Structure Within Industries and Companies' Performance, *Review of Economics and Statistics*, 61(2), 214-227.

Baumol, William J. (1982). Contestable Markets: An Uprising in the Theory of Industry Structure, *American Economic Review*, 72(1), 1-15.

Caves, Richard (1984). Economic analysis and the quest for competitive advantage, *American Economic Review*, 74, 127-132.

Rumelt, R. (1991). How much does industry matter? *Strategic Management Journal*, vol. 12. 167-185.

McGahan AM, Porter ME. 1997. How much does industry matter, really? *Strategic Management Journal* 18 (Special Summer Issue): 15-30.

Brush, T., P. Bromiley, & M. Hendrickx (1999). The relative influence of industry and corporation on business segment performance: An alternative estimate. *Strategic Management Journal*. Vol 20 (6)519-548.

Bowman EH, Helfat C. 2001. Does corporate strategy matter? *Strategic Management Journal* 22: 1-26.

Ruefli, Timothy W. and Wiggins, Robert R. (2003). Industry, corporate, and segment effects and performance: A non-parametric approach. *Strategic Management Journal*. 24, 861-879.

Supplementary Readings:

Bain, Joe S. (1968). *Industrial Organization*. (2nd ed.), Wiley, New York.

Caves, Richard (1972). *American Industry: Structure, Conduct, Performance*. (Third ed.), Prentice-Hall, Englewood Cliffs, NJ.

Porter, Michael E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, The Free Press, New York.

Scherer, F. M. (1980). *Industrial Market Structure and Economic Performance*. (Second ed.), Rand McNally College Publishing Co., Chicago.

Tirole, Jean (1988). *The Theory of Industrial Organization*, The MIT Press, Cambridge, Mass.

Ravenscraft DJ. 1983. Structure-profit relationships at the line of business and industry level. *Review of Economics and Statistics* 65: 22-31.

Powell TC. 1996. How much does industry matter? An alternative empirical test. *Strategic Management Journal* 17: 323-334.

Brush TH, Bromiley P. 1997. What does a small corporate effect mean? A variance components simulation of corporate and business effects. *Strategic Management Journal* 18: 825-835.

Chang, S.& H.Singh. (2000). Corporate and industry effects on business unit competitive position. *Strategic Management Journal*. Vol 21 739-752.

9/24—5. Business Level Strategy II—Generic Strategies and Competitive Dynamics

Miles, Raymond E., Snow, Charles C., Meyer, A. D. and Coleman, H. J. (1978). 'Organizational strategy, structure, and process', *Academy of Management Review* (July), 546-562. (MGMT 8506)

Karnani, Aneel (1984). 'Generic Competitive Strategies - An Analytical Approach', *Strategic Management Journal*, 5(4), 367-380.

Hill, Charles W. L. (1988). 'Differentiation versus low cost or differentiation and low cost: A contingency framework', *Academy of Management Review*, 13(2), 401-412.

Chen, M.J. & Hambrick, D. 1995. Speed, stealth, and selective attack: How small firms differ from large firms in competitive behavior. *Academy of Management Journal*, 38(2), 453-482.

Chen, M. (1996). Competitor analysis and Interfirm Rivalry: Toward a Theoretical Integration. *Academy of Management Review*. Vol. 21. 100-134.

Gimeno, Javier & Woo, Carolyn Y. (1999). 'Multimarket contact, economies of scope, and firm performance'. *Academy of Management Journal*. 42(3), 239-260

Baum, J. & J. Korn, (1999). Dynamics of dyadic competitive interaction. *Strategic Management Journal*. Vol 20: 251-278.

Supplementary Readings:

Miles, Raymond E. and Snow, Charles C. (1978). *Organizational Strategy, Structure, and Process*, McGraw-Hill, New York.

Porter, Michael E. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, The Free Press, New York.

Porter, Michael (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*, The Free Press, New York.

Zajac, Edward J. and Shortell, Stephen M. (1989). 'Changing Generic Strategies: Likelihood, Direction, and Performance Implications', *Strategic Management Journal*, 10(5), 413-430.

10/1—6. Business Level Strategy III—Strategic Groups

Caves, Richard E. and Porter, Michael E. (1977). 'From Entry Barriers to Mobility Barriers: Conjectural Decisions and Contrived Deterrence to New Competition', *Quarterly Journal of Economics*, **91**, 241-261. (MGMT 8500)

Dess, G. G. and Davis, P. S. (1984). 'Porter's (1980) generic strategies as determinants of strategic group membership and organizational performance', *Academy of Management Journal*, **27**, 467-88. (MGMT 8500, 8506)

McGee, John and Thomas, Howard (1986). 'Strategic Groups: Theory, Research and Taxonomy', *Strategic Management Journal*, **7**(2), 141-160. (MGMT 8500)

Barney, Jay B. and Hoskisson, Robert E. (1990). 'Strategic Groups: Untested Assertions and Research Proposals', *Managerial and Decision Economics*, **11**, 187-198.

Caves, R. & Ghemawat, P. (1992). Identifying mobility barriers. *Strategic Management Journal*. **13**, 1-12.

Reger, Rhonda K. and Huff, Anne Sigismund (1993). 'Strategic groups: A cognitive perspective', *Strategic Management Journal*, **14**(2), 103-124.

Wiggins, Robert R. and Ruefli, Timothy W. (1995). 'Necessary conditions for the predictive validity of strategic groups: Analysis without reliance on clustering techniques', *Academy of Management Journal*, **38**(6), 1635-1656.

Supplementary Readings:

Porter, Michael E. (1979). 'The Structure Within Industries and Companies' Performance', *Review of Economics and Statistics*, **61**(2), 214-227.

Thomas, Howard and Venkatraman, N. (1988). 'Research on strategic groups: Progress and prognosis', *Journal of Management Studies*, **25**(6), 537-555.

Peteraf, M.A. & M. Shanley (1997) Getting to know you: A theory of strategic group identity. *Strategic Management Journal*, Vol. 18, 165-186.

10/8—7. Business Level Strategy IV—Resource-Based View of the Firm

Wernerfelt, Birger (1984). 'A resource-based view of the firm', *Strategic Management Journal*, **5**, 171-180.

Barney, Jay B. (1991). 'Firm resources and sustained competitive advantage', *Journal of Management*, **17**, 99-120. (MGMT 8506)

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?', *Journal of Management*, **17**, 121-154. (MGMT 8506)

Mahoney, Joseph T. and Pandian, J. Rajendran (1992). 'The resource-based view of the firm within the conversation of strategic management', *Strategic Management Journal*, **13**(5), 363-380.

Wernerfelt, Birger (1995). 'The resource-based view of the firm, Ten years after'. *Strategic Management Journal*, **16**(3), 171-174.

Conner, Kathleen R. and Prahalad, C. K. (1996). 'A resource-based theory of the firm: Knowledge versus opportunism', *Organization Science*, **7**(5), 477-501.

Oliver, Christine (1997). 'Sustainable competitive advantage: Combining institutional and resource-based views.' *Strategic Management Journal*, **18**(9), 697-713.

Wiggins, Robert R. and Ruefli, Timothy W. (2002). 'Sustained Competitive Advantage: Temporal Dynamics and the Incidence and Persistence of Superior Economic Performance', *Organization Science*, **13**(1), 81-105.

Rugman, Alan M. and Verbeke, Alain (2002). 'Edith Penrose's contribution to the resource-based view of strategic management', *Strategic Management Journal*, **23**(8), 769-780.

Supplementary Readings:

Barney, Jay B. (1986). 'Strategic factor markets: Expectations, luck, and business strategy', *Management Science*, **32**, 1231-41. (MGMT 8500)

Chatterjee, Sayan and Wernerfelt, Birger (1991). 'The Link Between Resources and Type of Diversification: Theory and Evidence', *Strategic Management Journal*, **12**(1), 33-48.

Peteraf, M.A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, **14** (3): 179-192.

Hamel, Gary and Prahalad, C. K. (1994). *Competing for the Future*, Harvard Business School Press, Boston.

Itami, H. with Roehl, T. W. (1987). *Mobilizing invisible assets*, Harvard University Press, Cambridge, MA.

Penrose, Edith T. (1959). *The Theory of the Growth of the Firm*, Basil Blackwell, Oxford.

Selznick, Philip (1957). *Leadership in Administration*, University of California Press, Berkeley.

10/15—8A. Business Level Strategy V – Unusual Sources of Competitive Advantage

Arthur, W. Brian (1989). 'Competing technologies, increasing returns, and lock-in by historical events', *Economic Journal*, 99, 116-131.

Reed, Richard and DeFillippi, Robert J. (1990). 'Causal Ambiguity, Barriers to Imitation, and Sustainable Competitive Advantage', *Academy of Management Review*, 15(1), 88-102.

Barney, Jay B. (1986). 'Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?', *Academy of Management Review*, 11(3), 656-665.

Supplementary Readings:

Ghemawat, Pankaj (1986). 'Sustainable advantage', In Cynthia A. Montgomery & Michael E. Porter (Eds.), *Strategy: Seeking and Securing Competitive Advantage* (pp. 27-38), Harvard Business Review, Cambridge, Mass.

Nelson, Richard R. and Winter, Sidney G. (1982). *An Evolutionary Theory of Economic Change*, Belknap Press, Cambridge, Mass.

10/15—8B. Strategic Risk

Bowman, Edward H. (1980). 'A Risk/Return Paradox for Strategic Management', *Sloan Management Review*(Spring), 17-31.

Ruefli, Timothy W. (1990). 'Mean-Variance Approaches to Risk-Return Relationships in Strategy: Paradox Lost', *Management Science*, **36**(3), 368-380.

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. *Management Science* (1990)', *Management Science*.

Ruefli, Timothy W. (1991). 'Reply to Bromiley's Comment and Further Results: Paradox Lost Becomes Dilemma Found', *Management Science*.

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'', *Management Science*, **40**(6), 750-759.

Supplementary Readings:

Bowman, Edward H. (1982). 'Risk Seeking by Troubled Firms', *Sloan Management Review* (Summer), 33-40.

Collins, James M. and Ruefli, Timothy W. (1992). 'Strategic risk: An ordinal approach', *Management Science*, 38(12), 1707-1731.

Fiigenbaum, Avi and Thomas, Howard (1988). 'Attitudes Toward Risk and the Risk-Return Paradox: Prospect Theory Explanations', *Academy of Management Journal*, 31(1), 85-106.

Wiseman, Robert M. and Bromiley, Philip (1991). 'Risk-Return Associations: Paradox or Artifact? An Empirically Tested Explanation', *Strategic Management Journal*, 12(3), 231-241.

10/22—9. Corporate Level Strategy I – Diversification

Rumelt, Richard P. (1982). 'Diversification Strategy and Profitability', *Strategic Management Journal*, 3(4), 359-369.

Christensen, H. Kurt and Montgomery, Cynthia A. (1981). 'Corporate Economic Performance: Diversification Strategy Versus Market Structure', *Strategic Management Journal*, 2(4), 327-343.

Montgomery, Cynthia A. (1985). 'Product-Market Diversification and Market Power', *Academy of Mgmt Journal*, 28(4), 789-798.

Hitt, Michael A. and Ireland, R. Duane (1985). 'Corporate Distinctive Competence, Strategy, Industry and Performance', *Strategic Management Journal*, 6(3), 273-293.

Ramanujam, Vasudevan and Varadarajan, P. (1989). 'Research on Corporate Diversification: A Synthesis', *Strategic Management Journal*, 10(6), 523-551.

Hoskisson, Robert. E. and Hitt, Michael A. (1990). 'Antecedents and performance outcomes of diversification: A review and critique of theoretical perspectives', *Journal of Management*, 16(2), 461-509.

Datta, D.K. Rajagopalan, N. & Rasheed, A. 1991. Diversification and performance: Critical review and future directions. *Journal of Management Studies*, 28: 529-557.

Supplementary Readings:

Amit, Raphael and Livnat, Joshua (1988). 'Diversification Strategies, Business Cycles and Economic Performance', *Strategic Management Journal*, 9(2), 99-110.

Bettis, Richard A. (1981). 'Performance Differences in Related and Unrelated Diversified Firms', *Strategic Management Journal*, 2(4), 379-393.

Grant, Robert M. (1988). 'On 'Dominant Logic', Relatedness and the Link Between Diversity and Performance', *Strategic Management Journal*, 9(6), 639-642.

Lubatkin, Michael and Rogers, Ronald C. (1989). 'Diversification, Systematic Risk, and Shareholder Return: A Capital Market Extension of Rumelt's 1974 Study', *Academy of Management Journal*, 32(2), 454-465.

Montgomery, Cynthia A. and Singh, Harbir (1984). 'Diversification Strategy and Systematic Risk', *Strategic Management Journal*, 5(2), 181-191.

Palich, L.E, Cardinal, L.B., & Miller, C.C. 2000. Curvilinearity in the diversification-performance linkage: An examination of over three decades of research. *Strategic Management Journal*, 21(2): 155-174.

Prahalad, C. K. and Bettis, Richard A. (1986). 'The Dominant Logic: A New Linkage Between Diversity and Performance', *Strategic Management Journal*, 7(6), 485-501.

Rumelt, Richard P. (1974). *Strategy, Structure, and Economic Performance*, Harvard Business School Press, Boston.

Stimpert, J.L. & Duhaime, I.M. 1997. Seeing the big picture: The influence of industry, diversification, and business strategy on performance. 1997. *Academy of Management Journal*, 560-583.

10/29—10. Corporate Level Strategy II – Mergers and Acquisitions

Jensen, Michael C. and Ruback, Richard S. (1983). 'The Market for Corporate Control', *Journal of Financial Economics*, 11, 5-50.

Lubatkin, Michael (1987). 'Merger Strategies and Stockholder Value', *Strategic Management Journal*, 8(1), 39-53.

Singh, Harbir and Montgomery, Cynthia A. (1987). 'Corporate Acquisition Strategies and Economic Performance', *Strategic Management Journal*, 8(4), 377-386.

Barney, Jay B. (1988). 'Returns to Bidding Firms in Mergers and Acquisitions: Reconsidering the Relatedness Hypothesis', *Strategic Management Journal*, 9, 71-78. (MGMT 8500)

Walter, Gordon A. and Barney, Jay B. (1990). 'Management Objectives in Mergers and Acquisitions', *Strategic Management Journal*, 11(1), 79-86.

Hoskisson, R.E., Johnson, R.A. & Moesel, D.D. 1994. Corporate divestiture intensity in restructuring firms: Effects of governance, strategy and performance. *Academy of Management Journal*, 37: 1207-1251.

Markides, C.C. 1995. Diversification, restructuring and economic performance. *Strategic Management Journal*, 16: 101-118.

Supplementary Readings:

Asquith, Paul (1983). 'Merger Bids, Uncertainty, and Stockholder Returns', *Journal of Financial Economics*, 11, 51-83.

Busija, E., O'Neill, H.M. & Zeithaml, C.P. 1997. Diversification strategy, entry mode, and performance: Evidence of choice and constraints. *Strategic Management Journal*, 18:321-327.

Chatterjee, Sayan (1986). 'Types of Synergy and Economic Value: The Impact of Acquisitions on Merging and Rival Firms', *Strategic Management Journal*, 7(2), 119-139.

Duhaime, Irene M. and Schwenk, Charles R. (1985). 'Conjectures on Cognitive Simplification in Acquisition and Divestment Decision Making', *Academy of Management Review*, 10(2), 287-295.

Haspeslagh, Philippe C. and Jemison, David B. (1991). *Managing acquisitions: Creating value through corporate renewal*, The Free Press, New York.

Hopkins, H. Donald (1987). 'Acquisition Strategy and the Market Position of Acquiring Firms', *Strategic Management Journal*, 8(6), 535-547.

Jemison, D.B. (1987). 'Value Creation and Acquisition Integration: The Role of Strategic Capability Transfer', In G. Liebcap (Ed.), *Corporate Restructuring Through Mergers, Acquisitions, and Leveraged Buyouts*, JAI Press, Greenwich.

Paine, Frank T. and Power, Daniel J. (1984). 'Merger Strategy: An Examination of Drucker's Five Rules for Successful Acquisitions', *Strategic Management Journal*, 5(2), 99-110.

Yip, George S. (1982). 'Diversification Entry: Internal Development Versus Acquisition', *Strategic Management Journal*, 3(4), 331-345.

11/5—11. Strategic Decision Processes

Mintzberg, H. and J. A. Waters (1985). "Of Strategies, Deliberate and Emergent." *Strategic Management Journal* 6(3): 257-272.

Fredrickson, James W. and Mitchell, Terence R. (1984). 'Strategic Decision Processes: Comprehensiveness and Performance in an Industry with an Unstable Environment', *Academy of Management Journal*, 27(2), 399-423.

Bourgeois, L. J. III (1980). 'Performance and Consensus', *Strategic Management Journal*, 1(3), 227-248.

Eisenhardt, Kathleen M. and Bourgeois, L. J. III (1988). 'Politics of Strategic Decision Making in High-Velocity Environments: Toward a Midrange Theory', *Academy of Management Journal*, 31(4), 737-770.

Rajagopalan, N., Rasheed, M.A., & Datta, D.K. 1993. Strategic decision processes: Critical review and future directions. *Journal of Management*, 19: 349-384.

Schoemaker, P.J.H. 1993. Strategic decisions in organizations: Rational and behavioral views. *Journal of Management Studies*, 30(1): 107-129.

Walsh, J.P. 1995. Managerial and organizational cognition: Notes from a trip down memory lane. *Organization Science*. 6(3): 280-321.

Supplementary Readings:

Allison, Graham T. (1971). *Essence of Decision*, Little, Brown, Boston.

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MGMT 8510 Session Preference Sheet

Name: _____

Please number your preferences from 1 (most preferred) to 13 (least preferred).

NOTE: Students may be assigned more than one session.

Individual Preferences

- _____ 9/3—2. Strategy as a Descriptive/Empirical Context
- _____ 9/10—3. Firm Performance
- _____ 9/17—4. Business Level Strategy I—Structure-Conduct-Performance
- _____ 9/24—5. Business Level Strategy II—Generic Strategies/Competitive Dynamics
- _____ 10/1—6. Business Level Strategy III—Strategic Groups
- _____ 10/8—7. Business Level Strategy IV—Resource-Based View of the Firm
- _____ 10/15—8A. Business Level Strategy V – Unusual Sources of Competitive Advantage *and* 8B. Strategic Risk
- _____ 10/22—9. Corporate Level Strategy I – Diversification
- _____ 10/29—10. Corporate Level Strategy II – Mergers and Acquisitions
- _____ 11/5—11. Strategic Decision Processes
- _____ 11/12—12. Executive Leadership and Top Management Teams
- _____ 11/19—13A. Cooperative Strategies *and* 13B. Hypercompetition
- _____ 11/26—14. Strategy Implementation

If you have a compelling reason why you want a particular session/topic area, please explain:
