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## STRATEGY

Period: a.y. 2025/26 - II term

Class times: see schedule

Instructor:

Prof. Giada Di Stefano  
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### Course Description.

This is a doctoral-level seminar designed to expose PhD students to some of the most recent and interdisciplinary topics in strategic management research.

The field of strategic management is fundamentally concerned with understanding why some firms perform better than others. To approach this topic, the course is divided into two main parts. We will start by establishing the existence of performance heterogeneity and understanding how different theories have explained it. We will then move to understanding better what makes a decision strategic and what factors contribute to decision-making.

In dealing with these topics, we will draw extensively from related disciplinary research in the fields of economics, sociology, and psychology. We will touch upon a range of different contributions, from the theoretical to the empirical, and from the classic to the current. In terms of methods, we will read papers that employ a variety of methods including qualitative analysis, surveys, experiments, and the analysis of secondary data.

Finally, we will also take the chance to discuss about the review process of a paper of mine dealing with one of the topics covered during the course. This should help you begin to familiarize with the process of getting published.

### Course Material

The numbered readings are the only required material for the course. There is also a list of suggested readings (marked with a \*) that are meant to provide a range of perspectives and a flavor of the research in different areas in strategy. All the material is available at this link: <https://www.dropbox.com/scl/fo/frs0tfupn1duhnxpv27eh/APZHj5DBK6Fex8ZrQ3ZLoco?rlkey=itixnypkqgnalg73xde5qqi5n&dl=0>

### List of topics

Part I: Understanding performance heterogeneity

- What is Strategy? Performance Heterogeneity from Market Structure and Positioning
- What is Strategy? Performance Heterogeneity from Resources and Capabilities
- Firm Boundaries and Value-Based Perspectives
- The Relational View and The Interplay of Competition and Cooperation
- Evolutionary perspectives and organizational adaptation

Part II: Understanding strategic decisions and decision makers

- Organizational Learning: Within Organizational Boundaries
- Organizational Learning: Across Organizational Boundaries
- Information Processing

- Organizational and Individual Goals
- The Value of Management
- The Role of Institutions

Part III: Stepping back to evaluate

- How is the field of strategy doing? And where is it going?

## Assessment Methods

Students will be evaluated based on three criteria:

### 1. Class Participation and attendance: 40% of final grade

Because of the very nature of the course, you are expected to attend each class, and actively participate. Please note that the reading list is composed of a number of mandatory readings plus a number of additional readings. The latter are not going to be discussed in classes and are not mandatory to read.

During each class, selected students will be asked to introduce and discuss the assigned materials. I am OK with you splitting the readings in advance, but every student is expected to have read the material and be prepared to summarize and critically evaluate each paper. To facilitate division of labor, please reserve your paper in advance using this tool: <https://docs.google.com/spreadsheets/d/1uAv58sgeV9noar7Y22jol5le1u4m-ETRAnbewHdiLAI/edit?usp=sharing>.

In preparing each paper, please try to address the following questions:

- Why is this a strategy paper? (as opposed to a paper in OT, OB, or others...)
- Why is this theoretically important to understand? How does it provide insights on how we should think about things differently?
- Why do we think that this is economically or socially important? How can it be used and how can it create impact?
- What are the underlying behavioral mechanisms for the effects identified in the paper? How does the paper connect the outcomes with the mechanisms?
- How confident are you with the results?

I also expect you to provide a critical assessment, starting with what you liked about the paper, to then move what you would have done differently, and potentially to what one could do next.

### 2. Puzzle & Gap Reports: 30% of final grade

For three sessions of the course (at your choice), you should prepare a two-page document related to (all or some of) the readings assigned to that session. Please do not write a summary of the readings (doing so will be penalized), but try to use the readings as a platform for your own ideas. In particular, you may choose to: (a) contrast the views and assumptions of different authors; (b) discuss research gaps and hence potential contribution opportunities; and (c) link the material to salient business phenomena. There is no need to do all three on each of the reports: I'd rather have you go in depth with one single task than try to fit a bit of everything into the limited space you have.

Please email these summaries to me by 9am on the day of the class.

### 3. Reviewing Exercise: 30% of final grade

During the course, you will have the chance to take a closer look at the publication process by examining the revision process of one paper. This exercise will unfold over 3 sessions and will require you to produce three short reports.

First, you will be asked to read the original submission, and write a referee report of this paper (as if you were reviewing for a journal). Follow the AMJ guidelines available at: <https://aom.org/research/publishing-with-aom/reviewer-resources> (go to "Reviewer

resources by journal” and look under “Academy of Management Journal”). Please email the report to me by 9am on the day of class (11/24).

Once you have completed your own review, I will share with you the actual referee reports. You will be asked to read them prior to class and draft a brief response letter, highlighting the three main critical issues emerging from reading the reports, and possible strategies to address them. Please email the 1-page report to me by 9am on the day of class (11/25).

Finally, I will share with you the actual response letter and the resubmitted manuscript. You will be asked to read through them and write a short commentary with the main takeaways from this exercise. Please email the 1-page report to me by 9am on the day of class (11/27).

### **Faculty Bio.**

Giada is a Professor of Strategy at Bocconi University. Her general research interests are in the broad area of strategy and innovation. More specifically, she studies the factors that foster or inhibit the creation and transfer of knowledge, within and across organizations. From a methodological standpoint, her research is prevalently mixed-method, with a focus on experiments and field work more broadly. To this end, she has partnered with a number of organizations to conduct experiments “in the wild.” Her work is often conducted in the context of creative industries, broadly defined – from gourmet cuisine to science, from computer programming to academia. Her papers have been published in top academic journals including the Academy of Management Journal, Management Science, Organization Science, and Strategic Management Journal. Her research has also been featured on the Financial Times. She currently serves as an Associate Editor for the Strategic Management Journal and a Contributing Editor for Strategy Science. She also serves on the board of the Strategic Management Society (SMS) and the Consortium on Competitiveness and Cooperation (CCC). For the Strategic Management Society, she has served as the Program Chair of the Will Mitchell Dissertation Research Grant Program of the Strategic Research Foundation, in the Leadership team for the Competitive Strategy Interest Group, and as a Representative-at-Large and Engagement Officer for the Behavioral Strategy Interest Group. For the Academy of Management, she has served on the Executive Committee for both the STR Division and the TIM Division of the Academy of Management. Giada joined Bocconi in 2019, after seven years at HEC Paris. Prior to joining academia, she worked as a product manager for L’Oréal Paris.

## Session 1: What is Strategy? Performance Heterogeneity From Market Structure and Positioning (Monday, October 27, 2025: 1.15-3.45pm)

**Everyone reads everything, please – no nominal assignment of readings**

1. Mahoney JT, McGahan AM. (2007). The field of strategic management within the evolving science of strategic organization. *Strategic Organization*, 5(1), 79-99. *\*read as background reading\**
  - \* Ghemawat P. (2002). Competition and business strategy in historical perspective. *Business History Review*, 76(1), 37-74.
  - \* Makadok R. 2011. Invited editorial: the four theories of profit and their joint effects. *Journal of Management*, 37(5), 1316-1334.
  - \* Leiblein MJ, Reuer JJ. (2020). Foundations and futures of strategic management. *Strategic Management Review*, 1(1), 1-33.
  - \* Feldman E. (2020). Corporate strategy: Past, present, and future. *Strategic Management Review*, 1(1).
2. Leiblein MJ, Reuer J, Zenger T. (2019). What makes a decision strategic? *Strategy Science*, 3(4), 558–573. *\*read as background reading\**
  - \* Porter M. (1996). What is strategy? *Harvard Business Review*, Nov.-Dec. 3-20.
  - \* Denrell J, Fang C, Liu C. (2015). Perspective: Chance explanations in the management sciences. *Organization Science*, 26(3), 923-940.
3. Wang, M. Z. (2023). Changes in Industry and Corporate Effects in the U.S., 1978 – 2019. *Strategic Management Journal*, 44: 477–490. (Please read also the appendix) *\*be prepared to discuss in detail\**
  - \* Schmalensee, R. (1985). Do markets differ much? *American Economic Review*, 75(3): 341–351.
  - \* Rumelt RP. (1991). How much does industry matter? *Strategic Management Journal*, 12(3), 167-185.
  - \* McGahan AM, Porter ME. (1997). How much does industry matter, really? *Strategic Management Journal*, 15-30.
  - \* Bowman EH, Helfat CE. (2001). Does corporate strategy matter? *Strategic Management Journal*, 22(1), 1-23.
  - \* Ruefli T, Wiggins R. (2005) Industry, corporate, and segment effects and performance: A nonparametric approach. *Strategic Management Journal*, 24(9), 861-879.
    - McGahan A, Porter M. (2005). Comment on Industry, corporate and business segment effects and business performance: a non-parametric approach by Ruefli and Wiggins. *Strategic Management Journal*
    - Ruefli T, Wiggins R. (2005). Response to McGahan and Porter's commentary on Industry, corporate and business-segment effects and business performance: a nonparametric approach. *Strategic Management Journal*
  - \* Debate at DRUID in 2005 on the relative importance of industry and firm effects on performance between Anita McGahan, Sid Winter, Janet Bercovitz and Alfonso Gambardella:  
<https://vimeo.com/druidsociety/review/310335943/847a7e3910>
  - \* Khanna T., Rivkin J. (2001). Estimating the Performance Effects of Business Groups in Emerging Markets. *Strategic Management Journal*, 22(1): 45–74
4. Heshmati M, Csazar F. (2024). Learning strategic representations: Exploring the effects of taking a strategy course. *Organization Science*, forthcoming. *\*be prepared to discuss in detail\**

**Discussion forum: What is Strategy? From positioning to resources to value.**

## Session 2: What is Strategy? Performance Heterogeneity From Resources and Capabilities (Tuesday, October 28, 2025: 1.15-3.45pm)

**Everyone reads everything, please – no nominal assignment of readings**

1. Priem RL, Butler J. (2001). Is the resource-based "view" a useful perspective for strategic management research?. *Academy of Management Review*, 26: 22-40. *\*be prepared to discuss in detail\**  
Please read also the following two articles
  - Barney JB. (2001). Is the resource-based "view" a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26: 41-56.
  - Priem RL, Butler J. (2001). Tautology in the Resource-Based View and the implications of externally determined resource value: Further comments. *Academy of Management Review*, 26(1), 57-66.
  - \* Wernerfelt B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180.
  - \* Wernerfelt B. (1995). A Resource-based View of the Firm: 10 years later. *Strategic Management Journal*, 16, 171-174.
  - \* Barney J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
  - \* Peteraf MA. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14(3), 179-191.
2. Leiblein MJ. (2011). What do resource- and capability-based theories propose? *Journal of Management*, 37(4), 909-932. *\*read as background reading\**
  - \* Newbert SL. (2007). Empirical research on the resource-based view of the firm: An assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121-146.
  - \* Kraaijenbrink J, Spender JC, Groen AJ. (2010). The resource-based view: A review and assessment of its critiques. *Journal of Management*, 36(1), 349-372.
  - \* Syverson C. (2011). What determines productivity?. *Journal of Economic literature*, 49(2), 326-65.
  - \* Barney JB, Ketchen DJ, Wright M. (2021) Bold voices and new opportunities: An expanded research agenda for the resource-based view. *Journal of Management*, 47(7), 1677-1683.
3. Dierickx I, Cool K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35(12): 1504-1511. *\*be prepared to discuss in detail\**
4. Peteraf MA, 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. *\*be prepared to discuss in detail\**
  - \* Teece DJ, Pisano G, Shuen A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533.
  - \* Eisenhardt KM, Martin J. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21, 1105-1121.
  - \* Tripsas M. (1997). Surviving radical technological change through dynamic capability: Evidence from the typesetter industry. *Industrial & Corporate Change*, 6 (2), 341–377.
  - \* King AA, Tucci CL. (2002). Incumbent entry into new market niches: The role of experience and managerial choice in the creation of dynamic capabilities. *Management Science*, 48, 171-186.

**Guest speaker: Margaret Peteraf (Dartmouth)**

### Session 3: The Relational View and The Interplay of Competition and Cooperation (Thursday, November 6, 2025: 1.15-3.45pm)

**Background reading for all: Dyer JH, Singh H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23, 660–679.**

- \* Brandenburger A, Nalebuff B. (1996). Co-Opetition. In Co-Opetition. New York: Doubleday. 11–39 (Chapter 2).
  - \* Poppo L., Zenger T. (2002). Do formal contracts and relational governance function as substitutes or complements? *Strategic Management Journal*, 23, 707-726.
  - \* Hoffmann W, Lavie D, Reuer JJ, Shipilov A. (2018). The interplay of competition and cooperation. *Strategic Management Journal*, 39, 3033– 3052.
1. Park SH, Russo MV. (1996). When competition eclipses cooperation: An event history analysis of joint venture failure. *Management Science*.
    - \* Schrader S. (1991). Informal technology transfer between firms: cooperation through information trading. *Research Policy*, 20, 153-170.
    - \* Faems D, Janssens M, Madhok A, Looy BV (2008) Toward an integrative perspective on alliance governance: Connecting contract design, trust dynamics, and contract application. *Academy of Management Journal*, 51(6), 1053–1078.
    - \* Jarvenpaa SL, Majchrzak A (2016) Interactive self-regulatory theory for sharing and protecting in interorganizational collaborations. *Academy of Management Review*, 41(1): 9–27.
  2. Ingram P, Roberts PW. (2000). Friendships among competitors in the Sydney hotel industry. *American Journal of Sociology*, 106(2), 387-423.
  3. Cunningham C, Ederer F, Ma S. (2021). Killer acquisitions. *Journal of Political Economy*, 129(3), 649-702.
  4. Roche M, Oettl C, Catalini C (2024) Proximate (co-)working: Knowledge spillovers and social interactions.

**Discussion forum: Few remarks on epistemology**

## Session 4: Firm Boundaries and Value-Based Perspectives (Monday, November 10, 2025: 1.15-3.45pm)

**Background reading for everyone: Williamson OE. (1999). Strategy research: governance and competence perspectives. Strategic Management Journal.**

- \* Coase RH. (1937). The nature of the firm. *Economica*, 4 (16), 386-405.
  - \* Williamson OE. (1981) The economics of organization: the transaction cost approach. *American Journal of Sociology*, 87(3), 548 - 577.
  - \* Williamson OE. (2002). The theory of the firm as governance structure: From choice to contract. *Journal of Economic Perspectives*, 16(3), 171-195.
  - \* Winter SG. (1988). On Coase, competence, and the corporation. *Journal of Law, Economics, and Organization*, 4, 163-80.
  - \* Gibbons R. (1999). Taking Coase seriously. *Administrative Science Quarterly*.
1. Silverman BS, Ingram P. (2017). Asset ownership and incentives in early shareholder capitalism: Liverpool shipping in the eighteenth century. *Strategic Management Journal*, 38(4), 854-875.
    - \* Oxley J. (1997). Appropriability hazards and governance in alliances: A transaction cost approach. *Journal of Law, Economics and Organization*, 13, 387-409.
    - \* Nickerson JA, Silverman BS. (2003). Why firms want to organize efficiently and what keeps them from doing so: Inappropriate governance, performance, and adaptation in a deregulated industry. *Administrative Science Quarterly*, 48(3), 433-465.
    - \* Mayer K, Argyres N. (2004). Learning to contract: Evidence from the personal computer industry. *Organization Science*, 5, 394-410.
    - \* Sampson R. (2004). The cost of misaligned governance in R&D alliances. *Journal of Law, Economics and Organization*, 20, 484-526.
    - \* Rawley E, Simcoe T. (2010). Diversification, diseconomies of scope, and vertical contracting: Evidence from the taxicab industry. *Management Science*, 55(9), 1534-1550.
    - \* Gartenberg C, Pierce L. (2017). Subprime governance: Agency costs in vertically integrated banks and the 2008 mortgage crisis. *Strategic Management Journal*, 38: 300–321.
  2. Chatain O. (2011). Value creation, competition, and performance in buyer - supplier relationships. *Strategic Management Journal*, 32(1), 76-102.
    - \* Brandenburger AM, Stuart HW. (1996). Value-based business strategy. *Journal of Economics & Management Strategy*, 5(1), 5-24.
    - \* MacDonald G, Ryall MD. (2004). How do value creation and competition determine whether a firm appropriates value? *Management Science*, 50(10), 1319-1333.
    - \* Bennett VM. (2013). Organization and bargaining: Sales process choice at auto dealerships. *Management Science*, 59(9), 2003-2018.
    - \* Grennan M. (2014). Bargaining ability and competitive advantage: Empirical evidence from medical devices. *Management Science*, 60(12), 3011-3025.
    - \* Luo H. (2014). When to sell your idea: Theory and evidence from the movie industry. *Management Science*, 60(12), 3067-3086.
    - \* Gans J, Ryall M. (2016). Value capture theory: A strategic management review. *Strategic Management Journal*, 38, 17–41.
    - \* Chatain O, Mindruta D. (2017). Estimating value creation from revealed preferences: Application to value-based strategies. *Strategic Management Journal*, 38(10), 1964-1985.
  3. Sands, DB. (2025). Double-edged stars: Michelin stars, reactivity, and restaurant exits in New York City. *Strategic Management Journal*, 46(1), 148–176.
  4. Panico C. (2024). Value creation, value appropriation, and cooperation in team production. *Academy of Management Review*, 49(3), 562-578. // No assignment of this reading. Everyone reads it in preparation to the guest talk.

**Discussion forum: From theory to practice with prof. Claudio Panico.**

## Session 5: Evolutionary Perspectives and Organizational Adaptation (Tuesday, November 11, 2025: 1.15-3.45pm)

**Background reading for all: Nelson RR, Winter SG. (1982). An evolutionary theory of economic change. Cambridge, MA: Harvard University Press. Introduction and chapters 4 and 5.**

1. Billinger S, Stieglitz N, Schumacher TR. (2014). Search on rugged landscapes: An experimental study. *Organization Science*, 25(1), 93-108.
  - \* Levinthal DA. (1997). Adaptation on rugged landscapes. *Management Science*, 43(7), 934-950.
  - \* Rosenkopf L, Nerkar A. (2001). Beyond local search: Boundary-spanning, exploration, and impact in the optical disk industry. *Strategic Management Journal*, 22(4), 287-306.
  - \* Siggelkow N. (2002). Evolution toward fit. *Administrative Science Quarterly*, 47(1), 125-159.
  - \* Ethiraj SK, Levinthal DA. (2004). Modularity and innovation in complex systems. *Management Science*, 50, 159-173.
  - \* MacCormack A, Rusnak J, Baldwin CY. (2006). Exploring the structure of complex software designs: An empirical study of open source and proprietary code. *Management Science*, 52(7), 1015-1030.
  - \* Posen HE, Levinthal DA. (2012). Chasing a moving target: Exploitation and exploration in dynamic environments. *Management Science*, 58(3), 587-601.
  - \* Gavetti G, Helfat CE, Marengo L. (2017). Searching, shaping, and the quest for superior performance. *Strategy Science*, 2(3), 194-209.
  - \* Chen M, Kaul A, Wu B. (2019). Adaptation across multiple landscapes: Relatedness, complexity, and the long run effects of coordination in diversified firms. *Strategic Management Journal*, 40(11), 1791-1821.
2. Schifeling T, Demetry D. (2021). The new food truck in town: Geographic communities and authenticity-based entrepreneurship. *Organization Science*, 30(1), 133-155. // No assignment of this reading. Everyone reads it in preparation to the guest talk.
3. Nelson A, Anthony C, Tripsas M. (2023). "If I Could Turn Back Time": Occupational Dynamics, Technology Trajectories, and the Reemergence of the Analog Music Synthesizer. *Administrative Science Quarterly*, 68(2), 551-599.
4. Raffaelli R, Noe R. (2025). Organizational emplacement as a response to digital threat: The novel resurgence of independent bookstores. Forthcoming at *Administrative Science Quarterly*.
  - \* Anderson P, Tushman ML. (1990). Technological discontinuities and dominant designs: A cyclical model of technological-change. *Administrative Science Quarterly*, 35(4), 604-633.
  - \* Henderson RM, Clark KB. (1990). Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. *Administrative Science Quarterly*, 35(1), 9-30.
  - \* Suarez FF, Utterback JM. (1995). Dominant designs and the survival of firms. *Strategic Management Journal*, 16(6), 415-430.
  - \* Eggers JP, Park KF. (2018). Incumbent adaptation to technological change: The past, present, and future of research on heterogeneous incumbent response. *Academy of Management Annals*, 12(1), 357-389.

**Guest speaker: Daphne Demetry (McGill)**

Session 6: Organizational Learning: Within Organizational Boundaries (Thursday, November 13, 2025: 1.15pm-3.45pm)

**Background reading for all: March JG. (1991). Exploration and exploitation in organizational learning. *Organization Science*, 2(1):71–87.**

- \* Kogut B, Zander U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, 3(3), 383-397.
  - \* Nonaka I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5(1), 14-37.
  - \* Grant RM. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17, 109-122.
  - \* Tsai W. (2002). Social structure of “coopetition” within a multiunit organization: Coordination, competition, and intraorganizational knowledge sharing. *Organization Science*, 13(2), 179–190.
  - \* Nickerson JA, Zenger TR. (2004). A knowledge-based theory of the firm—The problem-solving perspective. *Organization Science*, 15(6), 617-632.
  - \* Raisch S, Birkinshaw J. (2008). Organizational ambidexterity: Antecedents, outcomes, and moderators. *Journal of Management*, 34(3), 375-409.
  - \* Fang C, Lee J, Schilling MA. (2010). Balancing exploration and exploitation through structural design: The isolation of subgroups and organizational learning. *Organization Science*, 21(3), 625-642.
1. Schilling MA, Vidal P, Ployhart RE, Marangoni A. (2003). Learning by doing something else: Variation, relatedness, and the learning curve. *Management Science*, 49, 39-56.
    - \* Darr E, Argote L, Epple D. (1995). The acquisition, transfer and depreciation of knowledge in service organizations: Productivity in franchises. *Management Science*, 41, 1750-1762
    - \* 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.
    - \* Szulanski G. (1996). Exploring internal stickiness: Impediments to the transfer of best practice within the firm. *Strategic Management Journal*, 17(S2), 27–43.
    - \* Winter SG, Szulanski G. (2001). Replication as strategy. *Organization Science*, 12(6):730–743
    - \* Argote L, Lee S, Park J. (2021). Organizational learning processes and outcomes: Major findings and future research directions. *Management Science*, forthcoming.
  2. Haunschild PR, Polidoro F, Chandler D. (2015) Organizational oscillation between learning and forgetting: The dual role of serious errors. *Organization Science*
  3. Lee S. (2019). Learning-by-moving: Can reconfiguring spatial proximity between organizational members promote individual-level exploration? *Organization Science*, 30(3), 467-488. // No assignment of this reading. Everyone reads it in preparation to the guest talk.
    - \* Boudreau KJ, Brady T, Ganguli I, Gaule P, Guinan E, Hollenberg A, Lakhani KR. (2017). A field experiment on search costs and the formation of scientific collaborations. *The Review of Economics and Statistics*.
    - \* Catalini C. (2017). Microgeography and the direction of inventive activity. *Management Science*.
  4. Kim H. (2025). The value of competitor information: Evidence from a field experiment. *Management Science*, 71(4), 3600-3621.

**Guest speaker: Sunkee Lee (Carnegie Mellon)**

Session 7: Organizational Learning: Across Organizational Boundaries (Monday, November 17, 2025: 1.15-3.45pm)

**Background reading for all: Cohen WM, Levinthal DA. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35(1), 128-152.**

- \* Tsai W. (2001). Knowledge transfer in intraorganizational networks: Effects of network position and absorptive capacity on business unit innovation and performance. *Academy of Management Journal*, 44(5), 996–1004.
  - \* Lenox M, King AA. (2004). Prospects for developing absorptive capacity through internal information provision. *Strategic Management Journal*, 25, 331-345.
1. Grohsjean T, Kober P, Zucchini L. (2016). Coming Back to Edmonton: Competing with Former Employers and Colleagues. *Academy of Management Journal*, 59(2), 394-413.
    - \* Almeida P, Kogut B. (1999). Localization of knowledge and the mobility of engineers in regional networks. *Management Science*, 45(7), 905–917.
    - \* Song J, Almeida P, Wu G. (2003). Learning-by-hiring: When is mobility more likely to facilitate interfirm knowledge transfer? *Management Science*, 49(4), 351–365
    - \* Singh J. (2005). Collaborative networks as determinants of knowledge diffusion patterns. *Management Science*.
    - \* Chan TY, Li J, Pierce L. (2014). Learning from peers: Knowledge transfer and sales force productivity growth. *Marketing Science*, 33(4), 463-484
    - \* Hoetker G, Agarwal R. (2007). Death hurts, but it isn't fatal: The postexit diffusion of knowledge created by innovative companies. *Academy of Management Journal*, 50(2), 446-467.
  2. Prato M, Ferraro F. (2018). Starstruck: How Hiring High-Status Employees Affects Incumbents' Performance. *Organization Science*, 29(5), 755-774.
  3. Flammer C, Kacperczyk A (2019) Corporate social responsibility as a defense against knowledge spillovers: Evidence from the inevitable disclosure doctrine. *Strategic Management Journal*, 40(8), 1243–1267.
  4. Di Stefano G, Micheli M. (2023) To stem the tide: Organizational climate and the locus of knowledge transfer. *Organization Science*, 34(6), 1997–2525.
    - \* Agarwal R, Ganco M, Ziedonis RH (2009) Reputations for toughness in patent enforcement: Implications for knowledge spillovers via inventor mobility. *Strategic Management Journal*, 30(13), 1349–1374.
    - \* Gambardella A, Panico C, Valentini G (2015) Strategic incentives to human capital. *Strategic Management Journal*, 36(1), 37–52.

**Discussion forum: Overview of publishing process**

## Session 8: Information Processing (Tuesday, November 18, 2025: 1.15-3.45pm)

**Background reading for all: Joseph J, Gaba V. (2020). Organizational structure, information processing, and decision-making: A retrospective and road map for research. Academy of Management Annals, 14(1), 267-302.**

- \* Simon HA. (1956). Rational choice and the structure of the environment. *Psychological Review*, 63 (2), 129-138.
  - \* Eisenhardt KM, Zbaracki MJ. (1992). Strategic decision-making. *Strategic Management Journal*, 13, 17-37.
  - \* Ocasio W. (1997). Towards an attention-based view of the firm. *Strategic Management Journal*, 18, 187-206.
  - \* Gavetti G, Levinthal DA, Ocasio W. (2007). Neo-Carnegie: The Carnegie School's past, present, and reconstructing for the future. *Organization Science*, 18(3), 523-536.
  - \* Bingham CB, Eisenhardt KM. (2011). Rational heuristics: The 'simple rules' that strategists learn from process experience. *Strategic Management Journal*, 32(13), 1437-1464.
  - \* Gary MS, Wood RE. (2011). Mental models, decision rules, and performance heterogeneity. *Strategic Management Journal*, 32(6), 569-594.
  - \* Hodgkinson GP, Healey MP. (2011). Psychological foundations of dynamic capabilities: Reflexion and reflection in strategic management. *Strategic Management Journal*, 32: 1500–1516.
  - \* Helfat CE, Peteraf MA. (2015). Managerial cognitive capabilities and the microfoundations of dynamic capabilities. *Strategic Management Journal*, 36(6), 831-850.
  - \* Csaszar FA, Levinthal DA. (2016). Mental representation and the discovery of new strategies. *Strategic Management Journal*, 37(10), 2031-2049.
1. Porac JF, Thomas H, Wilson F, Paton D, Kanfer A. (1995). Rivalry and the industry model of Scottish knitwear producers. *Administrative Science Quarterly*, 40(2), 203-227.
    - \* Cattani G, Sands D, Porac J, Greenberg J. (2018). Competitive sensemaking in value creation and capture. *Strategy Science*, 3(4), 632-657.
  2. Kaplan S. (2008). Cognition, capabilities, and incentives: assessing firm response to the fiber-optic revolution. *Academy of Management Journal*, 51(4), 672-695.
    - \* Walsh JP. (1995). Managerial and organizational cognition: Notes from a trip down memory lane. *Organization Science*, 6(3), 280-321.
    - \* Tripsas M, Gavetti G. (2010). Capabilities, cognition, and inertia: Evidence from digital imaging. *Strategic Management Journal*, 21: 1147-1161.
    - \* Eggers JP, Kaplan S. (2009). Cognition and renewal: Comparing CEO and organizational effects on incumbent adaptation to technical change. *Organization Science*, 20(2), 461-477.
  3. Laureiro-Martinez D, Brusoni S, Canessa N, Zollo M. (2015). Understanding the exploration–exploitation dilemma: An fMRI study of attention control and decision-making performance. *Strategic Management Journal* 36 (3), 319-338.
  4. Levine SS, Bernard M, Nagel R. (2017). Strategic intelligence: The cognitive capability to anticipate competitor behavior. *Strategic Management Journal*, 38, 2390–2423.
    - \* Csaszar FA, Laureiro-Martinez D. (2018). Individual and organizational antecedents of strategic foresight: A representational approach. *Strategy Science*, 3(3), 513-532.

**Discussion forum: Overview of publishing process (continued).**

Session 9: Organizational and Individual Goals (Thursday, November 20, 2025: 1.15-3.45pm)

**Background reading for all: Ethiraj SK, Levinthal D. (2009). Hoping for A to Z while rewarding only A: Complex organizations and multiple goals. Organization Science, 20(1), 4–21.**

- \* Obloj T, Sengul M. (2020). What do multiple objectives really mean for performance? Empirical evidence from the French manufacturing sector. *Strategic Management Journal*, 41(13), 2518-2547.
  - \* Cyert R, March J. (1963). Chapter 3, “Organizational goals”. *A Behavioral Theory of the Firm*. Prentice-Hall, Englewood New Jersey.
  - \* Sundaram AK, Inkpen AC. (2004). The corporate objective revisited. *Organization Science*, 15, 350-363.
  - \* Battilana J, Sengul M, Pache A-C, Model J. (2015). Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises. *Academy of Management Journal*, 58(6), 1658–1685.
1. Nickerson JA, Zenger TR. (2008). Envy, comparison costs, and the economic theory of the firm. *Strategic Management Journal*, 29(13), 1429–1449.
    - \* Carnahan S, Agarwal R, Campbell B. (2012). Heterogeneity in turnover: The effect of relative compensation dispersion of firms on the employee mobility and entrepreneurship of extreme performers. *Strategic Management Journal*, 12, 1411-1430.
    - \* Cullen ZB, Perez-Truglia R. (2021). How much does your boss make? The effects of salary comparisons. *Journal of Political Economy* (forthcoming).
  2. Obloj T, Sengul M (2012). Incentive life-cycles: Learning and the division of value in firms. *Administrative Science Quarterly*, 57(2), 305-347.
    - \* Gibbons R. (2005). Incentives between firms (and within). *Management Science*, 51(1), 2–17.
  3. Gubler T, Larkin I, Pierce L. (2016). Motivational spillovers from awards: Crowding out in a multitasking environment. *Organization Science*, 27(2), 286-303.
  4. Burbano VC. (2016). Social responsibility messages and worker wage requirements: Field experimental evidence from online labor marketplaces. *Organization Science*, 27(4), 1010-1028. // No assignment of this reading. Everyone reads it in preparation to the guest talk.
    - \* Burbano VC, Mamer J, Snyder J. (2018). Pro bono as a human capital learning and screening mechanism: Evidence from law firms. *Strategic Management Journal*, 39(11), 2899-2920.
    - \* Hoffman M, Kahn L, Li D. (2018). Discretion in Hiring. *Quarterly Journal of Economics*, 133(2), 765-800.
    - \* Benson A, Li D, Shue K. (2019). Promotions and the Peter principle. *Quarterly Journal of Economics*, 134(4), 2085-2134.

**Guest speaker: Vanessa Burbano (Columbia)**

## Session 10: The Value of Management (Monday, November 24, 2025: 1.15-3.45pm)

1. Chatterjee A, Hambrick DC. (2007). It's all about me: Narcissistic chief executive officers and their effects on company strategy and performance. *Administrative Science Quarterly*, 52(3), 351-386.
  - \* Hambrick DC. (2007). Upper echelons theory: An update. *Academy of Management Review*, 32(2), 334-343.
2. Dezsö CL, Ross DG. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic management journal*, 33(9), 1072-1089.  
Please read also the following article:
  - Frake J, Hagemann A, Uribe J. (2024). Collider bias in strategy and management research: An illustration using women CEO's effect on other women's career outcomes. *Strategic Management Journal*, 45(7), 1393-1419.
3. Bandiera O, Hansen S, Prat A, Sadun R. (2020). CEO behavior and firm performance. *Journal of Political Economy*, 128(4).
  - \* Bertrand M, Schoar A. (2003). Managing With Style: The Effect of Managers on Firm Policies. *Quarterly Journal of Economics*, CXVIII(November).
  - \* Malmendier U, Tate G. (2015). Behavioral CEOs: The role of managerial overconfidence. *Journal of Economic Perspectives*, 29(4).
  - \* Adams R, Keloharju M, Knupfer S. (2018). Are CEOs born leaders? Lessons from traits of a million individuals. *Journal of Financial Economics*, 130(2), 392-408.
  - \* Choudhury P, Wang D, Carlson NA, Khanna T. (2019). Machine learning approaches to facial and text analysis: Discovering CEO oral communication styles. *Strategic Management Journal*, 40(11), 1705-1732.
  - \* Yang M-J, Christensen M, Bloom N, Sadun R, Rivkin J. (2020). How do CEOs make strategy? Harvard Business School Working Paper, No. 21-063.
4. Blader S, Gartenberg C, Prat A. (2020). The contingent effect of management practices. *Review of Economic Studies*, 87(2), 721-749.

**\*\*\* First part of the reviewing exercise due**

## Session 11: The Role of Institutions (Tuesday, November 25, 2025: 1.15-3.45pm)

**Background reading for all: Greif A. (1993). Contract enforceability and economic institutions in early trade: The Maghribi traders' coalition. *American Economic Review*, 83, 525-548.**

1. King AA, Lenox MJ. (2000). Industry self-regulation without sanctions: The chemical industry's responsible care program. *Academy of Management Journal*, 43(4), 698-716.
  - \* Ingram P, Silverman BS. (2000). Introduction: The new institutionalism in strategic management. *Advances in Strategic Management*, 19, 1-30.
  - \* Barnett ML, King AA. (2008). Good fences make good neighbors: A longitudinal analysis of an industry self regulatory institution. *Academy of Management Journal*, 51(6), 1150-1170.
  - \* Ody-Brasier A, Sharkey A. (2019). Under pressure: Reputation, ratings, and inaccurate self-reporting in the nursing home industry. *Strategic Management Journal*, 40(10), 1517-1544.
2. Di Stefano G, King AA, Verona G. (2015). Sanctioning in the wild: Rational calculus and retributive instincts in gourmet cuisine. *Academy of Management Journal*, 58(3), 906-931.
  - \* Fauchart E, von Hippel E. (2008). Norms-based intellectual property systems: The case of French chefs. *Organization Science*, 19: 187-201.
  - \* Guala F. (2012). Reciprocity: Weak or strong? What punishment experiments do (and do not) demonstrate. *Behavioral and Brain Sciences*, 35, 1-59.
3. Ody-Brasier A, Vermeulen F. (2014). The price you pay: Price-setting as a response to norm violations in the market for champagne grapes. *Administrative Science Quarterly*, 59(1), 109-144.
4. Odziemkowska K, Dorobantu S. (2021) Contracting beyond the market. *Organization Science*, 32(3), 776-803. // No assignment of this reading. Everyone reads it in preparation to the guest talk.
  - \* Dorobantu S, Odziemkowska K. (2017), Valuing stakeholder governance: Property rights, community mobilization, and firm value. *Strategic Management Journal*, 38, 2682-2703.
  - \* Gao C, Zuzul T, Jones G, Khanna T. (2017). Overcoming institutional voids: A reputation-based view of long run survival. *Strategic Management Journal*, 38(11), 2147-2167.

**Guest speaker: Kate Odziemkowska (Toronto)**

**\*\*\* Second part of the reviewing exercise due**

Session 12: How is the field of strategy doing? And where is it going? (Thursday, November 27, 2025: 1.15-3.45pm)

1. Pratt, M. G., Kaplan, S., & Whittington, R. (2020). Editorial essay: The tumult over transparency: Decoupling transparency from replication in establishing trustworthy qualitative research. *Administrative Science Quarterly*, 65(1), 1-19.  
Please read also the following article:
  - Aguinis H, Solarino AM (2019). Transparency and replicability in qualitative research: The case of interviews with elite informants. *Strategic Management Journal*, 40, 1291–1315.
2. Goldfarb B, King AA. (2016). Scientific apophenia in strategic management research: Significance tests & mistaken inference. *Strategic Management Journal*, 37(1), 167-176.
3. King AA, Goldfarb B, Simcoe T. (2021). Learning from testimony on quantitative research in management. *Academy of Management Review*, 46(3), 465-488.
4. Goldfarb B, Yan L. (2021). Revisiting Zuckerman's (1999) categorical imperative: An application of epistemic maps for replication. *Strategic Management Journal*, 1–30.

Other readings (if you have time):

- \* Oxley J, Rivkin J, Ryall M. (2010). The Strategy Research Initiative: Recognizing and encouraging highquality research in strategy. *Strategic Organization*, 8, 377-386.
- \* Berchicci, L., & King, A. A. (2022). Building knowledge by mapping model uncertainty in six studies of social and financial performance. *Strategic Management Journal*, 43(7), 1319-1346.
- \* King A.A. (2023). Writing a useful empirical journal article. *Journal of Management Scientific Reports*, 0(0).

**\*\*\* Third part of the reviewing exercise due**

The response letter and resubmitted manuscript will be provided after session 11.