

---

## ADVANCES IN STRATEGY & INNOVATION

**Period:** a.y. 2023/24 – II sem.

**Class times:** 13:45-16:15

April 3, 10, 17, 24

**Instructor:**

Prof. Aldona Kapacinskaite  
Dept. of Mgmt. & Tech. - Room 4-B2-08  
[aldona.kapacinskaite@unibocconi.it](mailto:aldona.kapacinskaite@unibocconi.it)

---

### Course description

This PhD-level course, titled "Advances in Strategy & Innovation" is designed to provide students with a deepened understanding of further topics in strategic management. The course aims to foster independent thinking, critical analysis, and scholarly engagement among the students. It encourages them to delve deeper into the theoretical foundations and empirical research in the fields of strategy and innovation and develop their own research ideas.

The primary goal of the course is to equip students with the skills necessary to critically evaluate and contribute to the existing body of knowledge in strategic management. Through a combination of video lectures, assigned readings, and in-depth discussions, students will explore various topics around corporate strategy and resource allocation, value creation and appropriation, as well as competition, platforms, and complementors in the digital economy.

The course aims to both explore some classical readings as well as cutting edge work, including through recent panels delivered by various Academy of Management and Strategic Management Society communities. As a result, the students will gain a well-rounded overview of some of the ongoing debates in the field and will be able to participate in them in a class setting.

### Assessment Methods

The course assessment comprises several components that reflect the goals of independent reflection, analysis, and scholarly engagement. The grading scheme is as follows:

1. Extended Abstract (50%): Students will write two (worth 25% of the grade each) structured three-pagers in response to selected research papers discussed in class. The three-pagers should be an attempt to extend one or several of the papers covered in class. These write-ups should include a clear articulation of the research question, a guiding hypothesis, as well as a brief description of methods, and possible sources of data. This is not an exercise of summarizing but of developing ideas for new papers, presented in a form of an extended abstract. Students are encouraged to think creatively and apply similar methods and data seen in class or draw from other relevant papers. The purpose of this assessment is to gauge the students' ability to analyze research papers and propose their own research ideas. Rather than seeking perfection (which does not exist in research), this exercise seeks to push students to read papers in depth, tracing the foreshadowing of future investigations that every paper leaves.

Please plan which two three-pagers you will write in advance and send me your write-ups by 9am on the day of the class.

2. Participation Grade (40%): Active participation is a crucial aspect of the course. Students are expected to thoroughly engage with the assigned readings, come prepared to class, and actively contribute to discussions with their peers. This component emphasizes the importance of critical thinking and ability to articulate feasible research implementation.

Students will lead the discussion of papers. While every student should read all papers, one student will summarize the paper, describe its research question, methods, and findings and will lead the class discussion about the paper. This means the leader should prepare a set of questions they would like to ask their peers and discuss. The sign-up sheet will be published on the dedicated website for this course and each student should sign up for leading several discussions in an equitable manner, depending on the number of students in the course.

The dedicated website for the course is here:  
<https://sites.google.com/view/strategy2>

3. Questions to panelists (10%): After having watched the master class videos provided as part of preparation for each class in the syllabus, students will provide 3 questions to the speakers. The exercise is to imagine oneself as an audience member for each panel and ask well-articulated and succinct questions to a specified speaker. The goal is to practice asking questions in seminars, conferences, and interacting with faculty at different institutions in a safe environment.

Please send me your questions by 9am on the day of the class.

Overall, this course provides a platform for students to engage critically with strategic management and innovation literature, develop their research ideas, and refine their academic writing skills. By actively participating in discussions, analyzing research papers, asking questions, and producing scholarly write-ups, students will enhance their ability to contribute meaningfully to the field of strategic management.

### **Faculty Bio.**

Aldona Kapacinskaite is an Assistant Professor at the Department of Management and Technology at Bocconi University. In her research, she studies drivers of organizational innovation. In particular, she studies how competition-driven changes in an industry and shifts in the appropriability environment affect the use of trade secrets, investments in new technology, as well as product launches and updates. Her dissertation won the TIM Division Best Dissertation Award and was a finalist for the STR Division Wiley Blackwell Outstanding Dissertation Award. Her research has been recognized by the SMS Research in Strategic Management Award, Strategy Research Foundation Dissertation Award, and several grants from the Institute of Innovation and Entrepreneurship as well as the Wheeler Institute at London Business School. She is a Thomas Edison Innovation Law and Policy Fellow at the Center for Intellectual Property and Innovation Policy. She serves on the Editorial Review Board at Organization Science. She holds a PhD in Strategy and Entrepreneurship from London Business School.



## Materials list

### Session 1: Strategic Choices in Corporate Strategy

Video: SMS Corporate Strategy Masterclass: The Evolution of Corporate Strategy  
<https://www.youtube.com/watch?v=30JyNfK1Nyk&t=2286s>

Required Readings:

1. Villalonga, B. and McGahan, A.M. (2005), The choice among acquisitions, alliances, and divestitures. *Strat. Mgmt. J.*, 26: 1183-1208. <https://doi.org/10.1002/smj.493>
2. Zhao, M. (2006), [Conducting R&D in Countries with Weak Intellectual Property Rights Protection](#). *Management Science* 2006 52:8, 1185-1199
3. Conti, R., Gambardella, A., Novelli, E. (2019) [Specializing in Generality: Firm Strategies When Intermediate Markets Work](#). *Organization Science* 2019 30:1, 126-150
4. Magelssen, C. Allocation of property rights and technological innovation within firms. *Strat. Mgmt. J.* 2020; 41: 758– 787. <https://doi.org/10.1002/smj.3103>

Additional Readings (non-compulsory for the course but encouraged) for the session are available on the [dedicated course website](#).

### Session 2: Resource Redeployment and Recombination

Video: SMS Corporate Strategy Masterclass: Resource Reallocation  
<https://www.youtube.com/watch?v=2kuK6INgtO8&t=563s>

Required Readings:

1. Helfat, C.E. and Eisenhardt, K.M. (2004), Inter-temporal economies of scope, organizational modularity, and the dynamics of diversification. *Strat. Mgmt. J.*, 25: 1217-1232. <https://doi.org/10.1002/smj.427>
2. Karim, S. (2009), [Business Unit Reorganization and Innovation in New Product Markets](#). *Management Science* 2009 55:7, 1237-1254
3. Levinthal, D.A. and Wu, B. (2010), Opportunity costs and non-scale free capabilities: profit maximization, corporate scope, and profit margins. *Strat. Mgmt. J.*, 31: 780-801. <https://doi.org/10.1002/smj.845>
4. Lieberman, M.B., Lee, G.K. and Folta, T.B. (2017), Entry, exit, and the potential for resource redeployment. *Strat. Mgmt. J.*, 38: 526-544. <https://doi.org/10.1002/smj.2501>

Additional Readings (non-compulsory for the course but encouraged) for the session are available on the [dedicated course website](#).

### Session 3: Value Creation and Appropriation

Video: AOM STR Distinctiveness Session - Strategy & Technology/Innovation Management

<https://www.youtube.com/watch?v=qVwOhIH9rNk>

Required Readings:

1. Teece, D. J. (1986). Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. *Research Policy*, 15(6), 285–305. [https://doi.org/10.1016/0048-7333\(86\)90027-2](https://doi.org/10.1016/0048-7333(86)90027-2).
2. Cohen, W. M., Nelson, R. R., & Walsh, J. P. (2000). Protecting their intellectual assets: Appropriability conditions and why US manufacturing firms patent (or not). *National Bureau of Economic Research*. <https://www.nber.org/papers/w7552>
3. Moser, P. (2012). Innovation without Patents: Evidence from World's Fairs. *The Journal of Law & Economics*, 55(1), 43–74. <https://doi.org/10.1086/663631>
4. Cunningham, C., & Kapacinskaite, A. (2023). Keeping invention confidential. WP

Additional Readings (non-compulsory for the course but encouraged) for the session are available on the [dedicated course website](#).

### Session 4: Competition and the Digital Economy

Video: AOM STR Virtual PDW - Corporate Strategy Issues in Platform-Based Business Models

<https://www.youtube.com/watch?v=rzZdklrAnZ4>

Required Readings:

1. Rietveld, J. and Eggers J.P., (2018), [Demand Heterogeneity in Platform Markets: Implications for Complementors](#). *Organization Science* 2018 29:2, 304-322
2. Zhu, F., & Liu, Q. (2018). Competing with complementors: An empirical look at Amazon.com. *Strategic Management Journal*, 39(10), 2618–2642. <https://doi.org/10.1002/smj.2932>
3. Wen, W., & Zhu, F. (2019). Threat of platform-owner entry and complementor responses: Evidence from the mobile app market. *Strategic Management Journal*, 40(9), 1336–1367. <https://doi.org/10.1002/smj.3031>
4. Kapacinskaite, A. & Mostajabi, A. (2024). Competing with the Platform: Complementor Responses to Platform Entry: Complementor Positioning and Cross-Platform Response to Entry. WP

Additional Readings (non-compulsory for the course but encouraged) for the session are available on the [dedicated course website](#).

