Objectives of the course:

This is a doctoral seminar in the field of research in Strategy. The objectives of the seminar are as follows:

a. To familiarize you with the basic theoretical, empirical, and methodological traditions of research in business and corporate strategy.

b. To expose you to the economic and behavioral foundations of strategy and current research in specific streams of inquiry.

c. To help you develop the skills necessary to evaluate, critique, and contribute to the field of strategic management.

Requirements:

You are required to read all the assigned reading for each session and be prepared to actively participate in discussions.

In addition, every week you will be individually assigned a specific paper (s) on which you will lead the class discussion. A one-page (typed, single spaced) critical summary of the assigned paper will be required, as well as a short research question that could extends the paper. More specifically, the summary should include:

(a) a summary of the research question or problem the paper addresses

(b) the paper’s strengths and limitations;

(c) the contribution it makes to the field, and a couple of major obvious and non-obvious links to the other pieces read that day or earlier in the seminar; and

(d) one interesting and researchable question derived from it.

Please email your summary to all participants in the class by Monday 2:00 pm every week (24 hours before class).

You will also be required to write a term paper. You have two alternatives:

- Ideally, your final paper will be an empirical research paper. However, if you are unable to collect the data that you need, then the paper should effectively make the underlying arguments, identify what type of data would be needed to test the arguments, and where/how such data would be collected.
You can also choose a topic area and provide a directed survey of foundation pieces in that area. The survey will discuss the 3 best papers on separate questions that have appeared in the last 2–3 years, indicate what the questions are, what has been answered, what are the open questions and hot areas of research, and how each question connects to some current managerial situation (i.e., company based application).

Feel free to discuss your paper with me over the term. Please send me a 1-page description of your paper by October 28th. Final presentations are tentatively on December 3rd and the papers are due one week later (December 10th).

**Evaluation:**
Evaluation will be on the basis of the following weights:

<table>
<thead>
<tr>
<th>Class discussion</th>
<th>50%</th>
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<tbody>
<tr>
<td>Summaries</td>
<td>10%</td>
</tr>
<tr>
<td>Term paper</td>
<td>40%</td>
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</tbody>
</table>
Session 1: Introduction to Strategy


Session 2: Industry Analysis, Market Structure, and Market Failures (Part 1)

• 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: http://www.druid.dk/streaming/ds2005/6.html

Session 3: Industry Analysis, Market Structure, and Market Failures (Part 2)


Session 4: Industry Dynamics

• The Theory of Economic Development – Schumpeter, Chapter 4, 1934

• Nelson and Winter. An evolutionary theory of economic change. Chapters 1 and 2. and Preface to the Japanese translation

Session 5: Resource Based View

• Priem, R.L. & Butler, J. (2001). Is the resource-based "view" a useful perspective for strategic management research? Academy of Management Review, 26: 22-40. (Also “Further Comments” by the same authors)


Session 6: Dynamic Capabilities


Session 7: Learning/Sustainability of Competitive Advantage


**Session 8: Coasian view of the firm**


Session 9: Coasian view of the firm and applications


Vertical Integration:


Alliances:


Contract structure:


Session 10: Sociology, Networks and Strategy

Status/Reputation


Networks


Session 11: Behavioral Strategy


Session 12: Non-Market Strategies


Capron, L and Chatain, O., Competitor’s Resource Oriented Strategies…” Academy of Management Review 2008


Session 13: Presentations