

BARUCH COLLEGE
Zicklin School of Business – Loomba Department of Management

Syllabus MGT 74300 – Strategic Management – Fall 2021
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Course Description and Objectives

The purpose of this seminar is to introduce students to the principal theoretical frameworks and methodological approaches researchers use to explore the field of strategic management. Broadly speaking, research in strategy focuses (primarily) on explaining the economic conduct and performance of firms. An illustrative list of the issues addressed in strategy research includes identifying the profit potential of industries, exploring relationships between firm scale, scope, and performance, and understanding the managerial and organizational determinants of firm and business-level outcomes. Strategic management is a complex yet interesting area to study. It will challenge your conceptual skills and your capacity to integrate a broad, diverse, and multidisciplinary body of knowledge and language. It will provide frameworks that will help in understanding the content of organizational strategy, as well as the processes of strategy formulation and implementation. Any course is a compromise between breadth and depth of coverage. This tension between two goods influences the range of topics to include and exclude, as well as the specific readings to include and exclude. Hopefully, however, the choices made in designing this course provide a fundamental background in strategic management and will permit you to approach the ever-growing literature in this field from a sophisticated perspective.

While the sessions will vary somewhat in their execution, each session will involve an in-depth discussion of the articles that have been assigned for that week. For empirical articles, our discussion will address each component of the research: theory, methods, results, and the author(s)' conclusions and discussions of implications. Our discussion will be both critical and creative. In the critical component of the discussion, we will attempt to answer the question "what should the author(s) have said and done differently?" The creative component of the discussion will address the question "what's next in this line of research and in this general topic area?" Thus, beyond an in-depth critique of the assigned articles, in this class we will devote a significant amount of time to raising and discussing new research questions.

Grading

You will be evaluated according to doctoral level standards. While performance expectations and standards are high, I will attempt to be thorough, fair, and objective in providing a performance-based evaluation. Your grade will comprise approximately the following components:

Class discussion	50%
Paper summaries	20%
Term paper	30%

Course Requirements

Class discussion accounts for 50% of your final grade. You are required to read all the assigned reading for each session and be prepared to actively participate in discussions.

Paper summaries: Every week you will be assigned a specific paper(s) on which you will lead the class discussion. A one-page (single-spaced) critical summary of the assigned paper will be required; please bring copies to distribute during class. This summary should include:

- (1) A summary of the research question or problem the paper addresses
- (2) The paper strengths and limitations
- (3) The contribution the paper makes to the field
- (4) One interesting and researchable question derived from it.

Term paper: Ideally, your final paper will be an empirical paper. However, if you are unable to collect the data you need, you may submit a paper where you provide a detailed empirical strategy, including data type, sources, and methodologies needed to test the arguments. If you prefer to write a qualitative paper, you may do so as well, yet you will require to let the instructor know in advance. The paper should be written in the format of a journal article (like Strategic Management Journal or Academy of Management Journal). You will present your article during the last session of the semester.

Tentative Schedule Overview

Day/Date	Topic	Assignments
1	Wed 08/25	Introductions & Orientation
		ONLINE Prepare your introduction – what are some research topics or research questions you are interested in?
2	Wed 09/01	Orientation What is Strategy?
		IN PERSON Rumelt, Schendel, & Teece, 1991. Strategic Management and Economics Rumelt, 1991 (SMJ). How Much Does Industry Matter? McGahan & Porter, 1997 (SMJ) How Much Does Industry Matter, Really? Porter, 1996 (HBR). What Is Strategy? Submit Research Question
3	Wed 09/08	The Boundaries of the Firm
		Coase, 1937 (Economica). The Nature of the Firm. Alchian & Demsetz, 1972 (AER). Production, Information Costs, and Economic Organization. Williamson, 1981 (AJS). The Economics of Organization: The Transaction Cost Approach. Gibbons, 1999 (ASQ). Taking Coase Seriously. Submit Updated Research Question
	Wed 09/15	NO CLASSES SCHEDULED
3	Wed 09/22	Resource Based View
		Wernerfelt, 1984 (SMJ). A Resource-Based View of the Firm. Barney, 1991 (JOM). Firm Resources and Competitive Advantage Peteraf, 1993 (SMJ). The Cornerstones of Competitive Advantage: A Resource-Based View. Barney, 2001 (JOM). Resource-Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View. Submit First Paragraph

4	Wed 09/29 Dynamic Capabilities	<p>Teece, Pisano, & Shuen, 1997 (SMJ). Dynamic Capabilities and Strategic Management.</p> <p>Eisenhardt and Martin, 2000 (SMJ). Dynamic Capabilities: What Are They?</p> <p>Helfat, 2004 (SMJ). Managerial Cognitive Capabilities and the Microfoundations of Dynamic Capabilities.</p> <p>Winter, 2003 (SMJ). Understanding Dynamic Capabilities.</p> <p>Submit First Paragraph Revision</p>
5	Wed 10/06 Behavioral Theory of the Firm	<p>Cyert & March (1963); Chapters 1 & 2.</p> <p>Tversky & Kahneman, 1974 (Science). Judgment under Uncertainty: Heuristics and Biases.</p> <p>Argote & Greve, 2007 (Org Sci). A Behavioral Theory of the Firm – 40 Years and Counting: Introduction and Impact.</p> <p>Pitelis, 2007 (Org Sci). A Behavioral Resource-Based View of the Firm: The Synergy of Cyert and March (1963) and Penrose (1959).</p> <p>Submit Introduction Outline</p>
6	Wed 10/13 Organizational Learning	<p>Levitt & March, 1988 (ARS). Organizational Learning.</p> <p>March, 1991 (Science). Exploration and Exploitation in Organizational Learning.</p> <p>Levinthal & March, 1993 (SMJ). The Myopia of Learning.</p> <p>Cohen & Levinthal, 1990 (ASQ). Absorptive Capacity: A New Perspective on Learning and Innovation.</p> <p>Fiol & Lyles, 1985 (AMR). Organizational Learning.</p> <p>Kogut & Zandler, 1992 (Org Sci). Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology.</p> <p>Submit First 3 Paragraphs</p>
7	Wed 10/20 Cognition & Strategy	<p>Prahalad & Bettis, 1986 (SMJ). The Dominant Logic: A New Linkage Between Diversity and Performance.</p> <p>Gavetti & Rivkin, 2007 (Org Sci). On the Origin of Strategy: Action and Cognition over Time.</p> <p>Gary & Wood, 2011 (SMJ). Mental Models, Decision Rules, and Performance Heterogeneity.</p> <p>Tripsas & Gavetti, 2000 (SMJ). Capabilities, Cognition, and Inertia: Evidence from Digital Imaging.</p> <p>Submit Introduction Draft</p>

8	Wed 10/27	Attention & Strategy	<p>Ocasio, 1997 (SMJ). Towards an Attention-Based View of the Firm.</p> <p>Greve, 2008 (AMJ). A Behavioral Theory of the Firm Growth: Sequential Attention to Size and Performance Goals.</p> <p>Cho & Hambrick, 2006 (Org Sci). Attention as a Mediator Between Top Management Team Characteristics and Strategic Change: The Case of Airline Deregulation.</p> <p>March & Shapira, 1992 (Psych Review). Variable Risk Preferences and the Focus of Attention.</p>
			Submit Hypotheses
9	Wed 11/03	Strategy & CSR Olga Hawn UNC Chapel Hill	<p>Shea, C. T. and O. V. Hawn, 2019 (AMJ). "Microfoundations of Corporate Social Responsibility and Irresponsibility."</p> <p>Dutt, N., et al., 2016 (AMJ). "How Open System Intermediaries Address Institutional Failures: The Case of Business Incubators in Emerging-Market Countries."</p> <p>Durand, R., et al., 2019 (AMR). "Willing and Able: A General Model of Organizational Responses to Normative Pressures."</p> <p>Hawn, O., 2021(SMJ). "How media coverage of corporate social responsibility and irresponsibility influences cross-border acquisitions."</p> <p>Hawn, O. and I. Ioannou, 2016(SMJ). "Mind the gap: The interplay between external and internal actions in the case of corporate social responsibility."</p>
			Submit Revised Hypotheses
10	Wed 11/10	CEO, TMT & Strategy Razvan Lungeanu Northeastern U	<p>Hambrick & Mason, 1984 (AMR). Upper Echelons: The Organization as a Reflection of Its Top Managers.</p> <p>Chatterjee & Hambrick, 2007 (ASQ). It's All About Me: Narcissistic CEOs and Their Effects on Company Strategy and Performance.</p> <p>Finkelstein & Hambrick, 1990 (ASQ). Top Management Team Tenure and Organizational Outcomes: The Moderating Role of Managerial Discretion.</p> <p>Eisenhardt & Schoonhoven, 1990 (ASQ). Organizational Growth: Linking Founding Team, Strategy, Environment, and Growth among U.S. Semiconductor Ventures, 1978-1988.</p>
			Submit Hypotheses Building Blocks - Mechanisms

11 Wed 11/17 Lauren Aydinliyim
Strategic Human Capital

Coff, R. W. (1997). Human assets and management dilemmas: Coping with hazards on the road to resource-based theory. *Academy of Management Review*, 22(2), 374-402.

Brymer, R., Molloy, J., and Chadwick, C. (2015). *Strategic Human Capital*. Oxford Bibliographies in Management. Ed. Ricky Griffin. New York: Oxford University Press. PDF available on Research Gate (or email Lauren for a copy).

Shaw, J. D. (2021). The resource-based view and its use in strategic human resource management research: The elegant and inglorious. *Journal of Management*.

Chattopadhyay, S., & Choudhury, P. (2017). Sink or swim: The role of workplace context in shaping career advancement and human-capital development. *Organization Science*, 28(2), 211-227.

Working paper from our seminar presenter (John Mawdsley) on Nov. 18.

OPTIONAL

Campbell, B. A., Coff, R., & Kryscynski, D. (2012). Rethinking sustained competitive advantage from human capital. *Academy of Management Review*, 37(3), 376-395.

Ployhart, R. E., Nyberg, A. J., Reilly, G., & Maltarich, M. A. (2014). Human capital is dead; long live human capital resources! *Journal of Management*, 40(2), 371-398.

Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles? *Human Resource Management Journal*, 27(1), 1-21.

Anything from the SHC IG reading list: <https://www.strategicmanagement.net/ig-strategic-human-capital/research-resources>

Not reading but watching – you can see videos from the Spring 2021 SHC IG seminar series here: <https://www.strategicmanagement.net/ig-strategic-human-capital/events>

Submit Literature Review Summary

12 Wed 11/24 NO CLASS – MAKE UP FOR 09/08

13 Wed 12/01 The Publication Process – TBA
Andrew Corbett (Babson College)

[^] Every effort will be made to stick to the outline above. However, any diversions and/or changes will be announced in class.