

- (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
0	Mon 09/02	No Class / College Closed
1	Mon 09/09 (Tue 09/10 via Zoom)	Introductions & Orientation Prepare your introduction – what are some research topics or research questions you are interested in?
2	Mon 09/16	Orientation What is Strategy? 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	Mon 09/23 (Tue 09/24 via Zoom)	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 Research Question – updated
4	Mon 09/30	Behavioral Theory of the Firm Cyert & March (1963); Chapters 1 & 2. Tversky & Kahneman, 1974 (Science). Judgment under Uncertainty: Heuristics and Biases. Argote & Greve, 2007 (Org Sci). A Behavioral Theory of the Firm – 40 Years and Counting: Introduction and Impact. Pitelis, 2007 (Org Sci). A Behavioral Resource-Based View of the Firm: The Synergy of Cyert and March (1963) and Penrose (1959). Submit First Paragraphs

5	Mon 10/07	Resource Based View	<p>Wernerfelt, 1984 (SMJ). A Resource-Based View of the Firm.</p> <p>Barney, 1991 (JOM). Firm Resources and Competitive Advantage</p> <p>Peteraf, 1993 (SMJ). The Cornerstones of Competitive Advantage: A Resource-Based View.</p> <p>Barney, 2001 (JOM). Resource-Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View.</p> <p>Submit Revised First Paragraphs</p>
	Mon 10/14	No Class / College Closed	
6	Tue 10/15	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 Introduction Outline</p>
7	Mon 10/21	What's in a Model?	<p>ASYNCHRONOUS</p> <p>Submit Conceptual Model</p> <p>Submit Construct Table</p> <p>Submit Literature Review</p>
8	Mon 10/28	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 Model Revision</p>

9	Mon 11/04	CEO, TMT & Strategy	<p>Hambrick & Mason, 1984 (AMR). Upper Echelons: The Organization as a Reflection of Its Top Managers. Chatterjee & Hambrick, 2007 (ASQ). It's All About Me: Narcissistic CEOs and Their Effects on Company Strategy and Performance. Finkelstein & Hambrick, 1990 (ASQ). Top Management Team Tenure and Organizational Outcomes: The Moderating Role of Managerial Discretion. Eisenhardt & Schoonhoven, 1990 (ASQ). Organizational Growth: Linking Founding Team, Strategy, Environment, and Growth among U.S. Semiconductor Ventures, 1978-1988.</p>
Submit Literature Review Summary			
Submit Hypotheses Building Blocks – Mechanisms			
10	Mon 11/11 (This session likely will be on Zoom)	Corporate Diversification	<p>Montgomery, 1994 (JEP). Corporate Diversification. Rumelt, 1982 (SMJ). Diversification Strategy and Profitability. Villalonga, 2004 (JoF). Diversification Discount or Premium? New Evidence from the Business Information Tracking Series. Capron & Mitchell, 2009 (Org Sci). Selection Capability: How Capability Gaps and Internal Social Frictions Affect Internal and External Strategic Renewal. Karim & Mitchell, 2000 (SMJ). Path-Dependent and Path-Breaking Change: Reconfiguring Business Resources Following Acquisitions in the US Medical Sector, 1978-1995.</p>
Submit Theory section			
11	Mon 11/18	Cognition & Strategy	<p>Prahalad & Bettis, 1986 (SMJ). The Dominant Logic: A New Linkage Between Diversity and Performance. Gavetti & Rivkin, 2007 (Org Sci). On the Origin of Strategy: Action and Cognition over Time. Gary & Wood, 2011 (SMJ). Mental Models, Decision Rules, and Performance Heterogeneity. Tripsas & Gavetti, 2000 (SMJ). Capabilities, Cognition, and Inertia: Evidence from Digital Imaging.</p>
Submit Revised Theory Section			
12	Mon 11/25	Paper Development	<p>Review assignment</p> <p>Each student will provide a review (as if you were reviewing for a journal) of a peer on their term paper</p>

13 Mon 12/02 Attention & Strategy

Ocasio, 1997 (SMJ). Towards an Attention-Based View of the Firm.

Greve, 2008 (AMJ). A Behavioral Theory of the Firm Growth: Sequential Attention to Size and Performance Goals.

Cho & Hambrick, 2006 (Org Sci). Attention as a Mediator Between Top Management Team Characteristics and Strategic Change: The Case of Airline Deregulation.

March & Shapira, 1992 (Psych Review). Variable Risk Preferences and the Focus of Attention.

Submit Slide Deck

14 Mon 12/09 Final Presentations

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