

MSCA 647
Seminar in Strategic Management
Fall 2009

Professor: Dr. Mehdi Farashahi
Office: MB 14-337
Office Hours: Thursdays 16:00-17:00 or by appointment
Telephone: (514)-848-2424 (ext. 2923)
E-mail: mfarashahi@jmsb.concordia.ca

Course Description and Objectives:

This seminar is designed to introduce MSc students to various theoretical perspectives on strategic management and the processes through which strategies are formulated and implemented. It helps students to understand central strategic management concepts and their foundations. Some of these perspectives and analytical techniques will be critically reviewed to understand the extent to which they can help researchers and practitioners to analyze real world situations. Covering all aspects of a complex and broad field such as strategic management in one seminar is simply impossible. Therefore, the main objectives of this seminar will be more focused on providing an overview of different steps in strategic management process at business and corporate level, making critical analysis of some of the main frameworks introduced by scholars, and providing a general understanding of the strategic management research.

The first session will be an introduction to the concept of strategy through an overview of the most common perspectives for understanding strategic management process in the literature. Then, some of the main topics on formulating as well as implementing strategies, as two essential steps in this process, will be discussed throughout the semester. There will be more sessions on the formulation process and the related theories and perspectives as well as the analytical frameworks for crafting various business and corporate strategies. There will be a few sessions on some of the major topics related to the implementation process such as control, governance, and organization design.

Course Activities and Students Assignments:

In a graduate seminar like this students are expected to develop a thorough understanding of basic strategic management theories and their applications through effective class

discussions on conceptual and empirical studies. This makes class discussions on the assigned reading materials one of the essential pedagogical tools in this course. In addition, each student will lead class discussions on certain academic texts, makes strategic analyses of a real world management situation, and will write a research paper on certain concepts. These papers are to develop students' knowledge of strategic management research as well as the application of the related concepts and frameworks.

There will be required and recommended readings for each session. All students are expected to read all the required readings for a given session. Each student will be asked to talk about his/her interpretation on each required reading. The recommended readings are for those of you who are interested in doing further study and research on a specific topic. There is (are) selected academic text(s) for each session. One student will be assigned to present his/her interpretation and analysis of the theoretical framework, the ideas and their applications; and if possible provide comments on the research question(s), research design, and methodology used in the selected text. Then, he/she will lead the class discussion.

Evaluation:

Your performance in this seminar is evaluated as follows:

Leading class discussion on selected readings	15%
Analytical report	20%
Class participation	20%
Term Paper and its presentation	<u>45%</u>
	100%

Leading class discussion on selected readings

Each student will be responsible for at least one selected academic text depending upon the number of students participating in the seminar. The student responsible for this assignment should carefully read the selected text(s) and make a thorough analysis of the theoretical, empirical, and the application of framework(s) introduced in the paper. Considering the fact that other students have read the selected text, the responsible student will make a 20 minutes presentation on his/her analyses and lead the class discussions by providing specific questions. The responsible student should make a summary of his/her analyses by addressing or criticizing issues such as:

- The main assumptions,
- The theory
- Research question(s),
- Research design,

- Conceptual framework,
- Methodology,
- Practical implications,
- Strengths and weaknesses,
- Limitations,
- Contributions,

You neither have to agree with what the author(s) of that text is (are) claiming nor with my perspectives as long as you can provide good reasons and convince the class on your arguments. You need to provide a copy of your summary and the related questions to the class before your presentation. I prefer to receive your summary and questions one or two days in advance through e-mail because I might ask you to add or change some of the questions for class discussion.

Analytical Report: (Due November 5th)

This assignment is specifically designed for students to exercise the applicability of theories and concepts discussed in this seminar. This is a kind of strategic audit report. You can select your employer or any other firm that you have enough information about it and can make a thorough strategic analysis using theories and frameworks discussed in this course. Make sure you get the instructor approval for the firm and the kind of analyses that you are planning to cover in this report well in advance. After selecting a real world situation, you need to consider certain points in writing this report. First, you need to make sure that you have a thorough understanding of the theory(ies) that you want to use in this report. Second, you need to be able to relate the theory(ies) or theoretical framework(s) to the situation in the real world. In this regard, you need to look at the theoretical framework as a puzzle and try to put different pieces of your information together to shape this puzzle in the real world. Being focused in your reasoning and having consistency are the two critical elements in these kinds of analyses. **This assignment is due Thursday November 5th. Late submission is not accepted unless accompanied by a registered medical note.**

Class Participation:

Class participation is an essential pedagogical element in this graduate seminar. Therefore, each student is expected to contribute to class discussions. Your class participation grade will be evaluated based on the quantity and quality of your performance throughout the semester according to specific items such as: attendance, timely arrival, reading all the required texts, responding to questions, sharing idea and interpretations, making constructive arguments and helping others to understand concepts, synthesizing concepts and developing further questions, and of course discussing the application of various concepts.

Term Paper and its Presentation:

This is the main assignment in this seminar. This paper can rarely be an empirical piece because of our time limitation. Therefore, it can be a theoretical work on one of the topics in the strategic management field or an integration of different theories and/or concepts.

Since it is a research paper you need to make sure you have a statement of the research question, a literature review, and if required suggested approaches to implement an empirical study. The paper is to be about 20 pages, double-spaced, with full bibliographic references. **Each student should provide a draft of his/her term paper not later than Nov. 12** to get some feedback from the instructor and produce the final version of the paper. So, I strongly recommend you start to work on your term paper as early as possible. The last session (i.e. Dec. 3rd) is for students to present their term papers and get feedbacks from the class for final revisions. Each student has at most 20 minutes to present his/her paper. The presentation of term paper counts 10% and the paper itself counts 35%. **This paper is due on Thursday December 9th. Late submission is not accepted unless accompanied by a registered medical note.**

Book Chapters and Articles:

Since one or two chapters are selected from following books, they are reserved at the Reserved Desk- SGW Library

1. Pettigrew, A., Thomas, H., and Whittington, R. (2002). *Handbook of Strategy and Management*, Sage Publication
2. Hitt, M. E., Freeman, R. E., & Harrison, J. S. (2001). *Handbook of Strategic Management*, Malden, MA: Blackwell.
3. Ansoff, H. I. 1965. *Corporate Strategy*. New York: McGraw-Hill.
4. Andrews, K.R. 1980. *The Concept of Corporate Strategy*, Irwin
5. Hitt, M. A., Ireland, R. D. and Hoskisson, R. E. 2007. *Strategic Management: Competitiveness and Globalization*, Thompson, South-Western.
6. Cyert, R.M.; March, J. 1963. *A Behavioral Theory of the Firm*, Prentice-Hall.
7. Braybrooke, D. and Lindblom, C.E. 1963. *A Strategy of Decision*, The Free Press.
8. Peng, Mike. 2006. *Global Strategy*, Thompson: South-Western.
9. Chandler, A.D. 1962. *Strategy and Structure: chapters in the history of the industrial enterprise*, MIT Press.
10. Articles from academic journals are available in full text format on-line through one of the several sources such as Clues Journal Title, Clues Title, Clues Electronic Journals ABI/Inform Global on ProQuest, and Clues CPIQ. If there is any problem finding specific articles talk to me, I should have the hard copy or electronic version of some of the articles.

Class schedule

Session 1 (September 10): Introduction

1. Introducing the participants to each other
2. Detail presentation and description of the main goals of this seminar
3. Discussing the student responsibilities including the analytical report and term paper.
4. A brief overview of the evolution of strategic management theories

Session 2 (September 17): What is strategy? Discussion on various perspectives

Required Readings:

- Ansoff, H. I. 1965. *Corporate Strategy*. New York: McGraw-Hill., Chapter 6 (Concept of Strategy), p. 103-121.
- Mintzberg, H. and Waters, J. A. 1985. Of strategies, Deliberate and Emergent, *Strategic Management Journal*, 6(3): 257-272.
- Hamel, G. & Prahalad, C. K. 1989. Strategic Intent, *Harvard Business Review*, (May/June): 63-76.
- Collins, J. C. and Porras, J. I. 1996. Building your company's vision, *Harvard Business Review*, 74(5): 65-77.
- **Selected articles:**
 - 1) Mintzberg, H. 1987. The strategy concept I: Five Ps for strategy. *California Management Review*, 30(1): 11-24.
 - 2) Mintzberg, H. 1987. The strategy concept II: Another look at why organizations need strategy. *California Management Review*, 30(1): 25-32.

Recommended Readings:

- Drucker, P. 1954. *The Practice of Management*, Harper and Brothers, Chapter 7(The objectives of a business), p. 62-85.
- Mintzberg, H. 1976. Planning on the left side and managing on the right, *Harvard Business Review*, 54: 49-58.
- Mintzberg, H., Raisinghini, D. and Theoret, A. 1976. The structure of unstructured decision process. *Administrative Science Quarterly*, 21: 246-275.
- Hambrick, Donald C. 1980. Operationalizing the concept of business-level strategy in research. *Academy of Management Review*, 5(4): 567-575.
- MacCrimmon, Kenneth R. 1993. Do firm strategies exist? *Strategic Management Journal*, 14(Winter): 113-130.
- Hitt, M. A, Tyler, B. B., Hardee, C., and Park, D. 1995. Understanding strategic intent in the global marketplace, *Academy of Management Executive*, 9(2): 12-19.
- Porter, M. E. 1996. What is strategy? *Harvard business Review*, 74(6): 61-78.
- Hambrick, D. & Fredrickson, J. W. 2001. Are you sure you have a strategy? *Academy of Management Executive*, 15(4): 48-59.

Session 3 (September 24): From Analysis of External Environment to Strategy (Industrial Organization Perspective)

Required Readings:

- Porter, M. 1979. How competitive forces shape strategy, *Harvard Business Review*, (March/April): 1-10.
- Zahra, Shaker A. and Chaples, Sherry S. 1993. Blind spots in competitive analysis, *Academy of Management Executive*, 7(2): 7-28.
- Drucker, P. F. 1994. Theory of Business. *Harvard Business Review*, 72(Sept./Oct.): 95-104.
- **Selected article:** Fiegenbaum, A. and Howard, T. 1995. Strategic groups as reference groups: Theory, modeling and empirical examination of industry and competitive strategy. *Strategic Management Journal*. 16(6): 461-477.

Recommended Readings:

- Andrews, K.R. 1980. *The Concept of Corporate Strategy*, Irwin, Chapter 3(The Company and its Environment: Relating Opportunities to Resources), p. 47-72.
- Chen, Ming-Jer 1996. Competitor analysis and inter-firm rivalry: Toward a theoretical integration. *Academy .of Management Review*. 21(1): 100-134.

Session 4 (October 1): From Analysis of Internal Resources to Strategy (Resource Based View)

Required Readings:

- Wernerfelt, Birger. 1984. A Resource-Based View of the Firm. *Strategic Management Journal*. 5(2): 171-180.
- Prahalad, C. K. and Hamel, G. 1990. The core competence of the corporation, *Harvard Business Review*, 70(3): 79-93.
- Wernerfelt, B. 1995. The Resource-based View of the Firm: Ten Years Later, *Strategic Management Journal*, 16(3), p. 171-174.
- Priem, R. L. and Butler, J. E. 2001. Is the resource-based "view" a useful perspective for strategic management research? *Academy of Management Review*, 26(1): 22-40.
- Barney, Jay B. 2001. Is the resource-based "view" a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1): 41-56.
- **Selected article:** Spanos, Y. E. and S. Lioukas. 2001. An examination into the causal logic of rent generation: Contrasting Porter's competitive strategy framework and the resource-based perspective. *Strategic Management Journal*, 22(10): 907-934.

Recommended Readings:

- Porter, M. 1985. *Competitive Advantage*, New York: Free Press. Chapters 2 & 3.
- Barney, J. B. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120.
- Amit, R. and P. J.H. Schoemaker, 1993. Strategic assets and organizational rent, *Strategic Management Journal*, 14(1): 33-46.
- Duncan, W.J.; Ginter, P. M. and Swayne, L.E. 1998. Competitive advantage and

- internal organizational assessment, *Academy of Management Executive*; 12(3): 6-16.
- Dess, G.G. and Picken, J.C. 1999. Creating competitive (dis)advantage: Learning from Food Lion's freefall, *Academy of Management Executive*, 13(3): 97-111.
 - Hitt, M. A., Bierman, L., Shimizu, K. and Kochhar R. 2001. Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource-based perspective, *Academy of Management Journal*, 44(1): 13-28.

Session 5 (October 8): Competitive Dynamics and Related Business strategies

Required Readings:

- Kotler, P. and Singh, R. 1981. Marketing warfare in the 1980s. *Journal of Business Strategy* 1(3): 30-41.
- Hill, C.W.L. 1988. Differentiation versus low cost or differentiation and low cost: A contingency framework. *Academy of Management Review*, 13(3): 401-412.
- Hamel, G. and Valikangas, L. 2003. The quest for resilience. *Harvard Business Review*, 81(9): 52-63.
- Desarbo W. S.; C. A. Di Benedetto; M. Song; and I. Sinha. 2005. Revisiting the Miles and Snow strategic framework: Uncovering interrelationships between strategic types, capabilities, environmental uncertainty, and firm performance, *Strategic Management Journal*, 28, pp. 47-74.
- **Selected article:** Colin Campbell-Hunt. 2000. What have we learned about generic competitive strategy? A meta-analysis. *Strategic Management Journal*. 21(2): 127.

Recommended Readings:

- Porter, M. 1980. *Competitive Strategy*, New York: Free Press.
- MacMillan, I. 1983. Preemptive strategies. *Journal of Business Strategy* 4(2): 16-26.
- Stuckey, J. and White, D. 1993. When and When Not to Vertically Integrate. *Sloan Management Review*, 34(3): 71-83.
- Yoffie, D. B. and Cusumano, M. A. 1999. Judo strategy: The competitive dynamics of internet time. *Harvard Business Review*, 77(1): 70-81.
- Smith, K. G.; W. J. Ferrier and H. Ndofor. 2001. Competitive Dynamics Research: Critique and Future Directions. In Hitt, M. E., Freeman, R. E., & Harrison, J. S., eds. *Handbook of Strategic Management*, Malden, MA: Blackwell: 315-361.
- Lei, D. and Slocum, J. W. 2005. Strategic and Organizational Requirements for Competitive Advantage, *Academy of Management Executive*, 19(1): 31-45

Session 6 (October 15): Strategies of Multi-business Corporations

Required Readings:

- Ansoff, H. I. 1965. *Corporate Strategy*. New York: McGraw-Hill., Chapter 7(Why firms diversify), p. 122-138.
- Andrews, K.R. 1980. *The Concept of Corporate Strategy*, Irwin, Chapter 2, p. 17-46.

- Bergh, D. D. 2001. Diversification Strategy Research at a Crossroads: Established, Emerging and Anticipated Paths. In Hitt, M. E., Freeman, R. E., & Harrison, J. S., eds. *Handbook of Strategic Management*, Malden, MA: Blackwell: 363-383.
- Grant, R.M. 2002. Corporate strategy: Managing scope and strategy content, In Pettigrew, A., Thomas, H., and Whittington, R. eds. *Handbook of Strategy and Management*, Sage Publication: 72-97. **Possible Change**
- **Selected article:** Bowman, E. and Helfat, C.E. 2001. Does corporate strategy matter? *Strategic Management Journal*, 22(1): 1-23

Recommended Readings:

- Porter, M. 1987. From competitive advantage to corporate strategy. *Harvard Business Review*, 65(3): 43-59.
- Campbell, A.; Goold, M. and Alexander, M. 1995. Corporate strategy: The quest for parenting advantage, *Harvard Business Review*, (March-April): 120-132.
- Rowe, W. G. and Wright, P. M. 1997. Research notes and communications: related and unrelated diversification and their effect on human resource management control. *Strategic Management Journal*, 18(4): 329-338.
- Collis, D. J. and Montgomery, C. A. 1998. *Corporate strategy: A resource-based approach*. Irwin/McGraw-Hill.
- Palich, L.E.; Cardinal, L.B. and Miller, C.C. 2000. Curvilinearity in the diversification-performance linkage: An examination of over three decades of research. *Strategic Management Journal*, 21(2): 155-174.

Session 7 (October 22): Strategies of Multinational Corporations

Required Readings:

- Ghoshal, Sumantra. 1987. Global strategies: An organizing framework. *Strategic Management Journal*, 8, 425-440.
- Harzing, Anne-Wil. 2000. An empirical analysis and extension of the Bartlett and Ghoshal typology of multinational companies, *Journal of International Business Studies*, 31(1): 101-120
- Tallman, S. 2001. Global strategic management. In Hitt, M. E., Freeman, R. E., & Harrison, J. S., eds. *Handbook of Strategic Management*, Malden, MA: Blackwell: 464-490. **Possible Change**
- Rugman, A. M. and Verbeke, A. 2004. A Perspective on Regional and Global Strategies of Multinational Enterprises. *Journal of International Business Studies*, 35(1): 3-18.
- **Selected article:** Ghemavat, P. 2003. Semiglobalization and international business. *Journal of International Business Studies*, 34 (2), 138-152.

Recommended Readings:

- Bartlett, Christopher A. & Sumantra Ghoshal. 1989. *Managing Across Borders. The Transnational Solution*. Boston: Harvard Business School Press.

- Porter, M. 1990. *The Competitive Advantage of Nations*. New York: Free Press.
- Ghemawat, P. 2005. Regional strategies for Global Leadership, Pankaj, *Harvard Business Review*, (December): 13 pages.
- Kogut, B. 2002. International Management and Strategy, In Pettigrew, A., Thomas, H., and Whittington, R. eds. *Handbook of Strategy and Management*, Sage Publication: 261-278.
- Tallman, S. and Fladmoe-Lindquist, K. 2002. Internationalization, Globalization, and Capability-Based Strategy, *California Management Review*, 45(1): 116-135.
- Rugman, A. M. and Verbeke, A. 2007. Liabilities of Regional Foreignness and the Use of Firm-Level versus Country Level Data: A Response to Dunning et al. *Journal of International Business Studies*, 38(1): 200-205.
- Dunning, J. H.; Fujita, M. and Yakova, N. 2007. Some macro-data on the regionalisation/globalisation debate: a comment on the Rugman/Verbeke analysis. *Journal of International Business Studies*, 38(1):177-200.

Session 8 (October 29): Cooperative, entry and expansion strategies

Required Readings:

- Hitt, M. A., Ireland, R. D. and Hoskisson, R. E. 2007. *Strategic Management: Competitiveness and Globalization*, Thompson, South-Western, Chapter 8 (Pages 245-265) and Chapter 9.
- Pan, Y. and Tse, D.K. 2000. The hierarchical model of market entry modes. *Journal of International Business Studies*, 31(4): 535-554
- Inkpen, A. 2001. Strategic Alliances. In Hitt, M. E., Freeman, R. E., & Harrison, J. S., eds. *Handbook of Strategic Management*, Malden, MA: Blackwell: 409-432.
- **Selected article:** Rodriquez, Peter, Klaus Uhlenbruck, Lorraine Eden. 2005. Government Corruption and the Entry Strategies of Multinationals. *Academy of Management Review*, 30(2): 383.

Recommended Readings

- Faulkner, D. O. and M. de Rond. 2000. *Cooperative Strategy: Economic, Business, and Organizational Issues*, New York: Oxford University Press.
- Dyer, Jeffrey H Harbir Singh. 1998. The relational view: Cooperative strategy and sources of interorganizational competitive advantage, *Academy of Management Review*, 23(4): 660-679.
- Gupta, A. K. and Govindarajan, V. 2000. Managing global expansion: A conceptual framework. *Business Horizons*, 43(2): 45-54.
- Mata, J, Portugal, P. 2000. Closure and divestiture by foreign entrants: The impact of entry and post-entry strategies, *Strategic Management Journal*, 21(5): 549-562.
- Bower, J.L. 2001. Not all M&A are alike-and that matters. *Harvard Business Review*, 79(3): 93-101.

Session 9 (November 5): Institutional pressures and strategic management

Required Readings:

- Oliver, C. 1991. Strategic responses to institutional processes. *Academy of Management Review*, 16, 145-179.
- Goodstein, Jerry D. 1994. Institutional pressures and strategic responsiveness: Employer involvement in work-family issues. *Academy of Management Journal*, 37(2): 350-383
- Oliver, C. 1997. Sustainable competitive advantage: Combining institutional and Resource-based views. *Strategic Management Journal*, 18(9), 697-713.
- Peng, M. W.; Wang, D. Y. L. and Jiang, Y. 2008. An institution-based view of international business strategy: a focus on emerging economies. *Journal of International Business Studies*, 39(5): 920-936.
- **Selected article:** Julian, Scott D.; Joseph C Ofori-Dankwa and Robert T Justis. 2008. Understanding strategic responses to interest group pressures. *Strategic Management Journal*, 29(9): 963

Recommended Readings:

- Peng, Mike. 2003. Institutional transitions and strategic choices, *Academy of Management Review*, 28(2): 275-296
- Child, J. and Tsai, T. 2005. The Dynamic between Firms' Environmental Strategies and Institutional Constraints in Emerging Economies: Evidence from China and Taiwan, *Journal of Management Studies*, 42(1): 95-125.
- Clemens, B. W. and Douglas, T. J. 2005. Understanding strategic responses to institutional pressures. *Journal of Business Research*. 58(9):1205
- Lloyd, Shannon L L and Hartel, Charmine E J. 2004. Predicting IGRM Strategy and Practice Decisions: Development of the IHRM Orientation Typology. *Cross Cultural Management*, 11(4): 60.
- Meyer, Klaus E. and Mike W. Peng. 2005. Probing theoretically into Central and Eastern Europe: transactions, resources, and institutions, *Journal of International Business Studies*, 36(6): 600-621.
- Narayanan1, V. K. & Fahey, L. 2005. The Relevance of the Institutional Underpinnings of Porter's Five Forces Framework to Emerging Economies: An Epistemological Analysis, *Journal of Management Studies*, 42(1): 207-223.

Session 10 (November 12) Strategy and Decision Making

Required Readings:

- Braybrooke, D. and Lindblom, C.E. 1963. *A Strategy of Decision*, The Free Press, Chapter 5 (The Strategy of Disjointed Incrementalism).
- Hitt, M.A. and Tyler, B.B. 1991. Strategic Decision Models: Integrating Different Perspectives, *Strategic Management Journal*, 12(5): 327-351.
- Eisenhardt, K. M. and Zbaracki, M.J. 1992. Strategic Decision Making, *Strategic Management Journal*, 13(Special Issue, Winter), p. 17-37.

- Eisenhardt, Kathleen M. 2008. Speed and Strategic Choice: How Managers Accelerate Decision Making. *California Management Review*. 50(2): 102-116.
- **Selected article:** Ketchen Jr, David J.; Charles C Snow and Vera L Street. 2004. Improving firm performance by matching strategic decision-making processes to competitive dynamics, *The Academy of Management Executive*, 18(4): 29-43.

Recommended Readings:

- Simon, H. 1945. *Administrative Behavior*, Third Edition, The Free Press, Introduction to the Administrative Behavior, p. ix-xlii.
- Cyert, R.M.; March, J. 1963. *A Behavioral Theory of the Firm*, Prentice-Hall, Chapter 6(A Summary of Basic Concepts in the Behavioral Theory of the Firm), p. 114-127.
- Alison, G. T. 1971. *Essence of Decision: Explaining the Cuban Missile Crisis* Little, Brown, Boston MA.
- Cohen, M. D., G. March and J. P. Olsen. 1972. A garbage can model of organizational choice, *Administrative Science Quarterly*, 17, pp. 1-25.
- Fredrickson, J., & Mitchell, T. 1984. Strategic decision processes: Comprehensiveness and performance in an industry with an unstable environment. *Academy of Management Journal*, 27(2): 399-423.
- Miller, C., Burke, L., & Glick. W. 1998. Cognitive diversity among upper-echelon executives: Implications for strategic decision processes. *Strategic Management Journal*, 19: 39-58.
- Bower, Joseph L. and Clark G Gilbert. 2007. How Managers' Everyday Decisions Create or Destroy Your Company's Strategy, *Harvard Business Review*. 85(2), pg. 72.

Session 11 (November 19): Strategy implementation: Control and Governance

Required Readings:

- Davis, G. F. and Useem, M. 2002. Top Management, Company directors and Corporate Control, In Pettigrew, A., Thomas, H., and Whittington, R. eds. *Handbook of Strategy and Management*, Sage Publication: 232-258.
- Chatterjee, S. and Harrison, J. 2001. Corporate governance. In Hitt, M. E., Freeman, R. E., & Harrison, J. S., eds. *Handbook of Strategic Management*, Malden, MA: Blackwell: 542-563.
- Peng, Mike. 2006. *Global Strategy*, Thompson: South-Western, Chapter 11 (Governing the corporations around the world, Page 440-481)
- **Selected article:** Sundaramurthy, C. and Lewis, M. 2003. Control and collaboration: Paradoxes of governance. *Academy of Management Review*, 28(3): 397-415.

Recommended Readings:

- Berle, A. Jr. and Means, G. C. 1932. *The Modern Corporation and Private Property*. New York: Macmillan.

- Beatty, Randolph P, Zajac, Edward J. 1994. Managerial incentives, monitoring, and risk bearing: A study of executive compensation, ownership, and board structure in initial public offerings, *Administrative Science Quarterly*. 39(2): 313-335.
- Schreyogg, G. & Steinmann, H. 1987. Strategic control: A new perspective. *Academy of Management Review*, 12(1): 91-103.
- Montgomery, C. A. and Kaufman, R. 2003. The board's missing link, *Harvard Business Review*, 81(3): 86-93.
- Donaldson, G. 1995. A new tool for boards: The strategic audit, *Harvard Business Review*, 73(4): 99-107.

Session 12 (November 26): Strategy implementation: Organizational structure

Required Readings:

- Chandler, A.D. 1962. *Strategy and Structure*, The MIT Press, The Introduction chapter, p. 1-17 and the Conclusion chapter, p. 383-396.
- Andrews, K.R. 1980. *The Concept of Corporate Strategy*, Irwin, Chapter Six (The accomplishment of purpose: Strategy and Organization), p. 105-129.
- Keats, B. and O'neill, H.M. 2001. Organizational structure: Looking through a strategy lens. In Hitt, M. E., Freeman, R. E., & Harrison, J. S., eds. *Handbook of Strategic Management*, Malden, MA: Blackwell: 520-542.
- **Selected article:** Amburgey, Terry L, Dacin, Tina. 1994. As the left foot follows the right? The dynamics of strategic and structural change, *Academy of Management Journal*. 37(6): 1427-1452.

****Or another article****

Recommended Readings:

- Thompson, J.D. 1967. *Organizations in Action*, McGraw-Hill, Chapters 4 (Organizational Design), 5 (Technology and Structure) and 6 (Organizational Rationality and Structure) p. 39-82. precede
- Miles, R.E.. and Snow, C.C. 1978. *Organizational Strategy, Structure and Process*. New York: McGraw-Hill.
- Miller, D. 1986. Configurations of strategy and structure: Towards a synthesis. *Strategic Management Journal*, 7: 233-249.
- Mintzberg, H. 1990. The design school: Reconsidering the basic premises of strategic management. *Strategic Management Journal*, 11: 171-195.
- Ansoff, H. I. 1991. Critique of Henry Mintzberg's "The Design School": Reconsidering the basic premises of strategic management. *Strategic Management Journal*, 12: 463-466.
- Miles, R.E.; Snow, C.C.; Mathews, J.A.; Miles, G.; and Coleman, Jr. H. J. 1997. Organizing in the knowledge age: Anticipating the cellular form. *Academy of Management Executive*, 11(4): 7-20.
- Whittington, Richard, 2002. Corporate Structure: From Policy to Practice. In Pettigrew, A., Thomas, H., and Whittington, R. eds. *Handbook of Strategy and Management*, Sage Publication: 113-138.

- Olson, E. M.; Slater, S. F. and Hult, G. T. M. 2005. The importance of structure and process to strategy implementation. *Business Horizons*, 48(1): 47-54.

Session 13 (December 3): Students' term paper presentations