

Management 675

Seminar in Strategic Management

Dr. Janice Black

Thursdays 1:10 to 3:40 pm
BC 247

Course Overview: This doctoral seminar focuses on giving students an overview of the topics of interest in strategy and strategic management. The seminar then allows for students either individually or in groups to pursue a specific interest, issue or topic in greater depth. The seminar culminates with a research project (that can be co-designed to meet the requirements of a jointly taken Research Methods class with advance notice from student and agreement from other instructor). From the research project, the student will prepare and present a paper that is intended to be submitted jointly with the professors involved to a conference and/or journal. The project can also be the first take at a dissertation topic.

Required Textbook: There is a required set of readings and Sanchez & Heene, 2004

Course Requirements:

1	Participation in Class Discussions (both in class and on-line)	10 %
2	Weekly Papers	30%
3	Development & Conduct of Research Project	10%
4	Content Area Exam	25%
5	Research Paper	25%
6	Presentation	5%

Course Agenda:

Week #/ Date	Topic	Assignments
1 January 18, 2007	Welcome to Class; Discussion of Class Format; Discussion of Journal Outlets; Discussion of Conferences and Deadlines; Discussion of Teaching Strategy; Sign Ups for <ol style="list-style-type: none"> 1. Assigned Articles 2. Strategic Topic Teams 3. Final Presentation Order & 	None Due Choose & take one Textbook to use as comparison with Sanchez & Heene, 2004 Research Basis: Strategic Cohesion paper Black, Fabian & Hinrichs Entrepreneurial Conation Paper Base Set of Research Questions & Code Book

	Introduction to Term Research Project	
2 January 25, 2007	<p>Basic Overview of Strategy: MBA Level</p> <p>Comparison of Textbooks due (Basic Format as Weekly Paper)</p>	<p>Common "Article": Greiner, Bhambri, Cummings, 2003, Searching for a Strategy to Teach Strategy</p> <p>Assigned "Article": Topics of interest from Sanchez & Heene 2004 & quizzes/worksheets from Web-CT Chapters 1 - 14</p> <p>Supplemental Article: Textbook chosen last class period</p>
3 February 1, 2007	Origin/Processes/Schools of Strategy	<p>Common Article:</p> <ol style="list-style-type: none"> Dess & Lumpkin, 2001, Emerging Issues in Strategy Process Research <p>Assigned Article: (one of the following)</p> <ol style="list-style-type: none"> Mintzberg, H. 1990a. Ch. 5: Strategy formation: Schools of thought, in J. W. Fredrickson (Ed.) <u>Perspectives on strategic management</u>, pp. 105-137; Boston: Ballinger (<i>Design, Planning & Positioning Schools of Thought</i>) Mintzberg, H. 1990b. Ch. 5: Strategy formation: Schools of thought, in J. W. Fredrickson (Ed.) <u>Perspectives on strategic management</u>, pp. 137-165; Boston: Ballinger (<i>Entrepreneurial, Cognitive, Learning & Political Schools of Thought</i>) Mintzberg, H. 1990c. Ch. 5: Strategy formation: Schools of thought, in J. W. Fredrickson (Ed.) <u>Perspectives on strategic management</u>, pp. 166-188; Boston: Ballinger (<i>Cultural, Environmental & Configurational Schools of Thought</i>) Mintzberg, H. 1990d. Ch. 5: Strategy formation: Schools of thought, in J. W. Fredrickson (Ed.) <u>Perspectives on strategic management</u>, pp. 188-209; Boston: Ballinger (<i>The Big Picture</i>)

		<p>5. Michel, J. G. & Chen, M-J. 2004. The Strategic Management Field: A survey-based status review and assessment & Van De Ven & Johnson, 2006, Knowledge for Theory and Practice</p> <p>Supplemental Article: (Review/History article to be found by student)</p>
<p>4 February 8, 2007</p>	<p>Theoretical Foundations & Project Milestone #1</p>	<p>Common Article:</p> <p>1. Grimm, C. M. & Smith, K. G. 1997. Chapter 2: The traditional views on competitive advantage: IO econ, RBV, Schumpeterian & game theory. <u>Strategy as Action</u>. Cincinnati, Ohio: South-Western College Publishing.</p> <p>Assigned Article: (one of the following)</p> <p>1. Gavetti, G. Levinthal, D. A., Rivkin, J. W., 2005. Strategy making in novel and complex worlds: The power of analogy</p> <p>2. Rowley, T. J. & Moldoveanu, M., 2003, When will stakeholder groups act? An interest- and Identity-Based Model of Stakeholder Group Mobilization</p> <p>3. Pentland, B. T. 1999. Building Process Theory with Narrative: From Description to Explanation</p> <p>4. Honig, B. & Karlsson, T. 2004. Institutional forces and the written business plan</p> <p>5. Newbert, S. 2007., Empirical research on the resource-based view of the firm: An assessment and suggestions for future research.</p> <p>Supplemental Article: (Theoretical foundations/approach article to be found by student)</p> <p>Project Milestone #1</p> <p>Initial Site Identification Assignment</p> <p>1. Identify Organizations for Research Sites</p>

		<ol style="list-style-type: none"> 2. Get Confirmations from 1 to 3 sites 3. Begin Data Collection <ol style="list-style-type: none"> 1. Conation Questionnaires 2. Story Narratives
5 February 15, 2007	Theoretical Foundations 2	<p>Common Article:</p> <ol style="list-style-type: none"> 1. Black, J. A. & K. Boal. 1994. Strategic resources: Traits, configurations and paths to sustainable competitive advantage. <u>Strategic Management Journal: Special Summer Issue on New Paradigms</u>, 15:131-148. <p>Assigned Article: (One of the following)</p> <ol style="list-style-type: none"> 1. Arthur, 1996. Increasing returns and the new world of business, <u>Harvard Business Review</u>, Jul-Aug 1996. pp. 100-109 & Anderson, 1999. Complexity theory and organization science. <u>Organization Science</u>, 10, 216-232 2. Shimizu, K. & Hitt, M. A. 2004. Strategic Flexibility: Organizational preparedness to reverse ineffective strategic decisions 3. Jones, 2001. Towards a Positive Interpretation of Transaction Cost Theory: The Central Roles of Entrepreneurship and Trust 4. Davis, G. F., 2005. New Directions in Corporate Governance <p>Supplemental Article: (Theoretical foundations/approach article to be found by student)</p>
6 February 22, 2007	Strategy Types & Supplements	<p>Common Article:</p> <ol style="list-style-type: none"> 1. Gavetti, Levinthal, & Rivkin, 2005, Strategy Making in Novel & Complex Worlds <p>Assigned Article: One of the Following</p> <ol style="list-style-type: none"> 1. Smith, Ferrier & Ndofor, 2001. Competitive Dynamics Research: Critique and Future Directions 2. Bergh, 2001. Diversification Strategy Research at a Crossroads: Established, Emerging and

		<p>Anticipated Paths</p> <ol style="list-style-type: none"> 3. Dacin, T., Oliver, C. & Roy, J. 2007. The legitimacy of strategic alliances: An institutional perspective 4. Graebner & Eisenhardt, 2004, The Seller's Side of the Story: Acquisition as Courtship and Governance as Syndicate in Entrepreneurial Firms 5. Tallman, 2001. Global Strategic Management <p>Supplemental Article: (Corporate/Business level strategy article to be found by student)</p>
<p>7 March 1, 2007</p>	<p>Human Factors & Strategy</p>	<p>Common Article:</p> <ol style="list-style-type: none"> 1. Hrebiniak & Joyce, 2001. Implementing Strategy: An Appraisal and Agenda for Future Research <p>Assigned Articles: One of the following</p> <ol style="list-style-type: none"> 1. Keats & O'Neill, 2001. Organizational Structure: Looking Through a Strategy Lens 2. Chatterjee & Harrison, 2001. Corporate Governance 3. Gilbert, 2001. Corporate Strategy and Ethics, as Corporate Strategy Comes of Age 4. Snell, Shadur & Wright, 2001. Human Resources Strategy: The Era of our Ways 5. Ketokivi, M. & Castaner, X. 2004. Strategic Planning as an Integrative Device <p>Supplemental Article: (Implementing strategy article to be found by student)</p>
<p>8 March 8, 2007</p>	<p>Project Milestone 2 update and Process Debriefing</p>	<p>Project Milestone #2</p> <p>Initial Site Data Collection Due/Analysis Planned</p> <ol style="list-style-type: none"> 1. <u>From First Site:</u> Have field notes & interview transcripts for base set of questions from Entrepreneur, family member, & employee/customer 2. <u>From Second Site:</u> Have field notes & interview transcripts for base set of questions from Entrepreneur, family member & employee/customer

		3. <u>From Third Site:</u> Have field notes & interview transcripts for base set of questions from Entrepreneur, family member & employee/customer
9 March 15, 2007	Common Articles for Strategic Topic Team Assignments (Technology Mediated Discussion)	<ul style="list-style-type: none"> • Strategic Leadership & TMT • Strategic Decision Making • Organizational Learning & Knowledge • Organizational Change • Entrepreneurship & Innovation • International & Global Strategy <ol style="list-style-type: none"> 1. Pick Three Articles from above and create "weekly paper." 2. Post Paper on Bulletin Board on March 15. 3. Read postings of others and comment on at least 3 different postings. 4. Reply to postings as appropriate (at least 3 different postings).
March 22, 2007	SPRING BREAK	SPRING BREAK
10 March 29, 2007	Content Area Exam Basic Strategic Concepts Overview (Covers Weeks 1 through 8)	
11 April 5, 2007	Strategic Research Work Day	<p>Strategic Topic Area Assignment Production Day Team Assignment</p> <ol style="list-style-type: none"> 1. Find 10-12 Critical Articles up to and including 2006 2. Provide Annotated Bibliography of all articles (i.e. Give full citation for all articles, provide actual abstracts) to classmates 3. Write up short literature review and identify research questions for interviews. 4. Create Data Analysis Code Book for response analysis 5. Provide Topic Area Reports to classmates for Milestone 3 <ol style="list-style-type: none"> 1. Order:

		<ol style="list-style-type: none"> 1. Literature Review Draft & Questions 2. Data Analysis Code Book 3. Annotated Bibliography
12 April 12, 2007	<u>Strategic Topic Areas:</u> <ol style="list-style-type: none"> 1. Strategic Leadership & Top Management Teams 2. Strategic Decision Making <p>Project Milestone #3</p>	<ol style="list-style-type: none"> 1. Present Overview of Topic Area 1 to rest of class 2. Present Overview of Topic Area 2 to rest of class <p>Project Milestone #3: DUE TODAY--<u>ALL</u> STRATEGIC TOPIC ASSIGNMENTS EXCEPT PRESENTATION PORTION (Digital & Hard Copy)</p>
13 April 19, 2007	<u>Strategic Topic Areas:</u> <ol style="list-style-type: none"> 1. Organizational Learning & Knowledge 2. Organizational Change 	<ol style="list-style-type: none"> 1. Present Overview of Topic Area 1 to rest of class 2. Present Overview of Topic Area 2 to rest of class
14 April 26, 2007	<u>Strategic Topic Area:</u> <ol style="list-style-type: none"> 1. Entrepreneurship & Innovation 2. International and Global Strategic Issues 	<ol style="list-style-type: none"> 1. Present Overview of Topic Area 1 to rest of class 2. Present Overview of Topic Area 2 to rest of class
15 May 3, 2007	Strategic Research Work Day	<p>Data Analysis Assignment</p> <ol style="list-style-type: none"> 1. Finish 2nd round of Data collection & Analysis of Site 1 2. Finish 2nd round of Data collection & Analysis of Site 2 3. Finish 2nd round of Data collection & Analysis of Site 3 4. Write Paper
16 May 10,	Finals (Presentations)	Research Papers Due (Digital & Hard Copies) &

2007 (Finals Week)	Project Milestone #4	Conference Type Presentations 15 min w/10 min questions 'til done
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Weekly Paper Format: Each weekly paper needs to be formatted in the following way:

- Paper to be single spaced with extra return after each paragraph, 12 point Arial narrow font, 1" margins, name & date in header, page number & last updated in footer.
- Paper to have following headings:
 - * **Introduction** (.5 page)
 - * **Common Article Key Points** (three main points from article only: no more than 1.5 pages)
 - * **Assigned Article Key Points** (same as for common article)
 - * **Integration** (state how assigned article extends, confirms or contradicts common article .5 to 1 page)
 - * **Supplemental Article Key Points** (article found by student on topic area and published in last 3 years in A or B journal, PDF file posted on-line; info here same as for common article)
 - * **Supplemental Integration** (state how supplemental article extends, confirms or contradicts earlier integration)
 - * **Conclusion** (.5 page and identify questions on this topic area to be included in Qualitative Study for this Term)
 - * **References** (AMJ/AMR format for references)

Course Caveats: If you have a known (Insert University verbage here.)