

Management 405

Doctoral Seminar in Strategy (II)

University of Missouri

Winter 2004

Professor: Todd Chiles
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Office Hours: TR 1:50-2:50pm and by appointment

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Class: R 5:30-8:15pm (218 Cornell)

I. Course Description

This is the second of two seminars designed to introduce doctoral students to the body of knowledge, theory and research in strategic management. In the first seminar, Dr. Moesel covered many topics central to the field of strategic management with an emphasis on strategy formulation (e.g., strategic groups, IO economics, PIMS, RBV, TCE, agency theory, strategy typologies, first-mover concept, corporate diversification, acquisitions, divestitures, market for corporate control, alliances and value chain networks, international strategy). Do not worry if you have not yet taken the first seminar, because the material we will cover is not cumulative, per se. In this class, we will survey a number of *dynamic approaches to strategy*, including strategy process theories, organizational configurations in flux and transformation, complexity theories, Austrian market process theories, classic evolutionary approaches in strategy, dynamic capabilities, knowledge-based approaches to strategy, and Austrian capital theory, resource reconfiguration and organizing for strategic flexibility. In a world of change, uncertainty and disequilibrium, strategy formulation and implementation cannot be considered in isolation. Accordingly, we adopt a *configurational approach to strategy formulation and implementation*, considering configurations of strategy, structure, systems, processes, capabilities, culture, context, etc. Given our emphasis on dynamic approaches, we also introduce *process theory*, one of two fundamental ways of theorizing in the field of strategic management.

The course is conducted in a seminar format with students bearing a major responsibility to contribute to each session. Class sessions will be devoted to exploring, discussing, and critiquing a set of readings in an informal, around-the-table setting. My role is primarily that of facilitator. In addition to extensive reading and in-depth class discussion, students will engage in scholarly research, writing and presentation.

II. Content Outline

- Overview of Strategy: Some Basics
- Process Theory and Methods in Strategic Management
- Strategy Process Theories
- Configurational Theory: Configurations of Strategy, Structure, and Environment
- Configurational Theory: Configurations of Organizational Sub-Systems
- Configurational Theory: Configurations in Flux and Transformation
- Complexity Theory: An Introduction
- Complexity Theory in Strategic Management
- Austrian Economics: An Introduction to Market Process Theory
- Austrian Economics in Strategic Management
- Classic Evolutionary Approaches in Strategy: Schumpeter, Nelson & Winter, and Penrose
- The Dynamic Capabilities View in Strategic Management
- The Knowledge-Based View in Strategic Management
- Austrian Capital Theory, Resource Reconfiguration, and Organizing for Strategic Flexibility

III. Course Materials

Students will be responsible for securing articles from the reading list below. Book chapters and a handful of more difficult to find articles will be placed on reserve in 403 Cornell Hall.

A course website contains important announcements, ancillary materials, discussion boards, etc. In our first session, we will discuss how we might use this as a tool for running a more effective and efficient seminar. You can log in to Blackboard from the following web page: <https://courses.missouri.edu/>

IV. Course Evaluation

Grades of the course will be based on session participation (30%), session leadership (30%), research paper (25%), and scholarly presentation (15%).

Session Participation. The regular weekly activities of this course will center around the discussion of a set of readings in a particular topical area (see “Readings” below). Scholarship will be evaluated on the basis of your preparation for and participation in class discussion with a focus on your success in communicating and defending your ideas. The following are expected/required:

- (1) Students are expected to read each article carefully and fully (except for the asterisked article which session participants will read only a portion of), to be prepared to discuss each article in class, and to be a full and active partner in the discussion. Obviously, this means that, for each article (except the asterisked article), you need to be familiar with the author’s key points, theoretical strain, methodology, primary findings, strengths and weaknesses, and contributions to the literature.
- (2) Students are required to divide up the articles among themselves (excluding the asterisked articles) and prepare a 1-2 page summary for each article, providing the session leader with their summaries *at least* 48 hours in advance of the start of class time. To the extent possible, the organization and “look and feel” of article summaries should be standardized.
- (3) In addition to simply reading and summarizing articles, you need to think about how to synthesize and extend theoretical concepts across the set of articles, across different topics as they accumulate throughout the term, and across other areas in the field of management. While this will be a key deliverable of the session leader, each session participant should have given this some thought.

Session Leadership. Each student will serve as leader for at least three sessions during the term. I expect that the session leader will prepare as usual for the class. In addition, session leadership has the following expectations/requirements:

- (1) The leader will read the asterisked article in its entirety and prepare an article summary. For one of the three leadership sessions, the leader will also identify one additional article/chapter on the topic and prepare a summary.
- (2) The leader will review and constructively critique the assigned readings *as a set* (not individually), identifying key theoretical arguments, research questions, and methodologies. The leader will present an integrative summary of what we know, the unresolved questions that remain, and what the next theoretical extension might be.
- (3) The leader will identify a couple of specific issues *from each article* to help facilitate part of the discussion.
- (4) The leader will provide an outline and/or overheads to guide discussion of the issues surfaced in #2 and #3 above. The leader will be responsible for introducing, maintaining, summarizing, and concluding the discussion. However, I do not expect (or want) the discussion leader to deliver a 2 ½-hour lecture on the topic, as the other session participants will be actively contributing to the discussion.
- (5) The leader will prepare a session packet with title page, photocopies of the outline/overheads and *all* article summaries for distribution to seminar participants at the beginning of the class session. All summaries should begin with the article/chapter in *AMJ* reference format. The title page should include the session topic, course number/name/term, date, and leader’s name. All pages should be stapled together.

Research Paper. Your paper should make a contribution to the conceptual development of a topic area by providing reviews, syntheses, applications, and/or critiques to advance theory development and research practice. Your paper should follow one of two formats: (1) a theoretical piece in the form of an *Academy of Management Review Note*, or (2) a literature review of the type published in the annual review issue of the *Journal of Management*. Students wanting to do empirical papers should consult me early in the term for special permission. Your paper can focus on any topic so long as it relates to the themes covered in the seminar. Topics will need to be approved by the instructor, and early discussion of areas of interests is strongly encouraged. You are strongly advised to use this paper as an opportunity to prepare an article for journal submission and/or to push off into a topic area that has potential for dissertation research. Papers will be limited to about 20 pages, double-spaced, 12-point font, excluding figures and references. Papers are due at the beginning of class on Thursday, May 6 with severe penalties for late submission.

Scholarly Presentation. Each student will deliver a 15-20 minute scholarly presentation (using overheads) based on their research paper, and be prepared to entertain questions for 10 minutes. Please prepare copies of your overhead for all session participants. Presentations should be delivered on Thursday, May 6.

Student's overall performance will be evaluated on the following grading scale.

Percentage	Grade
100 – 90 %	A
89 – 80%	B
79 – 70 %	C
Below 70 %	F

V. Accommodations

If you need accommodations because of a disability, if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please inform me immediately. Please see me privately after class, or at my office. (Please see page 1 for my office location and hours.)

To request academic accommodations (for example, a note taker), students must also register with Disability Services, AO38 Brady Commons, 882-4696. It is the campus office responsible for reviewing documentation provided by students requesting academic accommodations, and for accommodations planning in cooperation with students and instructors, as needed and consistent with course requirements. For other MU resources for students with disabilities, click on “Disability Resources” on the MU homepage.

VI. Readings

1. Overview of Strategy: Some Basics, January 22

Session Leader: Todd Chiles

Required

Mintzberg, H. 2003. "Five Ps for strategy," In Mintzberg, H., Lampel, J, Quinn, J. B., Ghoshal, S. <i>The strategy process</i> . Upper Saddle River, NJ: Prentice Hall. 3-9.
Mintzberg, H., & Lampel, J. 2003. "Reflecting on the strategy process," In Mintzberg, H., Lampel, J, Quinn, J. B., Ghoshal, S. 2003. <i>The strategy process</i> . Upper Saddle River, NJ: Prentice Hall. 22-29.
Farjoun, M. 2002. Towards an organic perspective on strategy. <i>Strategic Management Journal</i> , 23: 561-594. (Read the first 10 pages.)
Barney, J. B. 1986. Types of competition and the theory of strategy: Toward an integrative framework. <i>Academy of Management Review</i> , 11: 791-800.
Boeker, W. 1989. Strategic change: The effects of founding and history. <i>Academy of Management Journal</i> , 32: 489-515. (Read the first 10 pages.)

Optional

Mintzberg, H. 1990. The design school: Reconsidering the basic premises of strategic management. <i>Strategic Management Journal</i> , 11(3), 171-195.
Mintzberg, H. 1990. "Strategy formation: Schools of thought," In J. W. Frederickson (ed.) <i>Perspectives on Strategic Management</i> . New York: Harper Business. 105-235.
Child, J. 1972. Organizational structure, environment and performance: The role of strategic choice, <i>Sociology</i> , 6: 1-22.
Hannan, M. T., & Freeman, J. H. 1984. Structural inertia and organizational change. <i>American Journal of Sociology</i> , 49: 149-164.

2. Process Theory and Methods in Strategic Management, January 29

Session Leader: _____

Required

Hayek, F. A. 1967. The theory of complex phenomena. In F. A. Hayek (Ed.), <i>Studies in philosophy, politics and economics</i> : 22-42. Chicago, IL: University of Chicago Press.
Langley, A. 1999. Strategies for theorizing from process data. <i>Academy of Management Review</i> , 24: 691-710.
Meyer, A. D., Goes, J. B., & Brooks, G. R. 1993. Organizations reacting to hyperturbulence. In G. P. Huber & W. H. Glick (Eds.), <i>Organizational change and redesign</i> : 66-111. New York: Oxford University Press.
* Pettigrew, 1992. The character and significance of strategy process research. <i>Strategic Management Journal</i> , 13: 5-16. (6-¾ pages)

Optional

Mohr, L. B. 1982. <i>Explaining organizational behavior</i> . San Francisco, CA: Jossey-Bass.
Mintzberg, H. 1979. An emerging strategy of 'direct' research. <i>Administrative Science Quarterly</i> , 24: 582-589.
Ofori-Dankwa, J., & Julian, S. D. 2001. Complexifying organizational theory: Illustrations using time research. <i>Academy of Management Review</i> , 26: 415-430.
Cowan, R., & Rizzo, M. J. 1996. The genetic-causal tradition and modern economic theory. <i>Kyklos</i> , 49: 273-317.
Van de Ven, A. H. 1992. Suggestions for studying strategy process: A research note. <i>Strategic Management Journal</i> , 13 (Summer Special Issue): 169-192.

3. Strategy Process Theories, January 05

Session Leader: _____

Required

Mintzberg, H., & Waters, J. A. 1985. On strategies, deliberate and emergent. <i>Strategic Management Journal</i> , 6: 257-272.
Weick, K. E. 1987. "Substitutes for strategy," In D. J. Teece, <i>The competitive challenge</i> . Cambridge, MA: Ballinger. 221-233.
Pascale, R. T. 2003. "The Honda effect," In Mintzberg, H., Lampel, J, Quinn, J. B., Ghoshal, S. 2003. <i>The strategy process</i> . Upper Saddle River, NJ: Prentice Hall. 152-160.
Quinn, J. B. 1978. Strategic change: "Logical incrementalism." <i>Sloan Management Review</i> , 20: 7-21.
* Burgelman, R. A. 1983. A process model of internal corporate venturing in the diversified major firm. <i>Administrative Science Quarterly</i> , 28: 223-245. (8-½ pages)

Optional

Lindblom, C. E. 1959. The science of 'muddling through.' <i>Public Administration Review</i> , 24: 79-88.
Mintzberg, H., Pascale, R. T., Goold, M., & Rumelt, R. P. 1996. The "Honda effect" revisited. <i>California Management Review</i> , 38(4): 78-117.
Mintzberg, H. 1987. Crafting strategy. <i>Harvard Business Review</i> , 65: 66-75.
Mintzberg, H. 1994. The fall and rise of strategic planning. <i>Harvard Business Review</i> , 72: 107-114.

4. Configurational Theory: Configurations of Strategy, Structure, and Environment, February 12

Session Leader: _____

Required

Miles, R. E., Snow, C. C., Meyer, A. D., & Coleman, H. J. 1978. Organizational strategy, structure, and process. <i>Academy of Management Review</i> , 3: 546-562.
Miller, D. 1988. Relating Porter's business strategies to environment and structure: Analysis and performance implications, <i>Academy of Management Journal</i> , 31: 280-308.
Miller, D. 1986. Configurations of strategy and structure: Towards a synthesis. <i>Strategic Management Journal</i> , 8: 55-76.
* Doty, D. H, Glick, W. H., & Huber, G. P. 1993. Fit, equifinality, and organizational effectiveness: A test of two configurational theories. <i>Academy of Management Journal</i> , 36: 1196-1250. (8-7/8 pages)

Optional

Galbraith, J. R., & Kazanjian, R. K. 1986. "Conceptual and empirical foundations of strategy and structure," <i>Strategy Implementation: Structure, Systems and Process</i> , 2 nd ed., St. Paul, MN: West Publishing. 13-17.
Mintzberg, H., Lampel, J., Quinn, J. B., Ghoshal, S. 2003. "The configurations," <i>The strategy process</i> . Upper Saddle River, NJ: Prentice Hall. 219-226.
Burns, T. & Stalker, G. M. 1962. "Mechanistic and organic systems of management," <i>The management of innovation</i> , London: Tavistock. 96-125.
Emery, F. E., & Trist, E. L. 1965. The causal texture of organizational environments, <i>Human Relations</i> , 18: 21-32.

5. Configurational Theory: Configurations of Organizational Sub-Systems, February 19

Session Leader: _____

Required

Meyer, A. D., Tsui, A., & Hinings, C. R. 1993. Configurational approaches to organizational analysis. <i>Academy of Management Journal</i> , 36: 1175- 1195.
Miller, D. 1996. Configurations revisited. <i>Strategic Management Journal</i> , 17: 505-512.
Waterman, R. H., Peters, T. J., & Phillips, J. R. 1991. "The 7S framework." In H. Mintzberg & J. B. Quinn (eds.), <i>The strategy process</i> . Englewood Cliffs, NJ: Prentice Hall. 309-314.
Porter, M. E. 1996. What is strategy? <i>Harvard Business Review</i> , 74: 61-78. (Read pp. 70-74, Section IV, on "fit" within activity systems)
Barney, J. B. 1995. Looking inside for competitive advantage. <i>Academy of Management Executive</i> , 9: 49-61. (Read the first 9 pages.)
* Galbraith, J. R., & Kazanjian, R. K. 1986. "Integration of dimensions for strategy implementation," <i>Strategy implementation: Structure, systems and process</i> , 2 nd ed., St. Paul, MN: West Publishing. 108-123. (2 pages + paragraph with 4 bullet points on p. 113 + Figure 7.1 + Summary & Mgr'l Implications on pp. 122-3.)

Optional

Miller, D. 1987. The genesis of configuration. <i>Academy of Management Review</i> , 12: 686-701.
Galbraith, J. R., & Kazanjian, R. K. 1986. <i>Strategy implementation: Structure, systems and process</i> , 2 nd ed., St. Paul, MN: West Publishing.
Galbraith, J. R., & Nathanson, D. A. 1978. <i>Strategy implementation: The role of structure and process</i> . St. Paul, MN: West.
Hrebiniak, L. G., & Joyce, W. F. 1984. <i>Implementing strategy</i> . New York: Macmillan.

6. Configurational Theory: Configurations in Flux and Transformation, February 26

Session Leader: _____

Required

Tushman, M. L., & Romanelli, E. 1985. "Organizational evolution: A metamorphosis model of convergence and reorientation." In L.L. Cummings and B. Staw (Eds.), <i>Research in Organizational Behavior</i> , 7: 171-222. Greenwich, CT: JAI Press.
Meyer, A. D. 1982. Adapting to environmental jolts. <i>Administrative Science Quarterly</i> , 27: 515-537.
* Miller, D. 1993. The architecture of simplicity. <i>Academy of Management Review</i> , 18: 116-138. (3-½ pages)

Optional

Siggelkow, N. 2002. Evolution toward fit. <i>Administrative Science Quarterly</i> , 47: 125-159.
Miller, D., & Friesen, P. H. 1980. Momentum and revolution in organizational adaptation. <i>Academy of Management Journal</i> , 23: 591-614.
Miller, D., & Friesen, P. H. 1982. Structural change and performance: Quantum versus piecemeal-incremental approaches. <i>Academy of Management Journal</i> , 25: 867-892.
Romanelli, E., & Tushman, M. L. 1994. Organizational transformation as punctuated equilibrium: An empirical test. <i>Academy of Management Journal</i> , 37: 1141-1166.
Gersick, C. J. G. 1991. Revolutionary change theories: A multilevel exploration of the punctuated equilibrium paradigm. <i>Academy of Management Review</i> , 16: 10-36.
Miller, D. 1992. The Icarus Paradox. <i>Business Horizons</i> , January-February: 24-35.

7. Complexity Theory: An Introduction, March 04

Session Leader: _____

Required

Arthur, W. B. 1990. Positive feedbacks in the economy. <i>Scientific American</i> , 262: 92-99.
Bak, P., & Chen, K. 1991. Self-organized criticality. <i>Scientific American</i> , 264: 46-53.
Kauffman, S. A. 1991. Antichaos and adaptation. <i>Scientific American</i> , August: 78-84.
Juarrero, A. 1999. "Nonequilibrium thermodynamics," <i>Dynamics in action: Intentional behavior as a complex system</i> . Cambridge, MA: MIT Press. 119-130.
Stevenson, H., & Harmeling, S. 1990. Entrepreneurial management's need for a more 'chaotic' theory. <i>Journal of Business Venturing</i> , 5: 1-14.
* Drazin, R., & Sandelands, L. 1992. Autogenesis: A perspective on the process of organizing. <i>Organization Science</i> , 3 (2): 230-249. (6-½ pages + Discussion)

Optional

Sorenson, O. 2002. "Interorganizational complexity and computation," In J. A. C. Baum (ed.), <i>The Blackwell companion to organizations</i> , Oxford, UK: Blackwell Business. 664-685
Anderson, P. 1999. Complexity theory and organization science. <i>Organization Science</i> , 10: 216-232.
Cohen, M. 1999. Commentary on the Organization Science special issue on complexity. <i>Organization Science</i> , 10: 373-376.
Blass, T. A. 1993. Forgiveness math. <i>Discover</i> , 14 (May): 62-67.

8. Complexity Theory in Strategic Management, March 11

Session Leader: _____

Required

Stacey, R. D. 1995. The science of complexity: An alternative for strategic change processes. <i>Strategic Management Journal</i> , 16: 477-495.
Pascale, R. T. 1999. Surfing the edge of chaos. <i>Sloan Management Review</i> , 40: 83-94.
Bettis, R. A., & Prahalad, C. K. 1996. The dominant logic: Retrospective and extension. <i>Strategic Management Journal</i> , 16: 5-14.
* Brown, S. L., & Eisenhardt, K. M. 1997. The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations. <i>Administrative Science Quarterly</i> , 42: 1-33. (6-½ pages)

Optional

Dickson, P. R., Farris, P. W., & Verbeke, W. J. M. I. 2001. Dynamic strategic thinking. <i>Journal of the Academy of Marketing Science</i> , 29: 216-237.
Arthur, W. B. 1996. Increasing returns and the new world of business. <i>Harvard Business Review</i> , 74: 100-109.
MacIntosh, R., & MacLean, D. 1999. Conditioned emergence: A dissipative structures approach to transformation. <i>Strategic Management Journal</i> , 20: 297-316.
Levy, D. 1994. Chaos theory and strategy: Theory, application, and managerial implications. <i>Strategic Management Journal</i> , 15(Summer Special Issue): 167-178.

9. Austrian Economics: An Introduction to Market Process Theory, March 18

Session Leader: _____

Required

Littlechild, S. C. 1986. Three types of market process. In R. N. Langlois (ed.), *Economics as a process: Essays in the new institutional economics*, Cambridge: Cambridge University Press. 27-39.

Vaughn, K. I. 1992. The problem of order in Austrian economics: Kirzner vs. Lachmann, *Review of Political Economy*, 4: 251-274.

Vaughn, K. I. 1999. Hayek's theory of the market order as an instance of the theory of complex, adaptive systems. *Journal of Economistes Etudes Humaines*, 9: 241-256.

* Rizzo, M. J. 1996. "Introduction: Time and ignorance after ten years," In *The economics of time and ignorance* by G. P. O'Driscoll & M. J. Rizzo, London: Routledge. xiii-xxxiii. (4-¾ pages)

Optional

Boettke, P., & Leeson, P. 2002. "The Austrian school of economics: 1950-2000," In J. Biddle & W. Samuels (eds.), *Blackwell Companion to the History of Economic Thought*. Oxford: Blackwell.

Lachmann, L. M. 1976. From Mises to Shackle: An essay on Austrian economics and the kaleidic society. *Journal of Economic Literature*, 14: 54-62.

Kirzner, I. M. 1997. Entrepreneurial discovery and the competitive market process: An Austrian approach. *Journal of Economic Literature*, 35: 60-85.

10. Austrian Economics in Strategic Management, April 01

Session Leader: _____

Required

Jacobson, R. 1992. The 'Austrian' school of strategy. *Academy of Management Review*, 17: 782-807.

Ferrier, W. J., Smith, K. G., & Grimm, C. M. 1999. The role of competitive action in market share erosion and industry dethronement: A study of industry leaders and challengers. *Academy of Management Journal*, 42: 372-388.

Hill, C. W. L., & Deeds, D. L. 1996. The importance of industry structure for the determination of firm profitability: A neo-Austrian approach. *Journal of Management Studies*, 33: 429-452.

* Ferrier, W. J. 2001. Navigating the competitive landscape: The drivers and consequences of competitive aggressiveness. *Academy of Management Journal*, 44: 858-877. (3-7/8 pages)

Optional

Young, G., Smith, K. G., & Grimm, C. M. 1996. "Austrian" and industrial organization perspectives on firm-level competitive activity and performance. *Organization Science*, 7: 243-254.

Zaheer, A., & Zaheer, S. 1997. Catching the wave: Alertness, responsiveness, and market influence in global electronic networks. *Management Science*, 43: 1493-1509.

Barnett, W. P., & Hansen, M. T. 1996. The red queen in organizational evolution, *Strategic Management Journal*, 17: 139-157.

Godfrey, P. C., & Hill, C. W. L. 1995. The problem of unobservables in strategic management research. *Strategic Management Journal*, 16: 519-533.

Marketing article (Hunt)

Marketing article (Responses to Hunt)

Marketing article (Dickson)

11. Classic Evolutionary Approaches in Strategy, April 08

Session Leader: _____

Required

Hodgson, G. M. 1993. Joseph Schumpeter and the Evolutionary Process. In <i>Economics and evolution: Bringing life back into economics</i> : 139-151. Ann Arbor: University of Michigan Press.
Hodgson, G. M. 1999. Richard Nelson and Sidney Winter. In <i>Evolution and institutions: On evolutionary economics and the evolution of economics</i> : 157-174. Cheltenham, UK: Edward Elgar.
Kor, Y. Y., & Mahoney, J. T. 2000. Penrose's resource-based approach: The process and product of research creativity. <i>Journal of Management Studies</i> , 37: 109-139.
* Rugman, A. M., & Verbeke, A. 2002. Edith Penrose's contribution to the resource-based view of strategic management. <i>Strategic Management Journal</i> , 23: 769-780. (2-7/8 pages)

Optional

Schumpeter, J. A. 1961. The theory of economic development. New York: Oxford University Press.
Nelson, R., & Winter, S. 1982. An evolutionary theory of economic change. Cambridge MA: Belknap Press.
Penrose, E. T. 1959. The theory of the growth of the firm. Oxford: Basil Blackwell.
Kor, Y. Y., & Mahoney, J. T. (Forthcoming in 2004). Edith Penrose's (1959) contributions to the resource-based view of strategic management. <i>Journal of Management Studies</i> . 41(1). (Penrose)
Foss, N. J. 2003. Bounded rationality and tacit knowledge in the organizational capabilities approach: An assessment and a re-evaluation. <i>Industrial and Corporate Change</i> , 12: 185-201. (Nelson & Winter)
Dickson, P. R. 2003. The pigeon breeder's cup: A selection on selection theory of economic evolution. <i>Journal of Evolutionary Economics</i> , 13: 259-280. (Nelson & Winter)
Chiles, T. H., & Choi, T. Y. 2000. Theorizing TQM: An Austrian and evolutionary economics interpretation. <i>Journal of Management Studies</i> , 37(2): 185-212. (Schumpeter, Nelson & Winter)

12. The Dynamic Capabilities View in Strategic Management, April 15

Session Leader: _____

Required

Teece, D. J., Pisano, G., & Shuen, A. 1997. Dynamic capabilities and strategic management. <i>Strategic Management Journal</i> , 18: 509-533.
Eisenhardt, K. M., & Martin, J. A. 2000. Dynamic capabilities: What are they? <i>Strategic Management Journal</i> , 21: 1105-1121.
Winter, S. G. 2003. Understanding dynamic capabilities. <i>Strategic Management Journal</i> , 24 (Special Issue): 991-995.
Rindova, V. P., & Kotha, S. 2001. Continuous 'morphing': Competing through dynamic capabilities, form, and function. <i>Academy of Management Journal</i> , 44: 1263-1280.
* Zott, C. 2003. Dynamic capabilities and the emergence of intra-industry differential firm performance: Insights from a simulation study. <i>Strategic Management Journal</i> , 24: 97-125. (4-3/4 pages)

Optional

Helfat, C. E., & Peteraf, M. A. 2003. The dynamic resource-based view: Capability lifecycles. <i>Strategic Management Journal</i> , 24 (Special Issue): 997-1010.
Zollo, M., & Winter, S. G. 2002. Deliberate learning and the evolution of dynamic capabilities. <i>Organization Science</i> , 13: 339-352.
Feldman, M. S., & Pentland, B. T. 2003. Reconceptualizing organizational routines as sources of flexibility and change. <i>Administrative Science Quarterly</i> , 48: 94-118.

13. The Knowledge-Based View in Strategic Management, April 22

Session Leader: _____

Required

Kogut, B., & Zander, U. 1992. Knowledge of the firm, combinative capabilities, and the replication of technology. *Organizational Science*, 3: 383-397.

Tsoukas, H. 1996. The firm as a distributed knowledge system: A constructionist approach. *Strategic Management Journal*, 17: 11-25.

Miller, D., & Shamsie, J. 1996. The resource-based view of the firm in two environments: The Hollywood film studios from 1936 to 1965. *Academy of Management Journal*, 39: 519-543.

* Spender, J.-C. 1996. Making knowledge the basis of a dynamic theory of the firm. *Strategic Management Journal*, 17: 45-62. (4-1/8 pages)

Optional

Grant, R. M. 1996. Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17: 109-122.

Grant, R. M. 1996. Prospering in dynamically-competitive environments: Organizational capability as knowledge integration. *Organization Science*, 7: 375-388.

Zander, U., & Kogut, B. 1995. Knowledge and the speed of the transfer and imitation of organization capabilities: An empirical test. *Organization Science*, 6: 76-92.

Nonaka, I. 1994. A dynamic theory of organizational knowledge creation. *Organization Science*, 5: 14-37.

Hayek, F. A. 1945. The use of knowledge in society. *American Economic Review*, 35: 519-530.

14. Austrian Capital Theory, Resource Reconfiguration, and Organizing for Strategic Flexibility, April 29

Session Leader: Distributed Leadership

Required

Lewin, P. 1997. Capital in disequilibrium: A reexamination of the capital theory of Ludwig M. Lachmann. *History of Political Economy*, 29: 523-548.

Baetjer, H., Jr. 1998. "Knowledge capital and economic growth," *Software as capital*. Los Alamitos, CA: IEEE Computer Society. 1-28.

Pick one of the following (Note: Please coordinate so that each person reads a different article.)

Schilling, M. A. 2000. Toward a general modular systems theory and its application to interfirm product modularity. *Academy of Management Review*, 25: 312-334.

Schilling, M. A., & Steensma, H. K. 2001. The use of modular organizational forms: An industry-level analysis. *Academy of Management Journal*, 44: 1149-1168.

Sanchez, R. & Mahoney, J. T. 1996. Modularity, flexibility, and knowledge management in product and organization design. *Strategic Management Journal*, 17 (Winter Special Issue): 63-76.

Worren, N., Moore, K., & Cardona, P. 2002. Modularity, strategic flexibility, and firm performance: A study of the home appliance industry. *Strategic Management Journal*, 23: 1123-1140.

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Note: The instructor reserves the right to amend or re-schedule the readings as deemed necessary.