

DEPARTAMENT : General Management and Human Resources (ADM)
PROGRAM : Master and Doctorate Program in Business Administration
COURSE : Business Strategy
PROFESSOR..... : Jorge Carneiro
PERIOD : SEMESTER/YEAR: 2nd / 2017
DAYS/HOURS: Wednesday, 3:00 thru 06:50pm
ROOM: xxx

PROGRAM

COURSE OBJECTIVES

The students are expected to be able to dominate the main theoretical underpinnings of strategy and competitive advantage, starting from the analysis of its theoretical origins and its foundations in Economics and Industrial Organization Theory. The course was designed for stricto sensu students, with clear academic orientation, and is focused on building critical reading skills and comparative analysis. For students unfamiliar with business strategy and microeconomics, the reading of introductory texts, such as Barney and Hesterly (2011) and Besanko et al. (2006), is recommended. Students are expected to be able to discuss in depth the assigned texts, and critically analyze both the theoretical arguments and the empirical evidence they bring, in order to develop a comprehensive understanding of the fundamentals of theory in business strategy and to explore aspects worthy of future research.

SUMMARY CONTENT

Theoretical streams of strategy. Formulation and execution of strategic planning. Strategy and organizational performance. Trends in strategy research.

TEACHING-LEARNING METHODS

The planned activities for the course include: a) individual presentations of the key texts; b) writing of a theoretical essay (which should not be just a summary of the texts, but rather a structured review of the literature with suggestions for future research).

The theoretical essay must be between 8 and 15 pages and must follow the formatting guidelines of AMR. The student must advance (at least) one hypothesis about how certain firms attain (sustained) superior performance. Logical arguments must rest on the following points: (a) theories discussed in class (mandatory) or (b) empirical observations of the phenomenon. AMR editorials about what constitutes a theoretical contribution can be helpful.



EVALUATION CRITERIA

Content and presentation of the seminar:	25%
In-class participation:	25%
Theoretical essay:	50%

CLASS SCHEDULE

	Dates	Topics	Readings
1	Oct 06 (Friday)	Theoretical streams of strategy: Industrial Organization (IO)	<p>Readings</p> <ul style="list-style-type: none">• mandatory○ complementary <p><u>External environment: five forces, complementaors, macro-environment</u></p> <ul style="list-style-type: none">○ Brandenburger & Nalebuff (1995)○ Barney & Hesterly (2011, cap.2)• Day (1997)○ Hax & Wilde (2001, 2003)○ Pickton & Wright (1998)• Porter (1980, cap. 1, 3 e 8)• Porter (2008)• Yoffie & Kwak (2006) <p><u>Value chain</u></p> <ul style="list-style-type: none">○ Barney & Hesterly (2011, cap.3)• Eisenmann et al. (2006)○ Normann & Ramirez (1993)• Porter (1985, cap. 2)○ Van Alstyne et a. (2016) <p><u>Transaction coss</u></p> <ul style="list-style-type: none">• Williamson (1979)○ Williamson (1981)
2	Oct 11	Theoretical streams of strategy: Industrial Organization (IO) (cont.)	<p><u>Competitive and corporate strategies</u></p> <ul style="list-style-type: none">• Chew (2000)○ Kim & Mauborgne (1999a 1999b, 2005)• Kim & Mauborgne (2014, cap. 3, 4 e 5)• Miller & Dess (1993).• Mintzberg (1988)• Porter (1985, cap.3, 4 e 7) <p><u>Micro-foundations</u></p> <ul style="list-style-type: none">○ Fellin & Foss (2005)• Foss & Pederson (2014)○ Mahoney (2004)



	Dates	Topics	Readings
3	Oct 18	Theoretical streams of strategy: The Resource-Based View (RBV)	Readings <ul style="list-style-type: none">• mandatory○ complementary <u>Fundamentals of RBV</u> <ul style="list-style-type: none">○ Barney (1986a, 1986b)• Barney (1991, 2001b)• Conner (1991)○ Dierickx & Cool (1989)○ Hill & Deeds (1996)○ Lippmann & Rumelt (1982)○ Mahoney & Pandian (1992)• Peteraf (1993)○ Reed & DeFillippi (1990)○ Teece et al. (1997) <u>Mimetism vs. heterogeneity</u> <ul style="list-style-type: none">• DiMaggio & Powell (1983)• Nelson (1991)○ Peng et al. (2009) <u>Criticisms to RBV</u> <ul style="list-style-type: none">• Barney (2001a)○ Kraaijenbrink et al. (2010)• Priem & Butler (2001a, 2001b)
	Oct 25	(professor at a meeting abroad)	
4	Nov 01	Formulation and execution of strategic planning	<u>Strategy conceptualization</u> <ul style="list-style-type: none">• Mintzberg (1987)• Porter (1996)○ Whittington (2001) <u>Content and process of planning</u> <ul style="list-style-type: none">○ Armstrong (1982)• Boyd and Reuning-Elliot (1998)○ Hopkins and Hopkins (1997)○ Jacometti & Bulgacov (2012)• Langley (1995)• McIlquham-Schmidt (2010) <u>Content and process of execution (the “O” of VRIO)</u> <ul style="list-style-type: none">○ Bourgeois & Brodwin (1984)• Hrebiniak, L. G. (2006)• Okumus (2003)○ Oliveira et al. (2017)○ Mackay & Zunde (2016)



	Dates	Topics	Readings <ul style="list-style-type: none">• mandatory○ complementary
5	Nov 08	Strategy and organizational performance	<u>Components of variance of organizational performance</u> <ul style="list-style-type: none">○ Bowman & Helfat (2001)○ Brito & de Vasconcelos (2005)○ Brush & Bromiley (1997)○ Claver et al. (2002)• Hawawini et al. (2003, 2004, 2005)○ Mauri & Michaels (1998)• McGahan & Porter (1997, 1999, 2002)○ McNamara (2005)• Roquebert et al. (1996)• Rumelt (1991)○ Schmalensee (1985) <u>Empirical evidence about the impact of strategic plan</u> <ul style="list-style-type: none">○ Boyd (1991)○ Capon et al. (1994)• Miller & Cardinal (1994)○ Pearce et al. (1987)• Rudd et al. (2008)• Schwenk & Shrader (1993) <u>Measurement of business performance</u> <ul style="list-style-type: none">• Bititci et al. (2012)• Carneiro et al. (2007)○ Kaplan & Norton (2005)○ Powell (2001)○ Pun & White (2005)
	Nov 15	(holiday)	
6	Nov 22	Gaps and trends in strategy research	<u>Content</u> <ul style="list-style-type: none">• Acedo et al. (2006)• Kenworthy & Verbeke (2015)○ Kilduff (2007)• Mayer & Sparowe (2013)○ Panda & Gupta (2014)○ Pitelis (2007) <u>Phenomenon-based research</u> <ul style="list-style-type: none">○ Doh (2015)○ Grebner et al. (2017)• Hambrick (2007)• von Krogh et al. (2012)



	Dates	Topics	Readings • mandatory ○ complementary
7	Nov 29	Gaps and trends in strategy research (cont.)	<u>Research methods</u> <ul style="list-style-type: none"> • Chatterji et al. (2016) ○ Croson et al. (2017) • Edmondson & McManus (2007) • Scandura & Williams (2000) ○ Shah & Corley (2006) ○ Shaver (1998) ○ Snow & Thomas (1994) <u>Configurational theory and methods</u> <ul style="list-style-type: none"> ○ Doty & Glick (1994) • Fiss (2007, 2009, 2011) ○ Hambrick (1984) ○ Miller (1996) <u>Reproducibility and replication of studies</u> <ul style="list-style-type: none"> • Aguinis et al. (2017) • Bergh et al. (2017) ○ Ethiraj et al. (2016) ○ Miller & Bamberger (2016)
8	Dec 06	Discussions about the theoretical essays of each student	

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