

COURSE OUTLINE

Introduction

Advanced Strategy is an elective course in the doctoral program that introduces the students to recent research articles in the Strategic Management field. We will cover several key topics and phenomena that are relevant to the strategy field.

Objectives

For each topic, I have assigned a number of recent research articles. Students will learn to dissect the papers and evaluate their contribution to the thinking of the Strategy field. We will debate the difference between important contributions and less important contributions. Particular attention will be paid to the match between the theoretical mechanisms that are advanced in the article and the empirical identification of these ideas within their context.

Learning Outcomes

Critical evaluation of scholarly contributions is the first step in producing your own research contributions. The main learning outcomes for this course are:

- *to develop critical evaluation skills,*
- *to get a better understanding of the key questions in the strategy field,*
- *to understand that high quality research requires a deep knowledge of a phenomenon, and, the careful matching of empirical techniques to a clearly defined and interesting question.*

Competences

General competencies

CG1: Acquire knowledge, skills, abilities and attitudes required to conduct research on a global basis in the field of business management.

CG3: Conduct a critical analysis, evaluation and synthesis of new and complex ideas with the objective to produce general principles applicable to business situations.

CG6: Use appropriate tools and techniques for problem solving, correction contrasting and decision validation

Basic competencies

CB6: Demonstrate knowledge and understanding that provide a basis or opportunity for originality in developing and / or application of ideas, often related to a research context.

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Specific competencies

- CE1: Understand the concepts of social and human sciences relevant and necessary to carry out research projects of international level in the area of business management.
- CE2: Profound knowledge of tools in the fields of mathematics, statistics, econometrics and multivariate analyzes in order to carry out relevant research projects on a global level.
- CE3: Organization, planning and implementation of a research project related to social sciences.
- CE4: Distinguishing of the different fields of management sciences and acknowledgement of the research methodologies related to them.
- CE6: Ability to take current management and organizational problems and identify how different theories of organizations can help us understand them.
- CE7: Ability to design research programs in the area of Business Management.
- CE8: Analyze business phenomena formal analysis tools (logic and mathematics) in order to develop consistent structural theories.
- CE17: Ability to critically establish, the relevance and significance of the results obtained with respect to the proposed objectives, and prepare conclusions within the framework of current scientific knowledge on the topic in question.

Methodology

The course will consist of lectures and class discussions. I consider these different sessions "working sessions" where we jointly try to understand the contribution of the assigned papers. I will lead and structure these discussions. We will cover each of the articles listed in the outline below, dissect their different parts, and debate their contribution to the Strategy field.

Evaluation

There are two requirements you will have to comply with if you are to really benefit from and enjoy the course.

First, you must come to class prepared to discuss ALL the readings. I will expect you to be able to summarize briefly the main points of each of the assigned papers. As a substantial portion of the learning in the course occurs through our in-class discussions, I will expect you to be able to evaluate each paper and its contribution critically. This part accounts for 50% of your grade.

Second, I am expecting you to submit 3 write-ups (max 3 pages each) on a particular topic covered in the class that interests you. Following my colleague at Wharton Prof. Dan Levinthal, I will call these notes: Puzzle & Gaps (P&G) notes. As he explains:

"This note conveys some provocative reflections on your part on the readings. These

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reflections may take many forms. They may be organized around your puzzlement at the argument that the author(s) are making. They may reflect on contrasts in the arguments of the various authors. It might identify gaps in the existing literature and, in turn, research opportunities. Alternatively, the note could focus on application and examine ways in which the conceptual material may provide insight into some important business phenomena; or, alternatively, how an important business phenomena points to gaps and weaknesses in the theoretical ideas. These notes should not merely, or primarily, restate the arguments of the various authors. In writing these notes, you should assume that your audience (me and your fellow students) have read the articles associated with that class with some care and would not be interested in regurgitation of these ideas but would be stimulated by a fresh and provocative take on them. Furthermore, your note may draw from a subset of the readings; however, it should be anchored in at least one of the articles."

You should hand in your P&G-note *before* the class where we discuss the particular topic. I will ask each of you to present these notes to the class. But you should make all your P&G-notes available to the class on the class-drop-box. Your P&G-notes account for the other 50% of your grade.

Course Outline: Topics and Articles**Topic 1: Introduction: What is Strategy?**

- Porter, M. 1996. "What is strategy?", Harvard Business Review, Nov.-Dec. 3-20.
- Van den Steen, E. 2017, "A Formal Theory of Strategy", Management Science, 63(8):2616-2636.
- Van den Steen, E. 2017, "Strategy and the Strategist: How It Matters Who Develops the Strategy", Management Science, forthcoming.
- Adner, R., Csaszar, F. and P. Zemsky (2014). "Positioning on a multi-attribute landscape", Management Science, 60(11): 2794-2815.
- Pisano, G. 2017. "Toward a prescriptive theory of dynamic capabilities: connecting strategic choice, learning, and competition". Industrial and Corporate Change. 26(5): 747-762.
- Oxley, J., J. Rivkin and M. Ryall, 2010 "The Strategy Research Initiative: Recognizing and encouraging high-quality research in strategy", Strategic Organization, 8:377.

Topic 2: Firm Heterogeneity and Productivity

- Syverson, C. (2011), "What Determines Productivity?", Journal of Economic Literature, 49(2), 326-365.
- Foster, L., J. Haltiwanger, and C. Syverson 2008. "Reallocation, Firm Turnover, and

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Efficiency: Selection on Productivity or Profitability?", American Economic Review, 98(1): 394-425

Topic 2.1: Productivity and Competition

- Holmes, T.J. and J.A. Schmitz (2010) "Competition and Productivity: A Review of Evidence", Annual Review of Economics
- Bloom, N., and Van Reenen, J. 2010. "Why Do Management Practices Differ across Firms and Countries?", Journal of Economic Perspectives, 24(1), 203-224.
- Bloom N., Eifert B., Mahajan A., McKenzie D., Roberts J. 2013. "Does management matter? Evidence from India", Quarterly Journal of Economics, 128: 1-51.
- Bloom N et al. 2017, "What drives differences in Management?", NBER working paper 23300. mimeo.

Topic 2.2: Productivity/Profitability and Diversification

- Martin, J. and A. Sayrak (2003). "Corporate diversification and shareholder value: A survey of recent literature", Journal of Corporate Finance, 9: 37-57.
- Schoar, A. 2002. "Effects of Corporate Diversification on Productivity", Journal of Finance, LVII (6), 2379-2403.
- Levinthal, D. and B. Wu (2010). "Opportunity costs and non-scale free capabilities: Profit maximization, corporate scope, and profit margins". Strategic Management Journal, 31: 780-801.
- Hoberg, G. and G. Phillips (2017), "Conglomerate Industry Choice and Product Language", Management Science, forthcoming.

Topic 2.3: Productivity/Profitability and Firm Organization

- Atalay, E., Hortaçu, A. and Syverson, Ch. 2012. "Why do Firms own Production Chains? Vertical integration", NBER working paper.
- Mingo S. 2013. "The impact of acquisitions on the performance of existing organizational units in the acquiring firm: the case of an agribusiness company", Management Science.
- Rawley, E. and T. Simcoe. 2010. "Diversification, diseconomies of scope, and vertical contracting: Evidence from the taxicab industry", Management Science.

Topic 3: Value Systems

- Gans, J. and M. Ryall. 2016. "Value Capture Theory: A Strategic Management Review". Strategic Management Journal 38: 17-41.
- Brandenburger, A. and HW. Stuart. 1996. "Value Based Business Strategy", Journal of Economics and Management Strategy.

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- Grennan, M. 2014. "Bargaining ability and competitive advantage: Empirical evidence from medical devices", *Management Science*.
- Bennett, V. (2013). "Organization and Bargaining: Sales Process Choice at Auto Dealerships", *Management Science*, 59(9).

Topic 4: Capabilities

- Teece, D., G. Pisano, and A. Shuen. "Dynamic Capabilities and Strategic Management." *Strategic Management Journal* (1997): 509-33.
- Winter, S. (2007). "Firm Growth and Dynamic Capabilities." Chapter 7. *Dynamic capabilities: understanding strategic change in organizations*. Blackwell publishing.
- Helfat, C. and M. Lieberman 2002. "The Birth of Capabilities: Market Entry and the Importance of Pre-history", *Industrial and Corporate Change*, 11(4): 725-760.
- Maritan, A. and G.K. Lee. 2017. "Bringing a Resource and Capability lens to Resource Allocation". *Journal of Management*. 43(8): 2609-2619.

Topic 5: Innovation

Topic 5.1: Incentives and Innovation

- Gilbert, R. 2006. "Competition and Innovation", *Journal of Industrial Organization Education*.
- Gans, J. S., and S. Stern. 2003. "The Product Market and the Market for Ideas: Commercialization Strategies for Technology Entrepreneurs", *Research Policy* 32: 333-350.
- Manso, G. and F. Ederer. 2013. "Is Pay-for-Performance Detrimental to Innovation?" *Management Science* vol. 59, pp. 1496--1513.
- Lerner, J. and U. Malmendier. 2010. "Contractibility and the Design of Research Agreements", *American Economic Review* 100(1): 214-246.

Topic 5.2: Profiting from Innovation

- Teece, D., 1986, "Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy", *Research Policy*, 15: 285-305.
- Moser, P.. 2016. "Patents and Innovation in Economic History", NBER working paper 21964. mimeo.
- Hall, B. H., Helmers, C., Rogers, M. and V. Sena. 2014. "The Choice Between Formal and Informal Intellectual Property: A Review", *Journal of Economic Literature* 52(2): 375-423.
- Tripsas, M. (1997), "Unraveling the process of creative destruction: Complementary assets and incumbent survival in the typesetter industry," *Strategic Management Journal*, 18 (Summer): 119-142.

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- Anckaert P. and B. Cassiman. 2017. "The role of Early Inventors over the Lifecycle of a Science-Driven Technology. IESE working paper. mimeo.

Topic 6: Portfolio Management & Resource Allocation

- Nagji, B. and G. Tuff. 2012. "Managing your Innovation Portfolio", Harvard Business Review. May 2012. 66-74.
- Levinthal D. 2017. "Resource Allocation and Firm Boundaries (Commentary)", Journal of Management. 43(8): 2580-2587.
- Bardolet, D., Fox, C.R. and D. Lovallo. 2011. "Corporate capital allocation: a behavioral perspective", Strategic Management Journal. 32(13): 1465-1483.

Topic 7: Sustainability & Ethics

- Fisman, R. 2001. "Estimating the Value of Political Connections", American Economic Review 91: 1095-1102.
- Flammer C. 2015. "Does Corporate Social Responsibility Lead to Superior Financial Performance? A Regression Discontinuity Approach," Management Science, 61(11): 2549-2568.
- Bennet, V., Pierce, L., Snyder, J. and M. Toffel. 2013. "Customer-Driven Misconduct: How Competition Corrupts Business Practices", Management Science. 1725-1742.
- Distelhorst, G., Hainmueller, J. and R. Locke. Forthcoming. "Does Lean Improve Labor Standards?" Management and Social Performance in the Nike Supply Chain. Management Science.

Topic 8: The Role of the CEO

- Bertrand, M. and A. Schoar. 2003. "Managing with Style: The Effects of Managers on Firm Policies". Quarterly Journal of Economics CXVIII(3): 1169-1208.
- Bandiera O. et al. 2017. "CEO Behavior and Firm Performance", HBS working paper 17-083. mimeo.
- Galasso A. and T. Simcoe. 2011. "CEO Overconfidence and Innovation". Management Science 57(8):1469-1484.
- Chatterji A. and M. Toffel. 2016. "Do CEO Activists make a difference? Evidence from a Field Experiment.

Topic 9: Strategy & Dynamics

- Levinthal, D. (1997). "Adaptation on rugged landscapes", Management Science, 43: 934-950.
- Milgrom, P. and J. Roberts (1995). "Complementarities and fit: Strategy, structure, and organizational change", Journal of Accounting and Economics, 19: 179-208.

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- Porter, M. and N. Siggelkow. 2008. "Contextuality Within Activity Systems and Sustainability of Competitive Advantage", *Academy of Management Perspectives*. 22(2): 34-56.

Professor's Biography



Prof. Bruno Cassiman

Professor of Strategic Management
Nissan Chair of Corporate Strategy and International Business

Ph.D. in Managerial Economics and Decision Sciences, Northwestern University (Kellogg School of Management)
Degree in Engineering and Management, K.U. Leuven, Belgium

Bruno Cassiman (Ph.D. 1996, Northwestern University) is Professor of Strategy at the Strategic Management Department and holder of the Nissan Chair of Corporate Strategy and International Competitiveness at IESE Business School in Barcelona. He is also the Herman Daems Chair of Strategy and Entrepreneurship at the Department of Managerial Economics, Strategy and Innovation at the University of Leuven in Belgium.

His research interests have centered on the economics of strategy and innovation with a particular focus on the connections between science and industry in the innovation process. His work has been published in several of the leading economics and management journals including *The American Economic Review*, *Management Science*, *Strategic Management Journal*, *Industrial and Corporate Change*, *Strategic Organization*, *The European Economic Review*, *The International Journal of Industrial Organization*, *The Journal of International Business Studies* and, *Research Policy*. Furthermore, he was the department editor of the Business Strategy department at *Management Science* from 2009 to 2017 and member of the editorial board of *Strategic Organization*, *European Management Review* and the *Review of Economics and Business*. Formerly, he was co-editor of the *Spanish Economic Review*, and on the editorial boards of the *Journal of the European Economic Association* and the *Journal of Industrial Economics*.

He co-edited a book on the relation between mergers and acquisitions and innovation (M&A and Innovation: The Innovation Impact, Edward Elgar 2006) and has been a consultant to the European Commission, the Belgian, Flemish and Catalan governments on matters of innovation policy and to several companies on matters of (innovation) strategy.