

MANAGEMENT 842
STRATEGIC MANAGEMENT PROCESSES
Section 16633 – Fall, 2009

INSTRUCTOR: Professor William (Bill) Judge
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COURSE DESCRIPTION:

The strategic management literature can be subdivided into two general streams: "process" and "content." The content literature looks at "realized" strategies and their relationship to organizational performance. The process literature focuses on the means by which those strategies were realized, or to use Henry Mintzberg's words, how they were "formed." This course examines research on the strategic management process.

Each week we will discuss various research streams within the process literature. Of course, not all of the relevant literature can be covered in any one three-hour period. Instead, roughly five "classic" and/or "leading edge" articles will be read and discussed on various topics within this broad research stream. Also, a series of additional optional readings are identified for those students who want to explore a particular stream in greater depth for their term projects and/or future research.

COURSE LEARNING GOALS:

There are four learning goals associated with this course. First, you should become more knowledgeable about what strategic management processes are, and what research streams are embedded within this area of scholarly literature. Second, you will be given an opportunity to develop your own research study that advances our understanding of some aspect of strategic management processes. Third, you should not only develop an understanding of what the process literature is, but also demonstrate a perspective on what literature holds the greatest promise for the future. Finally, you will be given practice in writing up a research proposal, orally presenting that research proposal, and be given feedback on your writing and oral presentation.

COURSE REQUIREMENTS:

First, students are expected to come to class prepared to discuss, debate, and critique the readings assigned for each class. Class participation will constitute 25 percent of the course grade. Second, each student will prepare the front end of an empirical research project or an entire conceptual development of a suitable topic on the strategic management process. The written paper will be due by **December 9** (no exceptions!) and it will be worth 50 percent of your overall grade. The purpose of this assignment is to give you ideas for future research as well as give you practice in writing scholarly management research. Finally, students will have a three-hour final examination. This exam will be worth 25 percent and it is intended to give you practice in preparing for the comprehensive examination. .

TEACHING STYLE/METHOD:

I will lead each class, but I expect my students to not only respond fully to my questions but also bring questions, comments, and observations about the readings to each class. My teaching style is highly Socratic in nature. As such, my style is to not tell you what I think about the literature, but to help you discover the literature through my questions. I hold high standards for my students, but you can also count on high levels of support from me to help you reach these standards.

COURSE LOGISTICS:

We will meet once a week for a three-hour period on Wednesday mornings from 9:00 – 11:45 AM in a room to be determined. However, you need not limit our interaction to formal class discussions. I welcome the opportunity to assist you with the course and/or get to know you in general outside of class meetings. The articles for the course are available through PDF copies that I collected over the summer. Because the process literature is so broad and growing, we have an ambitious task before us. Nevertheless, we begin the process of learning about the process.

STUDENT INTEGRITY/HONOR CODE:

This seminar is not just an intellectual endeavor – it also is a chance for you to develop emotional and morally. Doctoral work can be stressful, and sometimes students are tempted to cut corners such as using other’s work and representing it as their own. This practice is known as “plagiarism” and it represents a moral failure on the part of the person who does this. While I hope and expect that this practice will not be used by you when preparing your term paper and/or answering your final examination, sometimes there are “grey” areas that need to be clarified in order to avoid any future programs. Toward that end, please read and be familiar with the following facts associated with plagiarism.

ODU Definition to Plagiarism

The ODU Catalogue (2004-2006, p. 14, F) defines “plagiarism” as follows:
A student will have committed plagiarism if he or she reproduces someone else’s work without acknowledging its source; or if a source is cited which the student has not cited or used. Examples of plagiarism include: submitting a research paper obtained from a commercial research service, the Internet, or from another student as if it were original work; making simple changes to borrowed materials while leaving the organization, content, or phraseology intact; or copying material from a source, supplying proper documentation, but leaving out quotation marks. Plagiarism also occurs in a group project if one or more of the members of the group does none of the group’s work and participates in none of the group’s activities, but attempts to take credit for the work of the group.

Hints for Preserving Academic Honesty:

- More than three words is plagiarism. This is a good yardstick to use when wondering whether or not quotes are appropriate.
- One source is not “common knowledge.” Common knowledge does not require citation. But something is not common knowledge if you have found just one source for the information.
- When in doubt, cite! If you have any doubt about whether or not to cite a source, err on the side of making the attribution.
- Look away. When you are writing, do not have open books or papers in front of you as you type. Read your sources, and then put what you have read into your own words.

- Writing is hard work. Paraphrasing is relatively easy, writing is hard. Learning to be a good writer is part of what your college education is about. Staring at an empty screen in MS Word does become less daunting over time!
- Just because it's on the Internet, doesn't mean it's yours. The Internet is a fantastic resource and search engines are terrific research tools. But what you find on the Internet was written by someone. You must cite Internet web sites, and if you use a quote, use appropriate quotation procedures.
- Use a Style Guide. Purchase a style guide and refer to it. Popular and timeless guides are by the American Psychological Association, Strunk and White, and Kate Turabian.

The High Value of Academic Integrity:

In your professional career, you will find that your personal reputation is extremely important. Plagiarism can ruin your reputation and cost you your professional career, along with the respect of your peers and family. Plagiarism at Old Dominion University is an act of academic dishonesty that has serious consequences. Note that plagiarism is specifically covered in the ODU Honor Pledge. Academic integrity takes a lifetime to build and is highly valuable, but a single act of plagiarism can destroy it. Refer to the Student Handbook and Student Affairs for details about sanctions and penalties for this behavior. I do take academic honesty seriously and hope you will also.

MGT 842 SEMINAR SCHEDULE

I. OVERVIEW STREAMS:

1: **Course Overview & Strategic Management Research-** September 2

Bourgeois, L. & Brodwin, D. 1984. Strategic implementation: Five approaches to an elusive phenomenon. **Strategic Management Journal**, 5: 241-264.

Shrivastava, P. 1987. Rigor and practical usefulness of research in strategic management, **Strategic Management Journal**, 8: 77-92.

Nag, R., Hambrick, D. & Chen, M-J. 2007. What is strategic management, really? Inductive derivation of a consensus definition of the field. **Strategic Management Journal**, 28: 935-955.

Optional Readings:

Mehra, A. & Dhanaraj, C. 2006. Research methodology in strategy and management. **Academy of Management Review**, 31: 497-500.

Jarzakowski, P. & Whittington, R. 2008. A strategy-as-practice approach to strategy research and education, **Journal of Management Inquiry**, 17: 282-302.

Short, J., Payne, G.T. & Ketchen, D. 2008. Research on organizational configurations: past Accomplishments and future challenges. **Journal of Management**, 34: 1053-1073.

Uotila, J., Maula, M. & Zahra, S. 2009. Exploration, exploitation, and financial performance: Analysis of S&P 500 corporations. **Strategic Management Journal**, 30: 221-241.

Augier, M. & Teece, D. 2009. Dynamic capabilities and the role of managers in business strategy and economic performance. **Organization Science**, 20: 410-422.

2: Strategy Process Overview – September 9

- Hart, S.L. 1992. An integrative framework for strategy-making processes. **Academy of Management Review**, 17: 327-351.
- Hart, S.L. & Banbury, C. 1994. How strategy-making processes can make a difference. **Strategic Management Journal**, 15: 251-269.
- Burgelman, R. 2002. Strategy as vector and the inertia of co-evolutionary lock-in. **Administrative Science Quarterly**, 47: 325-345.
- Hutzschehreuter, T. & Kleindienst, I. 2006. Strategy-process research: What have we learned and what is still to be explored? **Journal of Management**, 32: 673-700.
- Jarzakowski, P. 2008. Shaping strategy as a structuration process. **Academy of Management Journal**, 51; 621-641.

Optional Readings:

- Jemison, D. 1981 The importance of an integrative approach to strategic management research, **Academy of Management Review**, 6: 601-609.
- Frederickson, J.W. 1983. Strategic process research: Questions and recommendations. **Academy of Management Review**, 8: 565-575.
- Huff, A.S. & Reger, R.K. 1987. A review of strategic process research. **Journal of Management**, 13: 211-236.
- Miller, D., Droge, C. & Toulouse, J. 1988. Strategic process and content as mediators between organizational context and structure. **Academy of Management Journal**, 31: 544-569.
- Mintzberg, H. 1990. The design school: Reconsidering the basic premises of strategic management. **Strategic Management Journal**, 11: 171-195.
- Chakravarthy, B. & Doz, Y. 1992. Strategy process research: Focusing on corporate self-renewal. **Strategic Management Journal**, 13: 5-15.
- Melin, L. 1992. Internationalization as a strategy process. **Strategic Management Journal**, 13: 99-119.
- Van de Ven, A. 1992. Suggestions for studying strategy process: A research note. **Strategic Management Journal**, 13: 169-189.
- Pettigrew, A. 1998. The character and significance of strategy process research, **Strategic Management Journal**, 13: 5-17.
- Murtha, T., Lenway, S. & Bagozzi, R. 1998. Global mind-sets and cognitive shift in a complex multinational corporation. **Strategic Management Journal**, 19: 97-117.
- Khanna, T., Gulati, R. & Nohria, N. 2000. The economic modeling of strategy process: "clean models" and dirty hands,' **Strategic Management Journal**, 21: 781-801.
- Hodgkinson, G. & Wright, G. 2006. Neither completing the practice turn, nor enriching the process tradition: Secondary misinterpretation of a case analysis reconsidered. **Organization Studies**, 27: 1895-1915.
- Bowman, C. & Collier, N. 2006. A contingency approach to resource-creation processes. **International Journal of Management Reviews**, 8: 191-211.
- Burgelman, R. & Grove, A. 2007. Let chaos reign, then rein in chaos - repeatedly: managing strategic dynamics for corporate longevity. **Strategic Management Journal**, 28: 965-985.
- Whittington, R. 2007. Strategy practice and strategy process: Family differences and the sociological eye. **Organization Studies**, 28: 1575-1595.
- Chia, R. & Mackay, B. 2007. Post-processual challenges for the emerging strategy-as-practice perspective: Discovering strategy in the logic of practice. **Human Relations**, 60: 217-242.

- Mantere, S. & Vaara, E. 2008. On the problem of participation in strategy: A critical discursive perspective. **Organization Science**, 19: 341-361.
- Brunninge, O. 2009. Using history in organizations: How managers make purposeful reference to history in strategy processes. **Journal of Organizational Change Management**, 22: 8-25.

II. STRATEGY FORMATION STREAMS:

3: Strategic Goal Formation Process– September 16

- Quinn, J. 1977. Strategic goals: Process and politics. **Sloan Management Review**, 19(1): 21-37.
- Bourgeois, L.J. 1980. Performance and consensus. **Strategic Management Journal**, 1: 227-248.
- Easley, C. & Lenox, M. 2006. Firm responses to secondary stakeholder action. **Strategic Management Journal**, 27: 13-33.
- Iselin, E., Mia, L & Sands, J. 2008. The effects of the balanced scorecard on performance: The impact of the alignment of the strategic goals and performance reporting. **Journal of General Management**. 33: 71-90.
- Cording, M., Christmann, P. & King, D. 2008. Reducing causal ambiguity in acquisition integration: Intermediate goals as mediators of integration decisions and acquisition performance. **Academy of Management Journal**, 51: 744-767.

Optional Readings:

- Latham, G. & Yukl, G. 1975. A review of research on the application of goal setting in organizations. **Academy of Management Journal**, 18: 824-845.
- Hrebiniak, L. & Snow, C. 1982. Top management agreement and organizational performance, **Human Relations**, 12: 1139-1158.
- Rosenberg, R.D. 1983. Business and national priorities for industrial development: Intersectoral consensus in Israel, **Strategic Management Journal**, 4: 67-78.
- Bourgeois, L.J. 1985. Strategic goals, perceived uncertainty, and economic performance in volatile environments, **Academy of Management Journal**, 28: 548-573.
- Tversky, A. & Kahneman, D. 1986. Rational choice and the framing of decisions. **Journal of Business**, 59: S251-S278.
- Dess, G.G. 1987. Consensus on strategy formulation and organizational performance: Competitors in a fragmented industry. **Strategic Management Journal**, 8: 259-277.
- Fiigenbaum, A. & Thomas, H. 1988. Attitudes toward risk and the return paradox: Prospect theory explanations. **Academy of Management Journal**, 31: 85-106.
- Hamel, G. & Prahalad, C.K. 1989. Strategic intent. **Harvard Business Review**, May/June: 63-76.
- Westley, F. & Mintzberg, H. 1989. Visionary leadership and strategic management. **Strategic Management Journal**, 10: 17-32.
- Earley, C., Northcraft, G., Lee, C. & Lituchy, T. 1990. Impact of process and outcome feedback on the relation of goal setting to task performance. **Academy of Management Journal**, 33: 87-105.
- Chesney, A.A. & Locke, E.A. 1991. Relationships among goal difficulty, business strategies, and performance on a complex management simulation task. **Academy of Management Journal**, 34: 400-424.
- Fiigenbaum, A., Hart, S. & Schendel, D. 1996. Strategic reference point theory, **Strategic Management Journal**, 17: 219-235.
- Soule, E. 2002. Managerial moral strategies – In search of a few good principles. **Academy of Management Review**, 27: 114-134.
- McGee, J. 2003. Commentary on taking strategy seriously: The rules of evidence and bandwagon effects, **Journal of Management Inquiry**, 12: 414-430.
- Delmar, F. & Shane, S. 2003. Does business planning facilitate the development of new ventures? **Strategic Management Journal**, 24: 1165-1185.

- Branzei, O., Ursacki-Bryant, T., Vertinsky, I., & Zhang, W. 2004. The formation of green strategies in Chinese firms: Matching corporate environmental responses and individual principles, **Strategic Management Journal**, 25: 1075-1096.
- Friend, Y., Slowik, L. 2004. Enriching goal-setting theory with time: An integrated approach. **Academy of Management Review**, 29: 404-424.
- Jansen, K. 2004. From persistence to pursuit: A longitudinal examination of momentum during the early stages of strategic change. **Organization Science**, 15: 276-294.
- Schweitzer, M., Ordóñez, L. & Douma, B. 2004. Goal setting as a motivator of unethical behavior. **Academy of Management Journal**, 47: 422-442.
- Mangan, M. & St.-Onge, S. 2005. The impact of profit sharing on the performance of financial services firms, **Journal of Management Studies**, 42: 761-781.
- Ilies, R. & Judge, T.A. 2005. Goal regulation across time: The effects of feedback and affect. **Journal of Applied Psychology**, 90: 453-473.
- Helland, M. & Winston, B. 2005. Toward a deeper understanding of hope and leadership. **Journal of Leadership & Organizational Studies**, 12: 42-55.
- Latham, G. & Locke, E. 2006. Enhancing the benefits and overcoming the pitfalls of goal setting, **Organizational Dynamics**, 35: 332-352.
- Jarzabkowski, P. & Fenton, E. 2006. Strategizing and organizing in pluralistic contexts. **Long Range Planning**, 39: 631-651.
- Gagnon, M., Jansen, K & Michael, J. 2008. Employee alignment with strategic change: A study of strategy-supportive behavior among blue-collar employees. **Journal of Managerial Issues**, 20: 425-445.
- Behnam, M. & Rasche, A. 2009. 'Are strategists from Mars and ethicists from Venus?' Strategizing as ethical reflection. **Journal of Business Ethics**, 84: 79-88.
- Oetzel, J. & Doh, J. 2009. MNEs and development: A review and reconceptualization. **Journal of World Business**, 44: 108-128.

4: Environmental Scanning Process– September 23

- Hambrick, D. 1982 Environmental scanning and organizational strategy, **Strategic Management Journal**, 3: 159-174.
- Daft, R.L., Sormunen, J. & Parks, D. 1988. Chief executive scanning, environmental characteristics, and company performance: An empirical study, **Strategic Management Journal**, 9: 123-139.
- Audia, P., Locke, E. & Smith, K. 2000. The paradox of success: An archival and laboratory study of strategic persistence following radical environmental change. **Academy of Management Journal**, 43: 837-854.
- May, R. Stewart, W. & Sweo, R. 2000. Environmental scanning behavior in a transitional economy: Evidence from Russia. **Academy of Management Journal**, 43: 403-427.
- Cho, T. 2006. The effects of executive turnover on top management team's environmental scanning behavior after an environment change. **Journal of Business Research**, 59: 1142-1162.

Optional Readings:

- El Sawy, O. 1985. Personal information systems for strategic scanning in turbulent environments: Can the CEO go on-line? **MIS Quarterly**, 9: 53-61.
- Lenz, R. & Engledow, J.L. 1986. Environmental analysis units and strategic decision-making: A field study of selected 'leading-edge' corporations, **Strategic Management Journal**, 7:69-89.
- Swamindass, P., Newell, W. 1987. Manufacturing, strategy, environmental uncertainty and performance: A path analytic model. **Management Science**, 33: 509-525.
- El Sawy, O. & Pauchant, T. 1988. Triggers, templates, and twitches in the tracking of emerging strategic issues, **Strategic Management Journal**, 9: 455-473.
- Kruger, M. 1988. The increasing role of subsidiary boards in MNCs: An empirical study, **Strategic Management Journal**, 9: 347-360.
- Milliken, F. 1990. Perceiving and interpreting environmental change: An examination of college administrators' interpretation of changing demographics, **Academy of Management Journal**, 33: 42-63.
- Jennings, D. & Lumpkin, J. R. 1992. Insights between environmental scanning activities and porter's generic strategies: An empirical analysis, **Journal of Management**, 18: 791-803.
- Thomas, J., Clark, S. & Gioia, D. 1993. Strategic sensemaking and organizational performance: Linkages among scanning, interpretation, action, and outcomes. **Academy of Management Journal**, 36: 239-270.
- Ansoff, H. & Sullivan, P. 1993. Optimizing profitability in turbulent environments: A formula for strategic success. **Long Range Planning**, 26: 11-24.
- Buchko, A. 1994. Conceptualization and measurement of environmental uncertainty: An assessment of the Miles and Snow perceived environmental uncertainty scale. **Academy of Management Journal**, 37: 410-426.
- Elenkov, D. 1997. Strategic uncertainty and environmental scanning: The case for institutional influences on scanning behavior. **Strategic Management Journal**, 18: 287-307.
- Audia, P., Locker, E. & Smith, K.G. 2000. The paradox of success: An archival and a laboratory study of strategic persistence following radical environmental change. **Academy of Management Journal**, 43: 837-854.
- Watkins, M. 2003. Predictable surprises: The disasters you should have seen coming. **Harvard Business Review**, 81: 72-90.

- Yunggar, M. 2005. Environmental scanning for strategic information: Content analysis from Malaysia. **Journal of American Academy of Business**, 6: 324-332.
- Fleming, R. 2008. Rethinking organizational vulnerability to the threat of terrorism. **Journal of Global Business Issues**, 2: 217-222.
- Savage, A. & Sales, M. 2008. The anticipatory leader: Futurist, strategist, and integrator. **Strategy & Leadership**, 36: 28-40.
- Waguespack, D. & Fleming, L. 2009. Scanning the commons? Evidence on the benefits to startups participating in open standards development. **Management Science**, 55: 210-224.

5. Strategic Decision-Making (SDM) Process – September 30

- Hitt, M.A. & Tyler, B.B. 1991. Strategic decision models: Integrating different perspectives. **Strategic Management Journal**, 12: 327-351.
- Eisenhardt, K.M. & Zbaracki, M.J. 1992. Strategic decision making, **Strategic Management Journal**, 13: 17-37.
- Rajagoplan, N., Rasheed, A. & Datta, D. 1993. Strategic decision processes: Critical review and future directions. **Journal of Management**, 19(2): 349-384.
- Forbes, D. 2007. Reconsidering the strategic implications of decision comprehensiveness. **Academy of Management Review**, 32: 361-376.
- Olson, B., Parayitam, S. & Bao, Y. 2007. Strategic decision making: The effects of cognitive diversity, conflict, and trust on decision outcomes. **Journal of Management**, 33: 196-214.

Optional Readings:

- Mintzberg, H., Raisinghani, D. & Theoret, A. 1976. The structure of unstructured decision processes. **Administrative Science Quarterly**, 21: 246-275.
- Duhaime, I. & Grant, J. 1984. Factors influencing divestment decision-making: Evidence from a field study. **Strategic Management Journal**, 5: 301-318.
- Nutt, P.C. 1984. Types of organizational decision processes, **Administrative Science Quarterly**, 29: 414-450.
- Meyer, A.D. 1982. Adapting to environmental jolts. **Administrative Science Quarterly**, 27: 515-537.
- Frederickson, J. W. 1984. The comprehensiveness of strategic decision processes: Extension, observations, future directions. **Academy of Management Journal**, 27: 445-466.
- Jemison, D.B. & Sitkin, S.B. 1986. Corporate acquisitions: A process perspective. **Academy of Management Review**, 11: 145-163.
- Isenberg, D.J. 1986. Thinking and managing: A verbal protocol analysis. **Academy of Management Journal**, 29: 775-788.
- Barney, J. B. 1986. Organizational culture: Can it be a source of sustained competitive advantage? **Academy of Management Review**, 11: 656-665.
- Schweiger, D.M., Sandberg, W.R. & Ragan, J.W. 1986. Group approaches for improving strategic decision making: A comparative analysis of dialectical inquiry, devil's advocacy, and consensus, **Academy of Management Journal**, 29: 51-71.
- Schweiger, D.M., Sandburg, W.R. & Rechner, P.L. 1989. Experiential effects of dialectical inquiry, devil's advocacy, and consensus approaches to strategic decision making. **Academy of Management Journal**, 32: 745-772.
- Eisenhardt, K.M. 1989. Making fast strategic decisions in high-velocity environments. **Academy of Management Journal**, 32: 543-576.
- Schneider, S.C. & DeMeyer, A. 1991. Interpreting and responding to strategic issues: The impact of national culture, **Strategic Management Journal**, 12: 307-320.
- Judge, W. & Miller, A. 1991. Antecedents and outcomes of decision speed in different environmental contexts, **Academy of Management Journal**, 34: 449-463.
- Levy, D. 1994. Chaos theory and strategy: Theory, application and managerial implications, **Strategic Management Journal**, 15: 167-178.
- Wally, S. & Baum, J.R. 1994. Personal and structural determinants of the pace of strategic decision making. **Academy of Management Journal**, 37: 932-956.
- Ginsberg, A. 1994. Minding the competition: From mapping to mastery. **Strategic Management Journal**, 15: 153-174.

- Calori, R., Johnson, G. & Sarnin, P. 1994. CEOs' cognitive maps and the scope of the organization. **Strategic Management Journal**, 15: 437-457.
- Schwenk, C.R. 1995. Strategic decision making. **Journal of Management**, 21(3): 471-493.
- Lumpkin, G. & Dess, G. 1995. Simplicity as a strategy-making process: The effects of stage of organizational development and environment on performance, **Academy of Management Journal**, 38: 1386-1407.
- Dean, J.W. & Sharfman, M. 1996. Does decision process matter? A study of strategic decision-making effectiveness. **Academy of Management Journal**, 39: 368-393.
- Amason, A. 1996. Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams, **Academy of Management Journal**, 39: 123-148.
- Papakais, V., Lioukas, S. & Chambers, D. 1998. Strategic decision-making processes: The role of management and the context. **Strategic Management Journal**, 19: 115-147.
- Atuahene-Gima, K. & Li, H. 2004. Strategic decision comprehensiveness and new product development outcomes in new technology ventures. **Academy of Management Journal**, 47: 583-597.
- Hale, J., Hale, D. & Dulek, R. 2006. Decision processes during crisis response: An exploratory investigation. **Journal of managerial Issues**, 18: 301-323.
- Lovallo, D. & Sibony, O. 2006. Distortions and deceptions in strategic decisions. **McKinsey Quarterly**, 1: 18-38.
- Elbanna, S. & Child, J. 2007. The influence of decision, environmental and firm characteristics on the rationality of strategic decision-making. **Journal of Management Studies**, 44: 561-581.
- Bower, J. & Gilbert, C. 2007. How managers' everyday decisions create or destroy your company's strategy. **Harvard Business Review**, 85: 72-82.
- Ndemo, B. & Maina, F. 2007. Women entrepreneurs and strategic decision making. **Management Decision**, 45: 118-138.
- Selsky, J. Goes, J. & Baburoglu, O. 2007. Contrasting perspectives on strategy making: Applications in 'hyper' environments. **Organization Studies**, 28: 71-91.
- Preston, D., Chen, D. & Leidner, D. 2008. Examining the antecedents and consequences of CIO strategic decision-making authority: An empirical study. **Decision Sciences**, 39: 605-625.
- O'Riordan, L. & Fairbrass, J. 2008. Corporate social responsibility (CSR): models and theories in stakeholder dialogue. **Journal of Business Ethics**, 83: 745-759.
- Ford, C., sharfman, M. & Dean, J. 2008. Factors associated with creative strategic decisions. **Creativity & Innovation Management**, 17: 171-191.
- Hayashi, A. 2009. A manager's guide to human irrationalities. **Sloan Management Review**, 50: 53-63.
- Bonn, I. & Pettigrew, A. 2009. Towards a dynamic theory of boards: An organizational life cycle approach. **Journal of Management & Organization**. 15: 2-17.
- Kirsch, D., Golfarb, B. & Gera, A. 2009. Form or substance: The role of business plans in venture capital decision making. **Strategic Management Journal**, 30: 487-507.
- Moldoveanu, M. 2009. Thinking strategically about thinking strategically: The computational structure and dynamics of managerial problem selection and formulation. **Strategic Management Journal**, 30: 737-757.
- Parayitam, S. & Dooley, R. 2009. The interplay between cognitive- and affective conflict and cognition- and affect-based trust in influencing decision outcomes. **Journal of Business Research**, 62: 789-809.

III. PARTICIPANTS IN THE STRATEGY PROCESS:

6. CEO Involvement in Strategy Formation – October 7 (research questions due)

- Miller, D. Kets de Vries, M.F. & Toulouse, J. 1982. Top executive locus of control and its relationship to strategy making, structure, and environment. **Academy of Management Journal**, 25: 237-253.
- Tushman, M. & Rosenkopf, L. 1996. Executive succession, strategic reorientation and performance growth: A longitudinal study in the U.S. cement industry. **Management Science**, 42: 939-952.
- Waldman, D., Ramirez, G., House, R. & Puranam, P. 2001. Does leadership matter? **Academy of Management Journal**, 44: 134-143.
- Chatterjee, A. & Hambrick, D. 2007. It's all about me: Chief Executive Officers and their effects on company strategy and performance. **Administrative Science Quarterly**, 52: 351-371.
- Ling, Y., Simsek, Z., Lubatkin, M. & Veiga, J. 2008. Transformational leadership's role in promoting corporate entrepreneurship: Examining the CEO-TMT interface. **Academy of Management Journal**, 51: 557-576.

Optional Readings:

- Pfeffer, J. & Lebleci, H. 1973. Executive succession and the development of interfirm organizations *Administrative Science Quarterly*, 18: ???.
- Helmich, D. 1977. Executive succession in the corporate organization – a current integration. **Academy of Management Review**, 2: 252-272.
- Brady, G., Fulmer, R. & Helmich, D. 1982. Planning executive succession: The effect of recruitment source and organizational problems on anticipated tenure. **Strategic Management Journal**, 3: 269-276.
- Schwartz, K. 1985. Executive succession in failing firms. **Academy of Management Journal**, 28: 680-687.
- Dalton, D. & Kesner, I. 1985. Organizational performance as an antecedent of inside/outside chief executive succession: An empirical assessment. **Academy of Management Journal**, 28: 749-763.
- Pearce, J.A. & Robinson, R.B. 1987. A measure of CEO social power in strategic decision-making. **Strategic Management Journal**, 8: 297-304.
- Thomas, A. 1988. Does leadership make a difference to organizational performance? **Administrative Science Quarterly**, 33: 388-400.
- Norburn, D. 1989. The chief executive: A breed apart. **Strategic Management Journal**, 10: 1-15.
- Shrivastava, P. & Nachman, S. 1989. Strategic leadership patterns, **Strategic Management Journal**, 10: 51-66.
- Lubatkin, M., Chung, K., Rogers, R. & Owers, J. 1989. Stockholder reactions to CEO changes in large corporations. **Academy of Management Journal**, 32: 47-69.
- Greiner, L. & Bhambri, A. 1989. New CEO intervention and dynamics of deliberate strategic change. **Strategic Management Journal**, 10: 67-87.
- Noel, A. 1989. Strategic cores and magnificent obsessions: Discovering strategy formation through daily activities of CEOs. **Strategic Management Journal**, 10: 33-49.
- Hambrick, D.C. & Fukutomi, G. 1991. The seasons of a CEO's tenure, **Academy of Management Review**, 16: 719-742.
- Wiersema, M. 1992. Strategic consequences of executive succession within diversified firms. **Journal of Management Studies**, 29: 73-95.

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IV. STRATEGY IMPLEMENTATION STREAMS:

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15: Term Papers Due – December 9

- Oral presentation of research project in class (simulated conference presentation)
- Manuscript submitted by e-mail prior to the start of class

16. Final Examination – December 16

Appendix Term Project Deliverables

Specific written deliverables are expected for your term project. I will provide feedback for each of your deliverables. It is okay to change your research questions based on this feedback, but try not to. Listed below are the specific term project deliverables and what needs to be included:

Deliverable 1: October 1 – Basic idea

1. Research question formally stated
2. Definition of key concept(s) in research question that are precise and drawn from the literature wherever possible.
3. Type of study: (a) Conceptual, or (b) Front end of empirical study.
4. Relevance: 1 to 3 sentences on why is this research question important/relevant to the practice of international strategic management? In other words, why would managers care if we got some answers to this question?
5. References: 3 to 6 key citations that you plan to build your study around

Deliverable 2: November 4 – Outline of paper

1. Research question
2. Definitions
3. Type of study
4. Research Motivation: Where the literature falls short and what gaps in the literature that this study hopes to address.
5. Theoretical Development
 - a. Theoretical framework
 - b. Specific, testable hypotheses or new research propositions
6. Research Design (if an empirical study)
 - a. Sample
 - b. Variables & Measures
 - c. Data collection
 - d. Data analysis
7. References: This should grow to 10 to 20 citations at this point.
8. Research Model (optional): Graphical depiction of the constructs and relationships

Deliverable 3: December 9 – Final paper

1. 20-35 page double-spaced paper with 12 point Times New Roman font and 1 inch margins used throughout.
2. First page is title page and author and contact information and date.
3. Second page is 200 words or less abstract, summarizing key points in study.
4. Third+ page is narrative discussion of paper that “fleshes out” the outline in the second deliverable. If empirical, include discussion of limitations at conclusion. If conceptual, provide some suggestions for testing the ideas at conclusion as well as theoretical and practical implications. Please, no bullet points.
5. References listed alphabetically by first letter last name for first author (double-spaced with indents after first line).
6. Be sure to insert tables/figures at the end – one page per graphic.
7. Please use APA formatting style (same as Academy of Management Journal)