Bentley University

DOCTORAL SEMINAR IN STRATEGIC MANAGEMENT Spring 2015

Strategic Management

Linda F. Edelman – Associate Professor Strategic Management
Professor: Linda F. Edelman
Office: 319 Adamian Academic Center
Office Hours: By Appointment
Office Phone: 781-891-2530
Mobile Phone: 617-710-0297
E-mail: ledelman@bentley.edu

Class: Wednesday 11 - 2

Course Goals and Objectives

This course focuses on the foundations of strategic management research, focusing primarily on strategy content research (i.e., what strategies are used by firms, and what is their effect of firm performance). Its principal objective is to serve as an introduction to research in Strategic Management. To do so, we will cover a number of the principal theoretical streams in Strategic Management, including business-level strategy, competitive strategy and theories of the firm. Upon completion of the seminar participants will have developed an understanding of the key concepts, theories and interconnected research streams in Strategic Management; be able to critically evaluate and review academic writings in the field of Strategic Management; develop new ideas and approaches that advance some portion of the theory/research on Strategic Management; and communicate in oral and written form knowledge, critical evaluations and make individual contributions to the Strategic Management literature.

Course Grades:

Class Preparation and Participation ........................................ 40%
Summaries .............................................................................. 20%
Final Research Paper.............................................................. 40%

1. Class Preparation and Participation and Reading Summaries: (60% of grade)

Class discussion, and therefore careful preparation for each class by each class member, is essential to the effective conduct of the seminar. There will be no lectures, so it is imperative that each participate comes fully prepared to discuss the readings and other assignments for the week.

All participants are required to read all the materials before each class session. In addition to your general preparation, each participant will be assigned one or more article from that week’s discussion and they will be expected to prepare a short summary (no more than 2 pages) of the article and post that summary on BB. The goal is to have everyone prepared to participate and for each person to be able to take over the lead on the discussion for their particular article. At the end of the semester there will be a set of article summaries that everyone has access to for all articles covered during the semester.

More specifically, the summary should include:

(a) a summary of the research question or problem the paper addresses
(b) the paper’s strengths and limitations;
(c) the contribution it makes to the field, and a couple of major obvious and non-obvious links to the other pieces read that day or earlier in the seminar; and
(d) one interesting and researchable question derived from it.

In addition to posting your summary on blackboard, please email your summary to all participants by Tuesday morning (24 hours before class).

** Please note that we all will be discussing every article, so reading a summary is NOT a substitute for reading the actual article**

Final Research Proposal and Presentation (40% of grade)

At the end of the semester, there will be a final research proposal and presentation due. In a paper of no longer than 10 pages (excluding references), please write a research proposal for a piece of research you are interested in pursuing. You research proposal should include:

You will also be required to write a term paper. You have two alternatives:

- Ideally, your final paper will be an empirical research paper. However, if you are unable to collect the data that you need, then the paper should effectively make the underlying arguments, identify what type of data would be needed to test the arguments, and where/how such data would be collected.

- You can also choose a topic area in strategic management and provide a directed survey of foundation pieces in that area. The survey will discuss the 3 best papers on separate questions that have appeared in the last 2–3 years, indicate what the questions are, what has been answered, what are the open questions and hot areas of research, and how each question connects to some current managerial situation (i.e., company based application).

Feel free to discuss your paper with me over the term. Please send me a 1-page description of your paper by xxxxxxxx

Final presentations are on and the papers are due one week later

**THERE WILL BE NO INCOMPLETES GIVEN – ALL DELIVERABLES ARE DUE ON THE DATE LISTED**

Journals of Importance

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<th>Academy of Management Executive</th>
<th>Academy of Management Journal</th>
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<tr>
<td>Academy of Management Review</td>
<td>Administrative Sciences Quarterly</td>
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<td>California Management Review</td>
<td>Columbia Journal of World Business</td>
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<td>Entrepreneurship Theory and Practice</td>
<td>Harvard Business Review</td>
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<td>Journal of Business Research</td>
<td>Journal of International Business Studies</td>
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<td>Journal of Management</td>
<td>Journal of Management Studies</td>
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<td>Long Range Planning</td>
<td>Management Science</td>
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<td>McKinsey Quarterly</td>
<td>Organizational Science</td>
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<td>Sloan Management Review</td>
<td>Strategic Management Journal</td>
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<td>Strategic Organization</td>
<td>Strategic Entrepreneurship Journal</td>
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Conferences to Consider (for paper submission or doctoral consortia*)
Academy of Management (paper due early Jan.; conference in August)*
Eastern Academy of Management (paper due in Nov.; conference in May)*
**Strategic Management Society** (abstract due in February/March, conference in Sep/October)
Academy of International Business (abstract/short paper due in January; conference end of June)
Babson Entrepreneurship Research Conference (abstract due in Oct., conference in June)*
International Association for Business and Society (summary due in Fall, conference in March)
Marketing Science Institute
Decision Sciences
American Marketing Academy
CLASS SCHEDULE AND READINGS

Session 1: Wednesday January 21
Introduction/What is strategy


Session 2: Wednesday January 28
The Dependent Variable in Strategic Management: Measuring Performance


Session 3: Wednesday February 4
The Industrial Organization Economics School


Session 4: Wednesday February 11
Strategic Groups/Barriers and Diversification

Strategic Group/Barriers


Diversification


Session 5: Wednesday February 18

Resource-based view of the firm


Session 6: Wednesday February 25

Dynamic Capabilities


**Session 7: Wednesday March 4**

The Knowledge based view of the firm


**Session 8: Wednesday March 18**

The Coasian View of the Firm


**Session 9: Wednesday March 25 - Guest Instructor: Jill Brown**
Top Management Teams /Corporate Governance

Top Management Teams


Session 10: Wednesday April 1 – Guest Instructor: Tatiana Manolova
Global Strategy

Session 11: Wednesday April 8
Strategy Process


Session 12: Wednesday April 15– Guest Instructor Candida Brush  
**Entrepreneurship**


*Other properties papers*

**Session 13: Wednesday April 22**  
**Course Wrap-up**


**Session 14: Wednesday April 29**  
No Class: Work on Final Paper

**Session 15: Wednesday May 6**  
**Paper due - presentations**