



University of Catania
PhD in Business Economics & Management
A.A. 2010-11

SEMINAR

Advanced Topics in Strategic Management

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Advanced Topics in Strategic Management

Course description

This advanced PhD course examines some of the most relevant research themes and areas around which strategic management is actually developing on a global scale. An initial assessment of what is considered to be a scientific theory in social sciences, and of the principal underpinnings which lie at the very basis to build theories and models, is conducted and appraised. For its multidisciplinary origins and roots, the analysis of strategic issues can be fruitfully carried out through the consideration of conceptual principles and categories deriving from several different sources (e.g., economics based, sociology based, psychology based, anthropologically based, and so on), as well as different research streams and angles. One of the fundamental characteristics of strategy inquiry is the relentless search for coherence and fit among the (not seldom) heterogeneous elements tangled in the core framework or model by strategy authors. The logic of identifying the sources of gaining and maintaining (if possible!) competitive advantage is showed to be the ultimate goal of strategic management investigation.

Objectives

The aim of this seminar is threefold: (a) first it intends to help students understand the actual development and articulation of the strategic management field around a few topical research themes and streams; (b) second it offers guidance of how they can make use of current theoretical and empirical evolution to advance strategy analysis and support strategic choices especially at the firm (i.e., corporate/business), industry and network levels; (c) third it aims to develop specific critical thinking about the actual development of the strategy field and offer guidance on how is possible to cultivate and execute key promising sets of links between and among fields and sub-fields of research in and beyond the relevant research domain.

Assignments and course activities

There is only one way to appreciate the learning potential of this course: you are required to provide intensive and thoughtful discussions in the classroom environment. In particular, for each class students are assigned specific readings that they are expected to study accurately, summarize and **criticize** before the class and present orally during the class. It is duty of the “resource student” to check that a copy of the article summary has been handed out to all the other students and the instructor **at least 24 hour in advance to the beginning of each class.**

Each student is expected to use the information and knowledge gained from this reading to present it and participate in the seminar discussions. Students should come to class prepared to:

- (a.) respond to instructor questions and comments;
- (b.) pose questions for the class to explore;
- (c.) communicate **unique creative insights** gained from the reading;
- (d.) **mindfully critique** the ideas developed in the readings; and/or
- (e.) **communicate critical and novel insights from an article which does not appear in the list of the required readings that they deem particularly appropriate for the topic.**

Students must exhibit notable awareness and understanding of the concepts through their oral participation in class discussions. Accordingly, at the start of each class, we shall proceed together on the assumption that you have accomplished a thorough and complete knowledge of all the

required readings before entering the class and have achieved a basic grasp of most (but not necessarily all) of the issues raised.

Reading summaries

For each session, students will be assigned one or more readings to summarize and present to others. The summary will be from two to three pages (single spaced) in length, typed, and will have the following format:

- (a) Title of reading: complete title and citation
- (b) Summarized by: student's name
- (c) Purpose of reading: this section should describe how this reading fits in a broader stream of research, why it was written, what the fundamental objective of the reading is, etc.
- (d) Theoretical arguments: this section should summarize the theoretical argument of the reading, its basic assumptions, its major propositions, etc.
- (e) Methodology: this section should summarize the research methods (if any) used
- (f) Results and conclusions: this section has to include the empirical results, theoretical conclusions, implications of reading, and so on
- (g) Critiques and creative insights: this section is expected to present, in a systematic and coherent fashion, all the critical ideas and insights the student has developed during and after his reading of the paper.

Final paper and grading

At the end of the seminar, students are expected to present the instructors with a written essay or paper (*suggested length of this paper: about 20 pages*) on a topic relevant to strategy investigation that they have chosen to dig deeper and cultivate it among the ones examined during the course. This essay, together with in-class participation, will be considered equally the basis for students final grading. Ideally, the final paper is expected to be as well the pertinent minimal groundwork for one or more advanced papers that will eventually reach a shape that is publishable in a top-level strategy journal.

Students are strongly encouraged to write final essays and papers of high quality that can lay the required groundwork for future outstanding conference presentations and/or scientific journal papers.

P.S. All required readings are marked with an (*)

SESSION OUTLINE

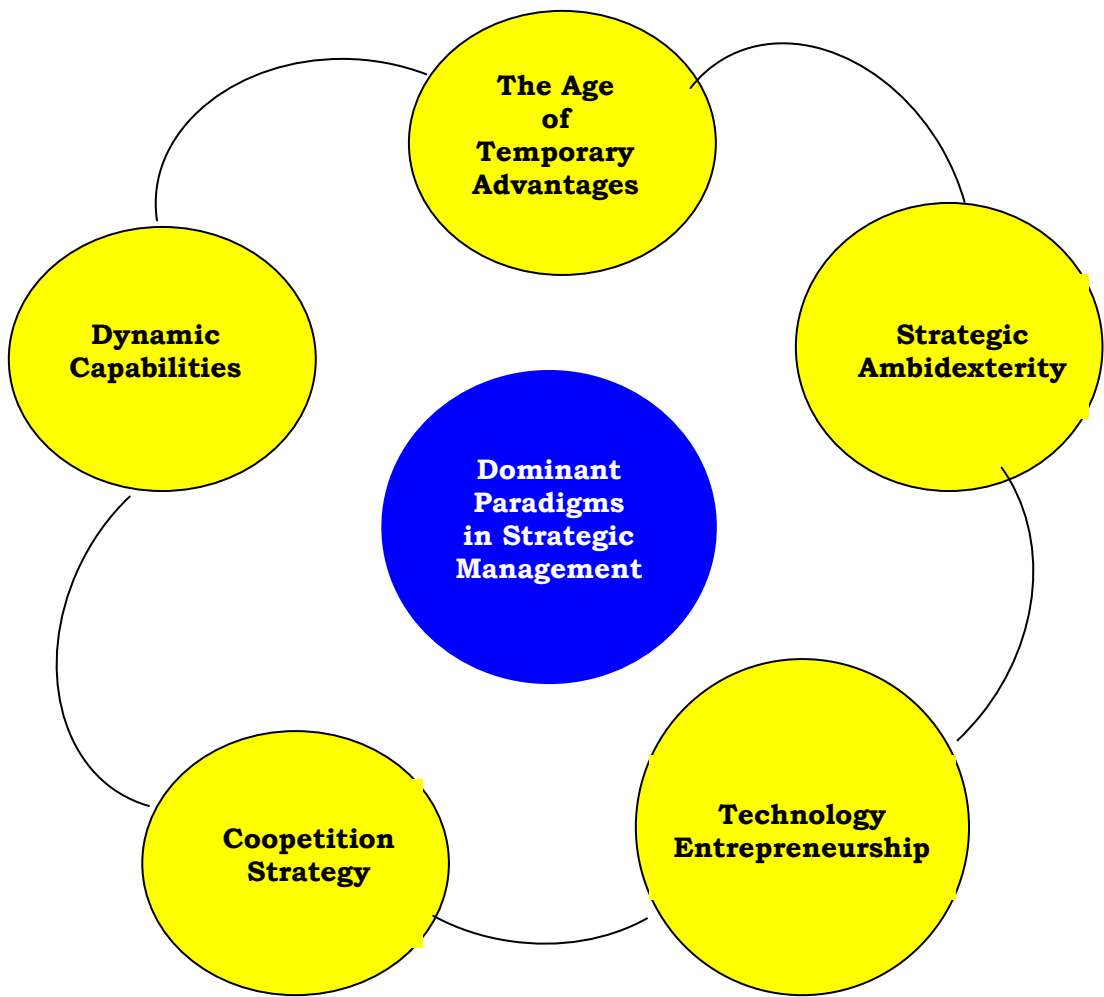
1. The Dominant Paradigms in Strategic Management
2. The Age of Temporary Advantage
3. Dynamic Capabilities in Strategic Management
4. Strategic Ambidexterity and the Organizational Advantage
5. Coopetition Strategy
6. Technology Entrepreneurship

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SCHEDULING

SESSION 1 – Tue 12 OCT 2010
SESSION 2 – Tue 19 OCT 2010
SESSION 3 – Tue 16 NOV 2010
SESSION 4 – Tue 30 NOV 2010
SESSION 5 – Tue 07 DEC 2010
SESSION 6 – Mon 13 DEC 2010

FINAL PAPER DUE:
20 DECEMBER 2010



READING LIST

1. The Dominant Paradigms in Strategic Management

A. Epistemological Issues in Scientific Research and Management Theory

- *Kuhn, T.S. 1970. The Structure of Scientific Revolutions, The University of Chicago Press, Chicago (trad. it., La struttura delle rivoluzioni scientifiche, Einaudi, Torino, 1978).
- *Sutton, R.I., and Staw B.M. 1995. ASQ Forum: What Theory is Not. Administrative Science Quarterly, 40: 371-384.
- *Weick, K.E. 1995. What Theory is Not, Theorizing Is. Administrative Science Quarterly, 40: 385-390.
- *Weick, K.E. 1989. Theory Construction as Disciplined Imagination. Academy of Management Review, 14(4): 516-531.

B. The Dominant Paradigms in Strategic Management

- *Dagnino G.B. (2005), I paradigmi dominanti negli studi di strategia d'impresa, Giappichelli, Torino (Introduzione e cap. 1).
- *Dagnino, G.B. (2007). Strategy Evolving: Evolutionary Dynamics of the Dominant Paradigms in Strategic Management. Presented at 27th Strategic Management Society Conference. San Diego: October 14-17 (*in file*).
- *Hambrick, D.C., and Chen, M-C. (2008). New Academic Fields as admittance Seeking Social Movements: The Case of Strategic Management. Academy of Management Review, 33(1): 32-54.
- Mocciaro Li Destri, A. and Dagnino, G.B. (2005). The Development of the Resource-based Firm Between Value Appropriation and Value Creation. Advances in Strategic Management, Vol.22, pp.153-188.
- *Nag, R., Hambrick, D.C., and Chen, M-C. (2007). What is Strategic Management Really? Inductive Derivation of a Consensus Definition of the Field . Strategic Management Journal, 28: 935-955.
- *Rumelt R.P., Schendel D.E., and Teece D.J. (1994). Fundamental Issues in Strategy. Cambridge, MA: Harvard University Press. (Introduction)
- *Prahalad, C.K., and Hamel G. (1994). Strategy as a Field of Study: Why Search for New Paradigms? Strategic Management Journal. Summer Special Issue 15: 5-16.
- Hoskisson, R.E., Hitt M.A., Wan W.P., and Yiu D. (1999). Theory and Research in Strategic Management: Swings of a Pendulum. Journal of Management, 25: 417-456.

2. The Age of Temporary Advantage

A tough selection of articles extraordinarily made available in advance of publication and extracted from the forthcoming Special Issue (with the same title) of the Strategic Management Journal, 31(13), 2010.

*D'Aveni, Dagnino and Smith (2010). Introduction: The Age of Temporary Advantage. SMJ

*Chen, Lim and Michel (2010). Navigating in a Hypercompetitive Environment: The Roles of Action Aggressiveness and TMT Integration. SMJ

*Chen, McDonald, Katila and Eisenhardt (2010). Life in the Fast Lane: Temporary Advantage and the Origins of Competitive Interaction. SMJ

*Ferrier, Wiltbank, Rindova and Hand (2010). Action Patterns as Advantage in High-Ambiguity Contexts. SMJ

*Lee, Venkatraman, Tanriverdi and Iyer (2010). Complementarity-based Hypercompetition in the Software Industry: Theory and Empirical Test, 1990-2002. SMJ

*Hermelo, Vassolo (2010). Hypercompetition in Emerging Economies: Theoretical Concerns and Empirical Evidence. SMJ

*Sirmon, Hitt and Arregle (2010) The Dynamic Interplay of Capability Strengths and Weaknesses: Investigating the Bases of Temporary Competitive Advantage. SMJ

3. Dynamic Capabilities in Strategic Management (with Dr. M.C. Cinici)

- *Ambrosini, V, Bowman, C., Cordier, N. 2009. Dynamic capabilities: An exploration of how firms renew their resource base. British Journal of Management, 20: S9-S24.
- *Cinici, M.C., Dagnino, G.B., Giudici, A., Reinmoeller, P. 2010. Dynamic capabilities at bifurcation point: Forging a definition for fostering a meaningful conversation. Working paper presented at 2010 SMS Annual International Conference, Rome.
- *Di Stefano, G., Peteraf, M.A., Verona, G. 2010. Dynamic capabilities deconstructed: A bibliographical investigation into the origin, development, and future directions of the research domain. Industrial and Corporate Change, 19: 1187-1204.
- *Eisenhardt, K.M., Martin, M. 2000. Dynamic capabilities: What are they? Strategic Management Journal, 21: 1105-1121.
- *Helfat, C.E., Finkelstein, S., Mitchell, W., Peteraf, M., Singh, H., Teece, D., Winter, S. 2007. Dynamic Capabilities: Understanding Strategic Change in Organizations. London: Blackwell: 30-45.
- *Teece, D.J., Pisano, G., Shuen, A. 1997. Dynamic capabilities and strategic management. Strategic Management Journal, 18: 509-533.
- Winter, S.G. 2003. Understanding dynamic capabilities. Strategic Management Journal, 24: 991-995.
- *Salvato, C. 2007. Capabilities unveiled: The role of ordinary activities in the evolution of product development process. Organization Science, 20: 384-409.
- Zollo, M., Winter, S.G. 2002. Deliberate learning and the evolution of dynamic capabilities. Organization Science, 13: 339-351.

4. Strategic Ambidexterity and the Organizational Advantage

- *Andriopoulos, C., Lewis, M.W., 2009. Exploitation-Exploration Tensions and Organizational Ambidexterity: Managing Paradoxes of Innovation. Organization Science, 20: 696-717.
 - *Benner, M.J., Tushman, M.L., 2003. Exploitation, Exploration, and Process Management: The Productivity Dilemma Revisited. Academy of Management Review, 28: 238-256.
 - *March, J., 1991. Exploration and Exploitation in Organizational Learning. Organization Science, 2: 71-87.
 - *Mom, T.J.M., Van den Bosch, F.A.J., Volberda, H.W. 2009. Understanding Variation in Managers' Ambidexterity: Investigating Direct and Interaction Effects of Formal Structural and Personal Coordination Mechanisms. Organization Science, 20: 812 - 828.
 - *O'Reilly, C.A., Tushman, M.L., 2008. Ambidexterity as a Dynamic Capability: Resolving the Innovator's Dilemma. Research in Organizational Behavior, 28: 185-206.
 - *Raisch, S., Birkinshaw, J., 2008. Organizational Ambidexterity: Antecedents, Outcomes, and Moderators. Journal of Management, 34: 375-409.
 - *Simsek, Z, 2009. Organizational Ambidexterity: Towards a Multilevel Understanding. Journal of Management Studies, 46: 597- 623.
- Tushman, M.L., O'Reilly, C.A., 1996. Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change. California Management Review, 38: 8-30.

5. Coopetition Strategy

- *Bengtsson, M., and Kock, S. (2000). 'Coopetition' in Business Networks – To Cooperate and Compete Simultaneously. Industrial Marketing Management, 29.
- *Dagnino, G.B. (2009). Coopetition Strategy: A New Kind of Interfirm Dynamics for Value Creation. In GB. Dagnino and E. Rocco (Eds.). Coopetition Strategy: Theory Experiments and Cases. London: Routledge.
- *Gnyawali, D.R., and Madhavan, R. (2001). Cooperative Networks and Competitive Dynamics: A Structural Embeddedness Perspective. Academy of Management Review, 26(3).
- *Mariani, M.M. (2009). Emergent cooperative and cooperative strategies in interorganizational relationships: Empirical evidence from Australian and Italian operas. In GB. Dagnino and E. Rocco (Eds.). Coopetition Strategy: Theory Experiments and Cases. London: Routledge.
- *Padula G., and Dagnino, G.B. (2007). Untangling the Rise of Coopetition: The Intrusion of Competition in a Cooperative Game Structure. International Studies of Management and Organization, 37(2).
- *Peng T.A., and Bourne, M. (2008). The Coexistence of Competition and Cooperation between Networks: Implications from Two Taiwanese Healthcare Networks. British Journal of Management.
- *Tidstrom, A. (2008). Perspectives on Coopetition on an actor and operational level. Management Research, 6(3).

6. Technology Entrepreneurship (with Prof. D. Baglieri)

- Baglieri, D., and Belussi F. (2009). Licensing Partner Selection in Biotech Firms: Quest for Complementary Assets or Control over IPRs? Working paper.
- Bercovitz, J., and Feldman, M. (2008). Academic Entrepreneurs: Organizational Change at the Individual Level. Organization Science, 19(1): 69-89.
- Dagnino, G.B., Mocciaro Li Destri, A. and Baglieri, D. (2009). Institutional Contexts, the Management of Patent Portfolios and the Role of Public Policies Supporting New Entrepreneurial Ventures. In J. Leitão and R. Baptista (eds.). Public Policies for Fostering Entrepreneurship: A European Perspective: pp.35-57. New York: Springer.
- Hsu, D.H. (2008). Technology-Based Entrepreneurship. Shane, S. (ed.). Handbook of Technology and Innovation Management. Wiley. Freely downloadable from <http://www-management.wharton.upenn.edu/hsu/inc/doc/papers/david-hsu-tech-based-entrepreneurship.pdf>
- Hsu, D.H. (2006). Venture capitalists and cooperative start-up commercialization strategy. Management Science, 52(2): 204-219.
- Rothaermel, F., and Deeds D. (2006). Alliance type, alliance experience and alliance management capability in high-technology ventures. Journal of Business Venturing, 21: 429-460.
- Shane, S., and Venkataraman, S. (2000). The promise of entrepreneurship as a field of research. Academy of Management Review, 25: 217-26.
- Shane, S. (2000). Prior knowledge and the discovery of entrepreneurial opportunities. Organization Science, 11: 448–69.
- Stuart, T.E., Hoang, H., and Hybels R. (1999). Interorganizational endorsements and the performance of entrepreneurial ventures. Administrative Science Quarterly, 44: 315-349.
- Stuart, T.E., and Sorenson O. (2003). The geography of opportunity: Spatial heterogeneity in founding rates and the performance of biotechnology firms. Research Policy, 32: 229-253.
- Tece, D.J. (1986). Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. Research Policy, 15: 285-305.
- Tece, D.J. (2006) Reflections on “Profiting from Innovation”. Research Policy, 35: 1131-1146.

Supplementary Suggested Readings

- Conner, K.R. 1991. A Historical Comparison of Resource-Based Theory and Five School of Thought within Industrial Organization Economics: Do We Have a New Theory of the Firm? Journal of Management, 17(1): 121-154.
- **Lakatos 1970. Falsification and the methodology scientific research programmes. In Lakatos, I. and Musgrave A. (eds). *Criticism and the Growth of Knowledge*, Cambridge, UK: Cambridge University Press (It. Trans., *Crescita e critica della conoscenza*, Feltrinelli, Milano, 1976, 3a edn. 1993).
- **Laudan, L. 1978. Progress and Its Problems. Berkeley: University of California Press (tr. it., Il progresso scientifico: prospettive per una teoria, Armando, Roma, 1979).
- Milgrom, P., and Roberts J. 1992. Economics, Organization and Management. Englewood Cliffs, NJ: Prentice Hall.
- **Nightingale, P. (2008). Meta-paradigm change and the theory of the firm, Industrial and Corporate Change, 17(3): 533-583.
- Penrose, E.T. 1959. The Theory of the Growth of the Firm. London: Basil Blackwell (trad.it., La teoria dello sviluppo dell'impresa, Franco Angeli, Milano, 1973).
- Saloner, G., Shepard A., and Podolny J. 2001. Strategic Management. Chichester: John Wiley (tr. it., Strategia d'impresa, Etas, Milano, 2002).

**Methodological Essays