Seminar on Corporate Strategy

Course Description

This course explores current research on corporate strategy. Over the past two decades, research in the area of corporate strategy has evolved considerably. The fundamental focus of the field has been on sources of competitive advantage at the level of the firm, and the process of building and maintaining competitive advantage. In this class, we explore current research articles that best represent the development of rent-generating resources at the level of the firm. Topics addressed include the concept of strategy, research on the evolution of firm capabilities, competitive interaction, top management teams and strategy formation, and changes in firm scope through acquisitions, divestitures and alliances.

Pedagogy and Evaluation

This course is taught through a set of readings. A wide range of issues relating to effective research in corporate strategy are discussed. The readings are a mix of theoretical and empirical articles. The intent is to provide multiple theoretical lenses on the topics we address in the course.

Using the half-semester format, sessions 1 through 6 of the syllabus below will constitute
the course. I have added optional readings after session 6 as indications of topics on corporate scope that could be explored further. Many of these, and higher level readings, will be covered in Mgmt 926 which is offered every other year.

You will be required to write a three-page critique of a selected article from the readings assigned for each day. The workload for the class will, thus, be uniformly distributed for the duration of the semester. For each class, students should be prepared to discuss the core ideas presented in the assigned papers.

**CLASS SCHEDULE**

(1) Introductory Session


(2) The Concept of Strategy

(3) Resource Based View and Corporate Competencies


(4) a. Resource Based View and Corporate Competencies – 2


4) b. Competitive Interaction


(5) Top Management Teams and Decisions


(6) a. Transaction Cost Economics


b. Conclusion


*Additional Readings*

(7) Competitive Interaction