

THE UNIVERSITY OF TEXAS AT EL PASO
MGMT 6351: INTERNATIONAL MANAGEMENT AND STRATEGY
CRN 19143
FALL 2017

Professor: Dr. Miguel A. Ramos

Department: Marketing and Management

Office: 220 Business Administration Building

Phone: 915-747-5970

Fax: 508-747-5328

Email: maramosgonzalez@utep.edu

Office hours: Tuesdays from 10:00 to 12:00, Thursdays from 1:30 to 4:30, and by appointment.

COURSE DESCRIPTION

This is a Ph.D. seminar in the field of strategic management research with an international emphasis. It has the following objectives:

- a) To introduce you to the basic theoretical and empirical traditions of the field of strategy research.
- b) To expose you to current research in specific streams within the field.
- c) To help you develop the skills necessary to evaluate and contribute to the field.

COURSE REQUIREMENTS

Read all the 'assigned readings' for each session and be prepared to actively participate in discussions. The 'additional readings' listed in the Appendix will not be discussed in class. They either constitute additional foundational research or recent advances. They may be useful for the term paper or future research.

(1) Critical summaries

Critical thinking is an intrinsic part of the research process. Beginning on Session 2, you will be assigned a specific paper each class on which you will lead the discussion. A critical summary of it will be required. In addition to fostering critical thinking, summaries can be a good aid for your comprehensive exams for future reference. Each summary should be 2 pages maximum, single-spaced, in Times New Roman font size 12, and with 1-inch margins. The summary should include the following sections (sections c and d do not apply to theoretical papers):

- a) The research question the paper addresses.
- b) Hypotheses and the key theoretical argument supporting each of them (about 1 sentence each).
- c) Sample characteristics (one sentence).
- d) Methodology (operationalization of key variables, data sources, and modeling specification(s)).
- e) Summary of results (i.e. whether hypotheses were supported or not, use abbreviations for the hypotheses).

- f) The paper's major strengths and limitations. *Push to identify limitations beyond those discussed by the authors.*
- g) 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.
- h) One interesting and researchable question derived from it.

You are required to present your assigned summary in class for about 10 to 15 minutes. This will be followed by discussion with the other students and myself. *Readings marked with an asterisk in the schedule will not be summarized. Please bring paper summaries for all.*

(2) Integration

Integrative thinking is also central to the research process. Therefore one student will perform the role of 'integrator' in each session. The integrations will be discussed after the summary presentations. *Please bring integrations for all.* The integration should include the following:

- a) An illustration of how the assigned readings are linked to each other. Compare and contrast the papers.
- b) The main research question(s) answered by the papers.
- c) The answers the papers provide to the questions.
- d) Future research pointed out by the papers and the gaps you identify.
- e) Links to other sessions.

Each integration should be 3 pages maximum, single-spaced, in Times New Roman font size 12, and with 1-inch margins.

I encourage you to also try to develop your own integration for those sessions in which you do not have to formally submit one. This can help you in your preparation for the comprehensive exam.

If you want feedback before you present your integration, email it to me by Thursday morning the week before you present it. I have office hours on Thursday afternoons to discuss it.

(3) Class participation

Being a researcher also requires carrying out dialogue in both written and oral forms. It is therefore important to learn to express your ideas and opinions clearly.

(4) Final paper

Finally, to learn the craft of writing research, you are required to develop a final paper. *You should aim to eventually submit your paper to a major academic conference. It should be between 15 and 20 pages long (excluding cover page, abstract page and references), double-spaced, in Times New Roman font size 12, and 1-inch margins.* It should lay out, at least, a research question based on a gap you have identified in the literature, have a sound theoretical development leading to prediction(s), and describe the methodology for testing (identify clearly

what type of data would be needed and explain how it would be collected). I recommend reading some of the recent additional readings in the topic of your paper listed here. *Feel free to discuss the paper with me over the term.* You will present your paper in the last session on December 5. Papers are due by 5:00 p.m. on December 4 on Blackboard. I will send you the information for the submission to Blackboard in advance.

GRADING

Evaluation will be based following weights:

Critical summaries	25%
Integrations	20%
Class participation	25%
Final paper	30%

ACADEMIC HONESTY

Scholastic dishonesty implies severe consequences:

“Any student who commits an act of scholastic dishonesty is subject to discipline. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.” (UTEP’s Handbook of Operating Procedures available at <http://admin.utep.edu/Default.aspx?tabid=73922>)

Please note the following regarding plagiarism:

- When you use others’ ideas be sure to cite them.
- For guidance on what constitutes plagiarism go to: <http://www.plagiarism.org/>
- Let me know if you have any questions regarding plagiarism.
- *If plagiarism is suspected, the case will be forwarded to the Office of the Dean of Students.*

IMPORTANT NOTICE: THE CONTENT IN THIS SYLLABUS MAY BE SUBJECT TO CHANGE.

August 29: Session 1
Introduction

Ghemawat, P. (2002). Competition and Business Strategy in Historical Perspective, *Business History Review*, 76(1): 37-74.

Felin, T., & Foss, N. J. (2005). Strategic organization: A field in search of micro-foundations. *Strategic Organization*, 3(4), 441.

Mahoney, J. T. & McGahan. A. M. (2007). The field of strategic management within the evolving science of strategic organization. *Strategic Organization*, 5(1): 79-99.

Bettis, R., Gambardella, A., Helfat, C., & Mitchell, W. (2014). Quantitative empirical analysis in strategic management. *Strategic Management Journal*, 35(7), 949-953.

Shaver, J.M. (1998). Accounting for endogeneity when assessing strategy performance: Does entry mode choice affect FDI survival? *Management Science*, 44(4): 571-585

Blettner, D. P., Chaddad, F. R., & Bettis, R. A. (2012). The CEO performance effect: Statistical issues and a complex fit perspective. *Strategic Management Journal*, 33(8), 986-999.

September 5: Session 2
Industrial Organization

“Traditional” IO:

Rumelt, R. P. (1991). “How Much Does Industry Matter?” *Strategic Management Journal*, 12: 167-185.

McGahan, A. M., & Victor, R. (2009). How much does home country matter to corporate profitability. *Journal of International Business Studies*, 41(1), 142-165.

IO:

Brandenburger A.M. and Stewart Jr. H.W. 1996. Value-Based Business Strategy. *Journal of Economics and Management Strategy*, (5)1:5-24.

Dushnitsky, G. (2010). Entrepreneurial optimism in the market for technological inventions. *Organization Science*, 21(1), 150-167.

Chatain, O. (2011). Value creation, competition, and performance in buyer-supplier relationships. *Strategic Management Journal*, 32(1), 76-102.

September 12: Session 3
Resource Based View (I)

(*) Penrose, E. T. (1995). *The Theory of the Growth of the Firm*. Chapters 1, 2, 5.

Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171-180.

Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Priem, R. L., & Butler, J. E. (2001). Is the resource-based “view” a useful perspective for strategic management research?. *Academy of Management Review*, 26(1), 22-40.

Barney, J. B. (2001). Is the resource-based “view” a useful perspective for strategic management research? Yes. *Academy of Management Review*, 26(1), 41-56.

Priem, R. L., & Butler, J. E. (2001). Tautology in the resource-based view and the implications of externally determined resource value: Further comments. *Academy of Management Review*, 26(1), 57-66.

September 19: Session 4
Resource Based View (II)

Teece, D., Pisano, G., & Shuen (1997). "Dynamic Capabilities and Strategic Management". *Strategic Management Journal*. 18 (7): 509-531.

Henderson R., & Cockburn, J. (1994). Measuring competence? Exploring firm effects in pharmaceutical Research. *Strategic Management Journal*. Winter Special Issue. (15): 63-84.

Rivkin, J. W. (2000). Imitation of complex strategies. *Management science*, 46(6), 824-844.

Hawk, A., Pacheco-De-Almeida, G., & Yeung, B. (2013). Fast-mover advantages: Speed capabilities and entry into the emerging submarket of atlantic basin LNG. *Strategic Management Journal*, 34(13), 1531-1550.

Moeen, M. (forthcoming). Entry into nascent industries: disentangling a firm's capability portfolio at the time of investment versus market entry. *Strategic Management Journal*.

September 26: Session 5
Coasian View of the Firm and Its Extensions (I)

Coase, R. H. (1937). The nature of the firm. *Economica*, 4(16), 386-405

Williamson, O. E. (1981). The economics of organization: the transaction cost approach. *American Journal of Sociology*, 548-577.

Gibbons, R. (1999). Taking Coase seriously. *Administrative Science Quarterly*, 44(1), 145-157.

Grossman, S. J., & Hart, O. D. (1986). The costs and benefits of ownership: A theory of vertical and lateral integration. *The Journal of Political Economy*, 691-719.

Masten, S. E. (1988). Legal Basis for the Firm. *Journal of Law, Economics and Organization*, 4, 181.

October 3: Session 6
Coasian view of the Firm and its Extensions (II)

Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, 3(3), 383-397.

Ghoshal, S., & Moran, P. (1996). Bad for practice: A critique of the transaction cost theory. *Academy of Management Review*, 21(1), 13-47.

Williamson, O. E. (1996). Economic organization: The case for candor. *Academy of Management Review*, 21(1), 48-57.

Masten, S. E., Meehan, J. W., & Snyder, E. A. (1991). The costs of organization. *Journal of Law, Economics, & Organization*, 7(1), 1-25.

Sako, M., Chondrakis, G., & Vaaler, P. M. (2016). How do plural-sourcing firms make and buy? The impact of supplier portfolio design. *Organization Science*, 27(5), 1161-1182.

October 10: Session 7
Schumpeterian and Evolutionary Views

(*) Schumpeter, J. A. (1933). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle*. Chapter 4.

(*) Nelson, R. R. (1982). *An evolutionary theory of economic change*. Harvard University Press. Chapters 1 and 2.

March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization science*, 2(1), 71-87.

Tushman, M. L., & Anderson, P. (1986). Technological discontinuities and organizational environments. *Administrative Science Quarterly*, 439-465.

Tripsas, M. (1997). Unraveling the Process of Creative Destruction: Complementary Assets and Incumbent Survival in the Typesetter Industry. *Strategic Management Journal*, 18(S1):119-142.

Mostafa, R., & Klepper, S. (2017). Industrial development through tacit knowledge seeding: evidence from the Bangladesh garment industry. *Management Science*.

October 17: Session 8
Networks

Granovetter, M. (1985). Economic action and social structure: the problem of embeddedness. *American Journal of Sociology*, 481-510.

Coleman, J. S. (1988). Social capital in the creation of human capital. *American Journal of Sociology*, S95-S120.

Burt, R. (1992). The social structure of competition. Chapter 2 in N.Nohria and R. Eccles (Eds.), *Networks and Organizations*. Boston, MA.: Harvard Business School Press.

Zaheer, A., & Soda, G. (2009). Network evolution: The origins of structural holes. *Administrative Science Quarterly*, 54(1), 1-31.

Sarath Balachandran and Exequiel Hernandez (forthcoming), Networks and Innovation: Accounting for Structural and Institutional Sources of Recombination in Brokerage Triads. *Organization Science*.

October 24: Session 9
Firm Search

Levinthal, D. A., & March, J. G. (1993). The myopia of learning. *Strategic management journal*, 14(S2), 95-112.

Levinthal, D. A. (1997). Adaptation on rugged landscapes. *Management science*, 43(7), 934-950.

Rosenkopf, L., & Nerkar, A. (2001). Beyond local search: boundary-spanning, exploration, and impact in the optical disk industry. *Strategic Management Journal*, 22(4), 287-306.

Katila, R., & Ahuja G. (2002). Something old, something new: a longitudinal study of search behavior and new product introduction. *Academy of Management Journal*, 45(6): 1183-1194.

Gubbi, S. R., Aulakh, P. S., & Ray, S. (2015). International search behavior of business group affiliated firms: Scope of institutional changes and intragroup heterogeneity. *Organization Science*, 26(5), 1485-1501.

October 31: Session 10
The Multi-Business Firm

Teece, D.J. (1980). Economies of scope and the scope of the enterprise. *Journal of Economic Behavior and Organization*, 1(3): 223-245.

Rumelt, R. P. (1982). Diversification strategy and profitability. *Strategic Management Journal*, 3(4), 359-369.

Silverman, B. S. (1999). Technological resources and the direction of corporate diversification: Toward an integration of the resource-based view and transaction cost economics. *Management Science*, 45(8), 1109-1124.

Rawley, E. (2010). Diversification, coordination costs, and organizational rigidity: Evidence from microdata. *Strategic Management Journal*, 31(8), 873-891.

Khanna, T., & Palepu, K. (2000). The future of business groups in emerging markets: Long-run evidence from Chile. *Academy of Management Journal*, 43(3), 268-285.

November 7: Session 11
Mergers and Acquisitions

Hayward, M. L., & Hambrick, D. C. (1997). Explaining the premiums paid for large acquisitions: Evidence of CEO hubris. *Administrative Science Quarterly*, 103-127.

Capron, L., & Pistre, N. (2002). When do acquirers earn abnormal returns?. *Strategic Management Journal*, 23(9), 781-794.

Zollo, M. and Singh, H. (2004). Deliberate learning in corporate acquisitions: post-acquisition strategies and integration capability in U.S. bank mergers. *Strategic Management Journal*, 25(13): 1233-1256.

Kaul, A., & Wu, B. (2016). A capabilities-based perspective on target selection in acquisitions. *Strategic Management Journal*, 37(7), 1220-1239.

Hernandez, E., & Shaver, M. (2017), Network synergy: How firms use acquisitions to enhance their network positions. *Administrative Science Quarterly* (conditionally accepted).

November 14: Session 12
Alliances

Kogut, B. (1988). Joint ventures: Theoretical and empirical perspectives. *Strategic Management Journal*, 9(4), 319-332.

Mowery, D. C., Oxley, J. E., & Silverman, B. S. (1996). Strategic alliances and interfirm knowledge transfer. *Strategic Management Journal*, 17, 77-91.

Oxley, J. E., & Sampson, R. C. (2004). The scope and governance of international R&D alliances. *Strategic Management Journal*, 25(8-9), 723-749.

Shipilov, A. V., & Li, S. X. (2012). The missing link: The effect of customers on the formation of relationships among producers in the multiplex triads. *Organization Science*, 23(2), 472-491.

Ghosh, A., Ranganathan, R., & Rosenkopf, L. (2016). The impact of context and model choice on the determinants of strategic alliance formation: Evidence from a staged replication study. *Strategic Management Journal*, 37(11), 2204-2221.

November 21: Session 13
Geography and Firm Strategies

Shaver, J. M., & Flyer, F. (2000). Agglomeration economies, firm heterogeneity, and foreign direct investment in the United States. *Strategic Management Journal*, 21(12), 1175-1193.

Alcácer, J., & Zhao, M. (2012). Local R&D strategies and multilocation firms: The role of internal linkages. *Management Science*, 58(4), 734-753.

Hernandez, E. (2014). Finding a home away from home: Effects of immigrants on firms' foreign location choice and performance. *Administrative Science Quarterly*, 59(1), 73-108.

Alcacer, J., & Delgado, M. (2016). Spatial organization of firms and location choices through the value chain. *Management Science*, 62(11), 3213-3234.

Lamin, A., & Ramos, M. A. (2016). R&D investment dynamics in agglomerations under weak appropriability regimes: Evidence from Indian R&D labs. *Strategic Management Journal*, 37(3), 604-621.

November 28: Session 14
International Expansion

Kogut, B. & Singh, H. (1988). The effect of national culture on the choice of entry mode. *Journal of International Business Studies*, 19(3): 411-432.

Zaheer, S. (1995). "Overcoming the liability of foreignness," *Academy of Management Journal*, 38(2): 341-363.

Brouthers, K. D. (2002). Institutional, cultural and transaction cost influences on entry mode choice and performance. *Journal of International Business Studies*, 33(2), 203-221.

(*) Martin, X. (2013). Solving theoretical and empirical conundrums in international strategy research: Linking foreign entry mode choices and performance. *Journal of International Business Studies*, 44(1), 28-41.

(*) Shaver, J. M. (2013). Do we really need more entry mode studies? *Journal of International Business Studies*, 44(1), 23-27.

Holburn, G. L., & Zelner, B. A. (2010). Political capabilities, policy risk, and international investment strategy: Evidence from the global electric power generation industry. *Strategic Management Journal*, 31(12), 1290-1315.

Oh, C. H., & Oetzel, J. (2017). Once bitten twice shy? Experience managing violent conflict risk and MNC subsidiary-level investment and expansion. *Strategic Management Journal*, 38(3), 714-731.

December 5: Session 15
Presentations

APPENDIX ADDITIONAL READINGS

Session 1 - Introduction

Theory:

Rumelt, R. P., Schendel, D., & Teece, D. J. (1991). Strategic management and economics. *Strategic Management Journal*, 12(S2), 5-29.

Rumelt, R. P., Schendel, D. E., & Teece, D. J. (Eds.). (1994). *Fundamental issues in strategy: A research agenda*. Boston: Harvard Business School Press.

Hoskisson, R. E., Hitt, M. A., Wan, W. P., & Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 25(3), 417-456.

Heugens, P., & Mol, M. J. (2005). So you call that research?: mending methodological biases in strategy and organization departments of top business schools. *Strategic Organization*, 3(1), 117-128.

Felin, T., & Foss, N. J. (2005). Strategic organization: A field in search of micro-foundations. *Strategic Organization*, 3(4), 441.

Oxley, J. E., Rivkin, J. W., & Ryall, M. D. (2010). The Strategy Research Initiative: Recognizing and encouraging high-quality research in strategy. *Strategic Organization*, 8(4): 377-386.

Methods:

Hoetker, G. (2007). The use of logit and probit models in strategic management research: Critical issues. *Strategic Management Journal*, 28(4), 331-343.

Bascle, G. (2008). Controlling for endogeneity with instrumental variables in strategic management research. *Strategic Organization*, 6(3), 285-327.

Semadeni, M., Withers, M. C., & Trevis Certo, S. (2014). The perils of endogeneity and instrumental variables in strategy research: Understanding through simulations. *Strategic Management Journal*, 35(7), 1070-1079.

Certo, S. T., Busenbark, J. R., Woo, H. S., & Semadeni, M. (2016). Sample selection bias and Heckman models in strategic management research. *Strategic Management Journal*, 37(13), 2639-2657.

Fremeth, A. R., Holburn, G. L., & Richter, B. K. (2016). Bridging Qualitative and Quantitative Methods in Organizational Research: Applications of Synthetic Control Methodology in the US Automobile Industry. *Organization Science*, 27(2), 462-482.

Wang, R. D., & Shaver, J. M. (2016). The multifaceted nature of competitive response: Repositioning and new product launch as joint response to competition. *Strategy Science*, 1(3), 148-162.

For additional papers on microfoundations in strategy research see the 2014 Virtual Special Issue from Strategic Management Journal.

Session 2 - Industrial Organization

Cabral, L., (2000). *Introduction to Industrial Organization*. The MIT Press, Cambridge MA, London England, 2000, Chapter 4.

Carlton D., Perloff J. (2000). *Industry structure and performance*. Modern Industrial Organization (3rd edition) Addison Wesley Longman. Chapter 8: 236-272.

Demsetz H. (1973). Industry structure, market rivalry, and public policy. *Journal of Law and Economics*, 16(1):1-9.

Schmalensee, R. (1985). Do markets differ much? *The American Economic Review*, 75: 341-351.

Waring, G. F. (1996). Industry differences in the persistence of firm-specific returns. *The American Economic Review*, 86(5), 1253-1265.

Saloner, G. 1991. Modeling, game theory, and strategic management. *Strategic Management Journal*, 12(S2): 119-136.

Brush, T. H., & Bromiley, P. (1997). What does a small corporate effect mean? A variance components simulation of corporate and business effects. *Strategic Management Journal*, 18(10), 825-835.

McGahan, A.M. & Porter, M.E. (1997). How much does industry matter, really? *Strategic Management Journal*, 18 (Summer Special Issue): 15-30.

McGahan, A. M. (1999). The performance of US corporations: 1981–1994. *The Journal of Industrial Economics*, 47(4), 373-398.

Brush, T.H., Bromiley, P., & Hendrickx, M. (1999). The relative influence of industry and corporation on business segment performance: An alternative estimate. *Strategic Management Journal*, 20(6): 519-547.

McGahan, A.M. & Porter, M.E. (2002). What do we know about variance in accounting profitability? *Management Science*, 48(7): 834-851.

Ruefli, T.W. & Wiggins, R.R. (2003). Industry, corporate, and segment effects and business performance: A non-parametric approach. *Strategic Management Journal*, 24: 861–879.

McGahan, A.M. & Porter, M.E. (2005). Comment On 'Industry, Corporate And Business-Segment Effects And Business Performance: A Non-Parametric Approach' By Ruefli And Wiggins. *Strategic Management Journal*, 26(9): 873-880.

Ruefli, T.W. & Wiggins, R.R. (2005). Response to McGahan and Porter's commentary on 'Industry, corporate and business-segment effects and business performance: a non-parametric approach'. *Strategic Management Journal*, 26(9): 881-886.

Leask, G. and Parker, D. (2007). Strategic groups, competitive groups and performance within the UK pharmaceutical industry: Improving our understanding of the competitive process. *Strategic Management Journal*, 28(7): 723-745.

Sessions 3 and 4 - Resource-Based View

Barney, J. (1986). Strategic factor markets: expectations, luck, and business strategy. *Management Science*, 32(10): 1231-1241.

Dierickx I., & Cool, K. (1989). Asset stock accumulation and sustainability of competitive advantage. *Management Science*, 35(12): 1504-1511.

Peteraf, M. (1993). The cornerstones of competitive advantage: a resource-based view. *Strategic Management Journal*, 14(3):179-191.

Makadok, R. (2001). Toward a synthesis of the resource-based and dynamic-capability views of rent creation. *Strategic Management Journal*, 22(5), 387-401.

Ahuja, G., & Katila, R. (2004). Where do resources come from? The role of idiosyncratic situations. *Strategic Management Journal*, 25(8-9), 887-907.

Lenox, M. J., Rockart, S. F., & Lewin, A. Y. (2006). Interdependency, competition, and the distribution of firm and industry profits. *Management Science*, 52(5), 757-772.

Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: an assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121-146.

Polidoro, F., & Toh, P.K. (2011). Letting rivals come close or warding them off? The effects of substitution threat on imitation deterrence. *Academy of Management Journal*, 54(2): 369-392.

Rahmandad, H. (2012). Impact of growth opportunities and competition on firm-level capability development trade-offs. *Organization Science*, 23(1), 138-154.

Schilke, O. (2014). On the contingent value of dynamic capabilities for competitive advantage: The nonlinear moderating effect of environmental dynamism. *Strategic Management Journal*, 35(2), 179-203.

Wollersheim, J., & Heimeriks, K. H. (2016). Dynamic Capabilities and Their Characteristic Qualities: Insights from a Lab Experiment. *Organization Science*, 27(2), 233-248.

Session 5 - Coasian View of the Firm and Its Extensions (I)

Arrow, K. (1974). *The Limits of Organization*. Norton & Co. New York, London.

Klein, Benjamin, Robert G. Crawford, and Armen A. Alchian. "Vertical integration, appropriable rents, and the competitive contracting process." *Journal of Law and Economics* (1978): 297-326.

Williamson, O. E. (1975). *Markets and hierarchies*. New York, 26-30.

Williamson, O. E. (1985). *The economic institutions of capitalism*. Simon and Schuster.

Williamson, O. E. (1991). Comparative economic organization: The analysis of discrete structural alternatives. *Administrative Science Quarterly*, 269-296.

Hart, O. (1995). *Firms, contracts, and financial structure*. Oxford University Press. Chapters 1 and 2.

Session 6 - Coasian View of the Firm and Its Extensions (II)

Pisano G. (1990). The R&D boundaries of the firm: an empirical analysis. *Administrative Science Quarterly*, 35(1):153-176.

Langlois, R. N. (1992). Transaction-cost economics in real time. *Industrial and Corporate Change*, 1(1), 99-127.

Poppo, L., & Zenger, T. (1998). Testing alternative theories of the firm: transaction cost, knowledge-based, and measurement explanations for make-or-buy decisions in information services. *Strategic Management Journal*, 19(9), 853-877.

Leiblein, M., Reuer J., & Dalsace F. (2002). Do make or buy decision matter? The influence of organizational governance on technological performance. *Strategic Management Journal*, 23(9): 817-833.

Hoetker, G. (2005). How much you know versus how well I know you: selecting a supplier for a technically innovative component. *Strategic Management Journal*, 26(1): 75-96.

Mayer, K. J., & Nickerson, J. A. (2005). Antecedents and performance implications of contracting for knowledge workers: Evidence from information technology services. *Organization Science*, 16(3), 225-242.

He, D., & Nickerson, J. A. (2006). Why do firms make and buy? Efficiency, appropriability and competition in the trucking industry. *Strategic Organization*, 4(1), 43-69.

Klein, P. G. (2008). The make-or-buy decisions: Lessons from empirical studies. *In Handbook of new institutional economics* (pp. 435-464). Springer Berlin Heidelberg.

Dutta, S., Bergen, M., Heide, J. B., & John, G. (1995). Understanding dual distribution: the case of reps and house accounts. *Journal of Law, Economics, & Organization*, 189-204.

Veugelers, R., & Cassiman, B. (1999). Make and buy in innovation strategies: evidence from Belgian manufacturing firms. *Research Policy*, 28(1), 63-80.

Nickerson, J. A., & Zenger, T. R. (2004). A knowledge-based theory of the firm—The problem-solving perspective. *Organization Science*, 15(6), 617-632.

He, D., & Nickerson, J. A. (2006). Why do firms make and buy? Efficiency, appropriability and competition in the trucking industry. *Strategic Organization*, 4(1), 43-69.

Parmigiani, A. (2007). Why do firms both make and buy? An investigation of concurrent sourcing. *Strategic Management Journal*, 28(3), 285-311.

Nickerson, J. A., & Zenger, T. R. (2008). Envy, comparison costs, and the economic theory of the firm. *Strategic Management Journal*, 29(13), 1429-1449.

Session 7 - Schumpeterian and Evolutionary Views

Helfat, C. E. (1994). Evolutionary trajectories in petroleum firm R&D. *Management Science*, 40(12), 1720-1747.

Stuart, T. E., & Podolny, J. M. (1996). Local search and the evolution of technological capabilities. *Strategic Management Journal*, 17(S1), 21-38.

Helfat, C. E. (1997). Know-how and asset complementarity and dynamic capability accumulation: the case of R&D. *Strategic Management Journal*, 18(5), 339-360.

Knott, A. M. (2001). The dynamic value of hierarchy. *Management Science*, 47(3), 430-448.

Rothaermel, F. T., & Hill, C. W. (2005). Technological discontinuities and complementary assets: A longitudinal study of industry and firm performance. *Organization Science*, 16(1), 5270.

Sutton, J. (2007). Market share dynamics and the "persistence of leadership" debate. *The American Economic Review*, 222-241.

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