

TU-L1004 DOCTORAL COURSE IN STRATEGY, VENTURING, OPERATIONS, AND ORGANIZATIONS

8 credit units

Course brochure, Spring 2024

Updated February 26, 2024

Overview

This course has two major purposes. One is to provide an overview of the fundamental themes in research on strategy, venturing, operations, and organizations, and introduce contemporary topics within these areas. The other purpose is to expose the participants to the various methodological and research practice approaches (conducting research, synthesizing, and setting up manuscripts) in this domain. Overall, after the course, the students should have a broad understanding of the research areas in strategy, venturing, operations, and organizations and what is required for publishing research in top-tier journals in these areas.

More specifically, after the course, the participant should (1) know the most important articles in the area of strategy, venturing, organizations, and operations (2) understand how the different streams of research have evolved over time and how they are connected to each other, and (3) be able to project the future development of the research from the perspective of one's own doctoral work. The course will further provide a setting for developing a variety of skills in research on strategy, venturing, and organizations, such as synthesizing research, research designs, and what constitutes a theoretical contribution in the various domains of strategy, venturing, operations, and organizations.

Course format

The course will consist of independent reading of selected articles and ten (9) seminar sessions (3 hours each). In the course, we share responsibility for discussing the readings and raising issues. For each seminar session, the student is required to read all articles (4–6) in advance and prepare a preliminary assignment. Students are also given the task of presenting the articles they have read to the class. All students are expected to be prepared to discuss.

Dates and rooms

The seminar will run during terms IV and V from 27.2.2024–7.5.2024.

Teaching takes place on Tuesdays in classroom Kide (Noether 1572), Konemiehentie 1, from 1:15 pm to 4:00 pm. Please note that changes are possible.

Date	Module theme	Facilitator
27.2	1. Introduction to the Seminar & Foundations of Strategy Research	Jukka Luoma
5.3	2. The Resource Based View	Jens Schmidt
12.3	3. Knowledge, Learning, and Dynamic Capabilities	Natalia Vuori
19.3	4. Behaviour, Cognition, and Emotions in Strategy	Timo Vuori
26.3	5. Transaction Cost Economics	Joosef Valli
9.4	6. Strategy Process and Sensemaking	Henri Schildt
23.4	7. Platform Economics & Platform Strategy	Kimmo Karhu
30.4	8. Operations Management	Risto Rajala
7.5	9. Strategic Alliances, Networks and Corporate Venturing	Markku Maula

Responsible teacher for course

The teacher responsible for the course this year is Prof. Markku Maula. Should you have any questions about the course, please feel free to contact Markku (markku.maula@aalto.fi)

Instructors

Each seminar session is facilitated by a teacher familiar with the subject.

Target audience

The course is designed for doctoral students in strategy, venturing, operations, organizations, and students planning to pursue related research.

Enrolment

Aalto University doctoral students register for the course through the Aalto SISU enrolment system by the latest 19.2.2024. Please also note that the first assignment is due the evening before the introduction session (DL 26.2.2024 at 16:00).

Passing the course

Passing the course requires that the student:

- Has read all the articles and actively participates in the discussion in class
- Has presented the given articles to the class and acted as a discussant when requested (the number of assignments depends on the number of students)
- Has prepared a synthesis memo or a table for each lesson that covers the preliminary articles of the lecture, a total of 9 memos and tables (Concrete examples will be given to those who register. The student is free to choose which method to use but is expected to at least try both methods).

Participation and presenting assigned articles

Enrollment in the course is a commitment to active participation and attendance in all sessions. During each seminar, we will discuss 4–6 articles. You will receive a list of the articles for each session to be read and which articles to prepare for each session.

All participants are expected to read the full set of articles before the seminar day (articles will be available in the course's Dropbox folder). Each student is to prepare either a synthesis memo or a synthesis table before the class. Please submit your synthesis tables or your synthesis memos by email (markku.maula@aalto.fi) no later than 4 pm the day before the session.

For every seminar session (or every second, depending on the size of the class), participants will be assigned one article to prepare to present to the group as a basis for discussion. Presentations will be 10 minutes per article, followed by a discussion of 15–20 minutes. Please submit your presentation to the shared Dropbox folder one day before the session.

A synthesis table: The synthesis table helps you disentangle the focus and contributions of papers in a selected research stream and capture potential gaps. In the intro session, we will discuss how to outline such synthesis tables and give examples.

A synthesis memo: Develop your point of view on the following questions that consider the readings collectively: What are the common themes within the articles, contradictions among the articles, and insights? (This entails your developing an understanding of the assigned articles, their relationship to one another, and their collective synthesis). What are the 2–3 most important conclusions from the readings viewed collectively? Suggest an appropriate follow-on research question(s) for a deductive study based on a research gap that is suggested by these articles collectively? What is the best of the assigned articles (and why)?

Paper presentation: You will be asked to present one paper in the day's readings in conference style. That is, please present the key points of the paper in 10 minutes (firmly enforced), relying on the following flow of roughly 5-6 PowerPoint slides: literature background (note key points and citations), research question(s), major hypotheses (presentation should note underlying arguments) if a deductive study, key aspects of the research design (research design, sample, data collection, construct measures, analytic techniques), major statistical or other results (e.g., regression table), discussion points, and conclusions. Given the time limits, it is best to present the heart of the paper well and not try to include every point. Keep in mind that your presentation should give the audience a few intriguing takeaways, impress the audience with the quality of your research, and stay on time. This presentation will be graded as part of class participation.

Grading the Course

The course will be graded based on class participation, including engagement (quality thereof, in particular) (10 %), presentations (10 %), synthesis tables and memos (80 %). Grades will be calculated as follows:

Pass minimum – 50 % of max points

Grade 1 – 50-59 %

Grade 2 – 60-69 %

Grade 3 – 70-79 %

Grade 4 – 80-89 %

Grade 5 – 90-100 %

TOPICS AND READINGS

Seminar day 1 (27.2.) Foundations of Strategy Research

1. Ansoff, H. I. (1957). Strategies for diversification. *Harvard Business Review*, 35(5), 113-124.
2. Dearborn, D. C., & Simon, H. A. (1958). Selective perception: A note on the departmental identifications of executives. *Sociometry*, 21(2), 140-144.
3. Mintzberg, H., & Waters, J. A. (1985). Of strategies, deliberate and emergent. *Strategic Management Journal*, 6(3), 257-272.
4. Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard Business Review*, 86(1), 25-40.

Seminar day 2 (5.3.) The Resource Based View

1. Wernerfelt, B. (1984). A Resource-Based View of the Firm. *Strategic Management Journal*, 5(2), 171-180.
2. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
3. Miller, D., & Shamsie, J. (1996). The resource-based view of the firm in two environments: The Hollywood film studios from 1936 to 1965. *Academy of Management Journal*, 39(3), 519-543.
4. Sirmon, D. G., Hitt, M. A., & Ireland, R. D. (2007). Managing firm resources in dynamic environments to create value: Looking inside the black box. *Academy of Management Review*, 32(1), 273-292.
5. Schmidt, J., & Keil, T. (2013). What makes a resource valuable? Identifying the drivers of firm-idiosyncratic resource value. *Academy of Management Review*, 38(2), 206-228.
6. Krakowski, S., Luger, J., & Raisch, S. (2022). Artificial intelligence and the changing sources of competitive advantage. *Strategic Management Journal*.

Seminar Day 3 (12.3.) Knowledge, Learning, and Dynamic Capabilities

1. March, James G., Lee S. Sproull, and Michal Tamuz. "Learning from samples of one or fewer." *Organization Science* 2.1 (1991): 1-13.
2. Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319–1350.
3. Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13(3), 339–351.
4. Argote, Linda, Sunkee Lee, and Jisoo Park. "Organizational learning processes and outcomes: Major findings and future research directions." *Management Science* 67.9 (2021): 5399-5429.
5. Lazar, Moran, et al. "Forming entrepreneurial teams: Mixing business and friendship to create transactive memory systems for enhanced success." *Academy of Management Journal* 65.4 (2022): 1110-1138.

Seminar Day 4 (19.3.) Behavior, Cognition, and Emotions in Strategy

1. Porac, J. F., Thomas, H., Wilson, F., Paton, D., & Kanfer, A. (1995). Rivalry and the industry model of Scottish knitwear producers. *Administrative Science Quarterly*, 40(2), 203-227.
2. Ocasio, W. (1997). Towards an attention-based view of the firm. *Strategic Management Journal*, 18(S1), 187-206.
3. Gavetti, G., & Levinthal, D. (2000). Looking forward and looking backward: Cognitive and experiential search. *Administrative Science Quarterly*, 45(1), 113-137.
4. Raffaelli, R. L., Glynn, M. A., & Tushman, M. 2019. Flexing the Frame: The Role of Cognitive and Emotional Framing in Innovation Adoption by Incumbent Firms. *Strategic Management Journal*, 40(7), 1013–1039.
5. Vuori T. O., & Huy, Q. N. (2022). Regulating Top Managers' Emotions during Strategy Making: Nokia's Socially Distributed Approach Enabling Radical Change from Mobile Phones to Networks in 2007-2013. *Academy of Management Journal*, 65(1), 331-361.

Seminar Day 5 (26.3.) Transaction Cost Economics

1. Ketokivi, M., & Mahoney, J. T. (2017). Transaction Cost Economics as a Theory of the Firm, Management, and Governance. In *Oxford Research Encyclopedia of Business and Management*. <https://doi.org/10.1093/acrefore/9780190224851.013.6>.
2. Gulati, R., & Singh, H. (1998). The Architecture of Cooperation: Managing Coordination Costs and Appropriation Concerns in Strategic Alliances. *Administrative Science Quarterly*, 43(4), 781–814.
3. Cuypers, I. R., Hennart, J.-F., Silverman, B. S., & Ertug, G. (2021). Transaction cost theory: Past progress, current challenges, and suggestions for the future. *Academy of Management Annals*, 15(1), 111–150.
4. Penney, C. R., & Combs, J. G. (2020). A Transaction Cost Perspective of Alliance Portfolio Diversity. *Journal of Management Studies*, 57(6), 1073–1105.
5. David, P., Dharwadkar, R., & Duru, A. (2022). Financial Reporting Choices, Governance Structures, and Strategic Assets: A Transaction Cost Perspective. *Academy of Management Review*, 47(4), 579–599.

Seminar Day 6 (9.4.) Strategy Process and Sensemaking

1. Hutzschenreuter, T., & Kleindienst, I. (2006). Strategy-process research: What have we learned and what is still to be explored. *Journal of Management*, 32(5), 673-720.
2. Noda, T., & Bower, J. L. (1996). Strategy making as iterated processes of resource allocation. *Strategic Management Journal*, 17(S1), 159-192.
3. Floyd, S. W., & Lane, P. J. (2000). Strategizing throughout the organization: Managing role conflict in strategic renewal. *Academy of Management Review*, 25(1), 154-177.
4. Joseph, J., & Ocasio, W. (2012). Architecture, attention, and adaptation in the multibusiness firm: General electric from 1951 to 2001. *Strategic Management Journal*, 33(6), 633-660.
5. Gioia, D. A., & Chittipeddi, K. (1991). Sensemaking and Sensegiving in Strategic Change Initiation. *Strategic Management Journal*, 12(6), 433-448.
6. Jalonen, K., Schildt, H., & Vaara, E. (2018). Strategic concepts as micro-level tools in strategic sensemaking. *Strategic Management Journal*, 39(10), 2794-2826.

Seminar Day 7 (23.4.) Platform Strategy and Economics

1. Parker, G. G., & Van Alstyne, M. W. (2005). Two-Sided Network Effects: A Theory of Information Product Design. *Management Science*, 51(10), 1494–1504.
2. Rysman, M. (2009). The economics of two-sided markets. *The Journal of Economic Perspectives*, 23(3), 125–143.
3. Karhu, K., Gustafsson, R., & Lyytinen, K. (2018). Exploiting and Defending Open Digital Platforms with Boundary Resources: Android's Five Platform Forks. *Information Systems Research*, 29(2), 479–497.
4. Cennamo, C. (2021). Competing in Digital Markets: A Platform-Based Perspective. *Academy of Management Perspectives*, 35(2), 265–291. *Academy of Management Perspectives*, 35(2), 265-291.
5. Cutolo, D., & Kenney, M. (2021). Platform-Dependent Entrepreneurs: Power Asymmetries, Risks, and Strategies in the Platform Economy. *Academy of Management Perspectives*, 35(4), 584-605.

Seminar Day 8 (30.4.) Operations Management

1. Williamson, O. E. (2008). Outsourcing: Transaction cost economics and supply chain management. *Journal of Supply Chain Management*, 44(2), 5-16.
2. Hitt, M. A., Xu, K., & Carnes, C. M. (2016). Resource based theory in operations management research. *Journal of Operations Management*, 41, 77-94.
3. Gupta, M. & Boyd, L. (2008). Theory of constraints: a theory in operations management, *International Journal of Operations & Production Management*, 28(10), 991-1012.
4. Halldorsson, A., Kotzab, H., Mikkola, J. H., & Skjøtt-Larsen, T. (2007). Complementary theories to supply chain management. *Supply chain management: An International Journal*, 12(4), 284-296.
5. Schmenner, R. W., & Swink, M. L. (1998). On theory in operations management. *Journal of Operations Management*, 17(1), 97-113.
6. Donohue, K., Özer, Ö., & Zheng, Y. (2020). Behavioral operations: Past, present, and future. *Manufacturing & Service Operations Management*, 22(1), 191-202.

Seminar Day 9 (7.5.) Strategic Alliances, Networks and Corporate Venturing

1. Dyer, J. H., & Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23(4), 660-379.
2. Mowery, D. C., Oxley, J. E., & Silverman, B. S. (1996). Strategic alliances and interfirm knowledge transfer. *Strategic Management Journal*, 17(S2), 77-91.
3. Gulati, R., & Gargiulo, M. (1999). Where do interorganizational networks come from? *American Journal of Sociology*, 104(5), 1439-1493.
4. Dushnitsky, G., & Shaver, J. M. (2009). Limitations to interorganizational knowledge acquisition: The paradox of corporate venture capital. *Strategic Management Journal*, 30(10), 1045-1064.
5. Stettner, U., & Lavie, D. (2014). Ambidexterity under scrutiny: Exploration and exploitation via internal organization, alliances, and acquisitions. *Strategic Management Journal*, 35(13), 1903-1929.
6. Davis, J P. (2016). The group dynamics of interorganizational relationships: Collaborating with multiple partners in innovation ecosystems. *Administrative Science Quarterly*, 61(4), 621-661.