

TU-L1003 DOCTORAL COURSE IN STRATEGY, VENTURING, AND ORGANIZATIONS

8 credit units

Course brochure, Spring 2022

January 12, 2022

Overview

In the past three decades, strategy and venturing has emerged as an important area of study in management. That said, strategy and venturing is an actively evolving discipline with many unresolved and equally also novel theoretical puzzles and empirical challenges. Far from being obstacles, these gaps present attractive and ample opportunities for fledging scholars to make a mark.

This course has two major purposes. One is to provide an overview of the fundamental themes in strategy and venture research and introduce contemporary research directions. The other purpose is to expose the participants to the various methodological and research practice approaches (conducting research, synthesizing, and setting up manuscripts) in the domain of strategy, venturing, and organizations.

Course format

The course will consist of independent reading of selected articles and ten (10) 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 in advance and prepare a preliminary assignment (memo or synthesis table). Students are also given pre-assignment to present an article to the class. All students are expected to be prepared to discuss.

After the course, the participant should (1) know the most important articles in the area of strategy venturing, and organizations, (2) understand how the different streams of strategy, venturing, and organizations research have evolved over time and how they are connected, and (3) be able to project the future development of the strategic management and venturing research from the perspective of one's doctoral work.

The course will further provide a setting for developing a variety of skills in strategy and venturing research such as synthesizing research, research designs, and what constitutes a theoretical contribution in the various domains of strategy and venturing. Overall, after the course, the students should have a broad understanding of the strategy and venturing research domain and what is required for publishing research in top-tier journals in related fields.

Dates and rooms: The seminar will run during terms IV and V from 1.3.2022–3.5.2022.

Teaching takes place on Tuesdays in classroom L01 (Oodi) from 1:15 pm to 4:00 pm. Please note that changes are possible. 7.3. teaching will take place on Monday in classroom AS3, and on Tuesday 5.4. teaching will take place in Zoom from 1:30 pm to 4 pm. If necessary due to the Covid-19 situation, all teaching will be held in Zoom.

Date	Module theme	Facilitator	Note!
1.3	1. Introduction to the Seminar & Foundations of Strategy Research	Jukka Luoma	
7.3	2. The Resource-Based View	Jens Schmidt	Monday. Classroom AS3.
15.3	3. Behaviour, Cognition, and Emotions in Strategy	Timo Vuori	
22.3	4. Identity, Upper Echelon, and Change Management	Natalia Vuori	
29.3	5. Knowledge, Learning, and Dynamic Capabilities	Marina Biniari	
5.4	6. Strategy Process and Sensemaking	Henri Schildt	Only Zoom. Starts at 1:30 pm.
12.4	7. Markets & Categories	Mikko Jääskeläinen	
19.4	8. Strategic Alliances, Networks, and Corporate Venturing	Markku Maula	
26.4	9. Digital Marketing and Sales Strategies	Petri Parvinen	
3.5	10. Platform Economics & Platform Strategy	Timo Seppälä	

Responsible teacher for the course: The responsible teacher for the course is Academy of Finland Research Fellow Pasi Nevalainen. If you have any questions about the course, please contact Pasi (pasi.nevalainen@aalto.fi).

Instructors: Each teaching is facilitated by an expert in the field. Most of them work at Aalto University's Department of Industrial Engineering.

Target audience: The course is designed for doctoral students in strategy and venturing and students planning to pursue the strategy and venture research.

Enrolment: Aalto University doctoral students register for the course through the Aalto enrolment system by the latest 22.2.2022.

External (non-DIEM) participants are also welcome to this course. For non-DIEM doctoral students to register please email Pasi by the latest 22.2.2022. Please include in your registration email your current affiliation, doctoral studies status, doctoral research project title, and your contact information. Please note that the number of places for this course is limited. Please also note that a student outside Aalto University must ensure that the course is credited at their university.

Please also note that the first assignment is due the evening before (DL 28.2.2022 at 20:00) the introduction session.

Passing the course: Passing the course requires:

- Read all the articles and actively participate in the discussion
- Each student presents one article to other students in the course (approximately every other meeting, the total number of presentations depends on the size of the course)

- Each time, the student prepares a synthesis memo or table that covers the preliminary articles of the lecture, a total of 10 memos and tables (Concrete examples will be given to those who register. The student is free to choose which way the preliminary assignments are done, but he or she is expected to at least try both methods, for example, 4 memos and 6 tables).

Participation and presenting assigned articles: Enrollment to 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. The articles to be discussed during the seminar day will be available for download on the course webpage in MyCourses or Dropbox.

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). For every seminar day, (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 min. Please, submit your presentation to the shared Dropbox folder one day before the session. Further, each student is to prepare either a synthesis memo or a synthesis table before the class. Please turn in your synthesis tables or your synthesis memos at the latest one day before the session no later than 8 pm.

A synthesis table on readings: The synthesis table helps you to disentangle the focus and contributions of papers in a selected research stream and to capture potential gaps. We will in the intro session 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. In general, 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 engagements (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 (2.3) 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 (9.3) 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. Levinthal, D. A., & Wu, B. (2010). Opportunity Costs and Non-Scale Free Capabilities: Profit Maximization, Corporate Scope, and Profit Margins. *Strategic Management Journal*, 31(7), 780–801.
5. 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.
6. 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.

Seminar Day 3 (16.3) 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. (2021). 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*.

Seminar Day 4 (23.3) Identity, Upper echelon, and Change Management

1. Bromiley, P., & Rau, D. (2016). Social, behavioral, and cognitive influences on upper echelons during strategy process: A literature review. *Journal of Management*, 42(1), 174–202
2. Lifshitz-Assaf, H. (2018). Dismantling knowledge boundaries at NASA: The critical role of professional identity in open innovation. *Administrative science quarterly*, 63(4), 746–782.

3. Corley, K. G., & Gioia, D. G. (2004). Identity ambiguity and change in the wake of a corporate spin-off. *Administrative science quarterly*, 49(2), 173–208.
4. Clark, S. M., Gioia, D. A., Ketchen, D. J., & Thomas, J. B. (2010). Transitional identity as a facilitator of organizational identity change during a merger. *Administrative Science Quarterly*, 55(3), 397–438.
5. Huy, Q. N., Corley, K. G., & Kraatz, M. S. (2014). From support to mutiny: Shifting legitimacy judgments and emotional reactions impacting the implementation of radical change. *Academy of Management Journal*, 57(6), 1650–1680.

Seminar Day 5 (30.3) Knowledge, Learning, and Dynamic Capabilities

1. Argote, L., & Miron-Spektor, E. (2011). Organizational learning: From experience to knowledge. *Organization Science*, 22(5), 1123–1137.
2. Døjbak Håkonsson, D., Eskildsen, J. K., Argote, L., Mønster, D., Burton, R. M., & Obel, B. (2016). Exploration versus exploitation: emotions and performance as antecedents and consequences of team decisions. *Strategic Management Journal*, 37(6), 985–1001.
3. Easterby-Smith, M., & Prieto, I. M. (2008). Dynamic capabilities and knowledge management: an integrative role for learning? *British journal of management*, 19(3), 235–249.
4. Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic management journal*, 28(13), 1319–1350.
5. Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13(3), 339–351.

Seminar Day 6 (6.4) 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 (13.4) Markets and Categories

1. Kennedy, M. (2008). Getting counted: Markets, media, and reality. *American Sociological Review*, 73(2), 270–295.
2. Hsu, G., Hannan, M. T., & Kocak, Ö. (2009). Multiple category memberships in markets: an integrated theory and two empirical tests. *American Sociological Review*, 74(1), 150–169.
3. Santos, F. M., & Eisenhardt, K. M. (2009). Constructing markets and shaping boundaries: Entrepreneurial power in nascent fields. *Academy of Management Journal*, 52(4), 643–671.
4. Cattani, G., Porac, J. F., & Thomas, H. (2017). Categories and competition. *Strategic Management Journal*, 38(1), 64–92.
5. Durand, R. & Khaire, M. (2017). Where Do Market Categories Come From and How? Distinguishing Category Creation From Category Emergence. *Journal of Management*, 43(1), 87–110.

Seminar Day 8 (20.4) 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), 660–679.
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.

Seminar Day 9 (27.4) Digital Marketing and Sales Strategies

1. Hall, Z. R., Ahearne, M., & Sujan, H. (2015). The importance of starting right: the influence of accurate intuition on performance in salesperson–customer interactions. *American Marketing Association*, 79(3), 91–109.
2. Edelman, D. C., & Singer, M. (2015). Competing on customer journeys. *Harvard Business Review*, 93(11), 88–100.
3. Bhandari, A., Rama, K., Seth, N., Niranjana, N., Chitalia, P., & Berg, S. (2017, July). Towards an efficient method of modeling “Next Best Action” for Digital Buyer’s journey in B2B. In *International Conference on Machine Learning and Data Mining in Pattern Recognition* (pp. 107–116). Cham: Springer.
4. Kitchen, P. J., & Burgmann, I. (2015). Integrated marketing communication: Making it work at a strategic level. *Journal of Business Strategy*, 36(4), 34–39.
5. Pöyry, E., Parvinen, P., & McFarland, R. G. (2017). Generating leads with sequential persuasion: Should sales influence tactics be consistent or complementary? *Journal of Personal Selling & Sales Management*, 37(2), 89–99.
6. Kaptein, M., Parvinen, P., & McFarland, R. G. (2018, forthcoming). Automated e-selling. *European Journal of Marketing*. (attached)

Seminar Day 10 (4.5) 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. Boudreau K. (2010). Open Platform Strategies and Innovation: Granting Access vs. Devolving Control. *Management Science*, 56(10), 1849–1872.
4. Thomas, L. D., Autio, E., & Gann, D. M. (2014). Architectural leverage: putting platforms in context. *The Academy of Management Perspectives*, 28(2), 198–219.
5. Barnett, J. M. (2011). The Host’s Dilemma: Strategic Forfeiture in Platform Markets for Informational Goods. *Harvard Law Review*, 124(8), 1863–1938.
6. Cennamo, C., & Santalo, J. (2013). Platform competition: Strategic trade-offs in platform markets. *Strategic Management Journal*, 34(11), 1331–1350.