

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

8 credit units

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**Course brochure, Spring 2023**

December 23, 2022

### **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 and in the area of strategy, venturing, and organizations (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 (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 (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 28.2.2023–9.5.2023.

Teaching takes place on Tuesdays in classroom AS4 (TUAS-building) from 1:15 pm to 4:00 pm. Please note that changes are possible.

Date	Module theme	Facilitator	Note!
28.2	1. Introduction to the Seminar & Foundations of Strategy Research	Jukka Luoma	
8.3	2. The Resource-Based View	Jens Schmidt	Date and time: Wednesday 9:15 pm to 12:00 pm.
14.3	3. Behaviour, Cognition, and Emotions in Strategy	Timo Vuori	
21.3	4. Knowledge, Learning, and Dynamic Capabilities	Nooa Nykänen	
28.3	5. Transaction Costs Economics	Joosef Valli	
4.4	6. Strategy Process and Sensemaking	Henri Schildt	
18.4	7. Non-market strategies	Pasi Nevalainen	
25.4	8. Strategic Alliances, Networks, and Corporate Venturing	Markku Maula	
2.5	9. Operations Management	Risto Rajala	
9.5	10. Platform Economics & Platform Strategy	Kimmo Karhu	

**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 lecture is facilitated by a teacher familiar with the subject.

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

**Enrolment:** Aalto University doctoral students register for the course through the Aalto enrolment system by the latest 20.2.2022.

Please also note that the first assignment is due the evening before (DL 27.2.2023 at 20:00) the introduction session.

**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 10 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 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.

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 at the latest one day before the session no later than 8 pm.

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.

**A synthesis table:** 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 (28.2) 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 (8.3) 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 (14.3) 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 (21.3) Knowledge, Learning, and Dynamic Capabilities**

To be announced

### **Seminar Day 5 (28.3) Transactions Costs Economics**

To be announced

#### **Seminar Day 6 (4.4) 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 (18.4) Non-market Strategies**

To be announced

#### **Seminar Day 8 (25.4) 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 (2.5) Operations Management**

To be announced

#### **Seminar Day 10 (9.5) Platform Strategy and Economics**

To be announced