



Syllabus – PhD in Management

Anno Offerta / Academic Year	2024/25
Corso di Studio / PhD	PhD in Management
Insegnamento/Modulo	Strategic Management
Periodo Didattico /Term	Term 2
Anno Corso / Year of the course	First
Settore	
CFU	3
Ore Attività Frontali / Total Hrs	15

Tipo Testo	Testo in Italiano/Inglese
OBIETTIVI/LEARNING GOALS	<p>We will be reviewing and discussing the basic concepts in Strategic Management research. In doing so, we will also review and discuss the broad characteristics of ‘good’ research. Upon completing this course, students should be able to:</p> <ol style="list-style-type: none">1. Understand the key drivers of the observed variance in firm profitability;2. Understand the major ongoing debates in Strategy research;3. Be familiar with the multiple and often competing theoretical perspectives in the Strategy field.
RISULTATI DI APPRENDIMENTO ATTESI/ INTENDED LEARNING OUTCOMES	<p>Conoscenza e comprensione/ knowledge and understanding: Knowledge of the key drivers of the observed variance in firm profitability and understanding of the major ongoing debates Strategy research.</p> <p>Capacità di applicare conoscenza e comprensione/ Applying knowledge and understanding: Develop a novel, relevant and impactful research question in the domain of the course.</p> <p>Autonomia di giudizio/ making judgements: Making more informed judgements on the quality of academic papers.</p> <p>Abilità comunicative/ communication skills: Ability to present own and others’ research and papers.</p> <p>Capacità di apprendimento/ learning skills: Learn to develop and value critically research questions and research designs</p>
PREREQUISITI / ENTRY REQUIREMENTS	Basic knowledge of management theory and econometrics.
CONTENUTI DEL CORSO / COURSE CONTENTS	<p>Session 1. Strategic Management research: An introduction.</p> <ul style="list-style-type: none">• Rumelt, R. 1991. How Much Does Industry Matter? <i>Strategic Management Journal</i>, 12: 167-185.• Leiblein, M., Reuer J., Zenger, T. 2018. What makes a decision strategic? <i>Strategy Science</i>, 3(4): 558-573.• Barney, J.B. 1991. Firm resources and sustained competitive advantage. <i>Journal of Management</i>, 17: 99-120.• Teece, D. J., Pisano, G., & Shuen, A. 1997. Dynamic capabilities and strategic management. <i>Strategic Management Journal</i>, 18: 509-533. <p>Session 2. Strategic decisions and value creation and capture.</p> <ul style="list-style-type: none">• Porter, M. 1996. What is strategy? <i>Harvard Business Review</i>, Nov-Dec.• Rivkin, J. 2000. Imitation of complex strategies. <i>Management Science</i>, 46(6): 824-844.



- Cassiman, B. and Valentini, G. 2016. Open Innovation: Are inbound and outbound knowledge flows really complementary? *Strategic Management Journal*, 37: 1034-1046.
- Brandenburger, A. M., & Stuart, H. W. (1996). Value-based business strategy. *Journal of Economics & Management Strategy*, 5(1): 5-24.

Session 3. Interdependence of decisions across players.

- Camerer, C. 1991. Does Strategy Research Need Game Theory? *Strategic Management Journal*, 12: 137-152.
- Chen, M. J. 1996. Competitor analysis and interfirm rivalry: Toward a theoretical integration. *Academy of Management Review*, 21(1), 100-134.
- Adner, R., Kapoor, R. (2010). Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal*, 31: 306-333.
- Cookson, J.A. 2018. Anticipated Entry and Entry Deterrence: Evidence from the American Casino Industry. *Management Science* 64(5):2325-2344.

Session 4. Strategy, capabilities, and investments.

- Pisano, G. 2017. Toward a prescriptive theory of dynamic capabilities: connecting strategic choice, learning, and competition. *Industrial and Corporate Change*, 26: 747-762.
- Ghemawat, P. and Del Sol, P. 1998. Commitment versus flexibility? *California Management Review*, 40(4): 26-42.
- Bardolet, D., Fox, C.R. and Lovallo, D. 2011. Corporate capital allocation: A behavioral perspective. *Strategic Management Journal*, 32: 1465-1483.
- Lieberman, M.V., Montgomery, D.B. 1988. First-mover advantages. *Strategic Management Journal* 9: 41-58.

Session 5. Growth strategies.

- Villalonga B. 2004. Does Diversification Cause the 'Diversification Discount'? *Financial Management*, 33:5-27.
- Atkin D., Khandelwal AK., Osman A. 2017. Exporting and Firm Performance: Evidence from a Randomized Experiment. *Quarterly Journal of Economics*, 132: 551-615.
- Bertrand, M., & Schoar, A. 2003. Managing with style: The effect of managers on firm policies. *Quarterly Journal of Economics*, 118(4): 1169-1208.

TESTI DI RIFERIMENTO /
REFERENCE BOOKS

See the list of papers above.

METODOLOGIE
DIDATTICHE/ TEACHING
METHODS

Teaching is a *joint* learning effort, where students learn together and interactively. Reading all the articles assigned for a session and critically thinking about them beforehand is a must.

MODALITÀ DI VERIFICA E DI
ACCERTAMENTO
DELL'APPRENDIMENTO/
DETAILED DESCRIPTION OF
ASSESSMENT METHOD

- Participation in class discussion (60%)
 - Final written exam (40%)
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