Course Overview:

This course involves a critical review of selected theories and issues addressed in the field of strategic management. The goal of this course is not to give an overview of the field of strategic management (this is done in the Doctoral Seminar in Strategic Management), but to gain a deeper understanding of four selected topics. Two of these topics address the role of firms’ internal structure and organization on strategic decisions: Agency problems and internal corporate governance and strategy implementation in diversified companies. Two other topics will be determined at a later point based on student interest.

The course is intended primarily for doctoral students who expect to conduct research in strategic management or related areas (e.g., organizational behavior, organization theory, entrepreneurship marketing strategy, or corporate finance).

Course Requirements:

Our approach will typically involve reading the seminal works (or recent summaries or syntheses) on the topic and examining in depth several empirical works. Students will take the lead in class discussion for a topic area of their choice.

Students will write a research paper that can take several forms:

1. An in-depth critical review of one stream of strategy literature that goes beyond the reading assigned in the course. The purpose of this review is to position the stream of literature in other related streams, uncover assumptions of the theory and their effects on theoretical predictions, assess the link between theory and empirical studies, and identify future research opportunities in this field (such as gaps in the literature, factors that may explain conflicting empirical findings, opportunities to use insights from other theories or fields of study).

2. A research proposal. This proposal should provide a more focused review of the literature, develop propositions that are testable empirically, discuss the contributions of testing these propositions to the literature and describe how these propositions can be tested (data, method, etc.).
3. A completed empirical research paper. This paper should contain all the elements of the research proposal, and in addition provide an empirical analysis, results, and a conclusion. Clearly, the format will require you to have access to data.
Readings (Note: This reading list is tentative and incomplete.)

Agency Problems and Internal Corporate Governance:


**Strategy Implementation in Diversified Firms**


