**Literature Strategy Concepts**

**Please access all links via the ETH network (from outside: VPN). If a link doesn't work from inside the ETH network, please contact the course assistant.**

**Required readings:**

* [**Porter; Michael. 2008. The Five Competitive Forces that Shape Strategy. Harvard Business Review. 86 (1): 78-93.**](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28the+five+competitive+forces+that+shape+strategy%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)
* [**Mintzberg; Henry. 1994. The Fall and Rise of Strategic Planning. Harvard Business Review. 72 (1): 107-114.**](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28the+fall+rise+of+strategic+planning%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)

**Optional readings:**

* [**Porter; Michael. 1996. What is Strategy. Harvard Business Review. 74 (6): 61-78.**](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28michael+porter+what+is+strategy%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)
* [**Spanos, Y. E., & Lioukas, S. (2001). An examination into the causal logic of rent generation: contrasting Porter’s competitive strategy framework and the resource-based perspective. Strategic Management Journal, 22(10), 907–934.**](http://onlinelibrary.wiley.com/doi/10.1002/smj.174/abstract/)
* [**Ronda-pupo, Guillermo Armando, and Luis Angel. (2012). "Dynamics of the Evolution of the Strategy Concept 1962–2008: A Co‐word Analysis." Strategic Management Journal 188: 162–88.**](http://onlinelibrary.wiley.com/doi/10.1002/smj.948/abstract)
* [**Von Krogh, G., and Raisch, S. (2009). "Focus Intensely on a Few Great Innovation Ideas." Harvard Business Review, October 2009.**](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28focus+intensely+on+a+few+great+innovation+ideas%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)

**Literature Industry Dynamics I**

**Required readings:**

* [**Bryce, D.; Dyer J.H. 2007. Strategies to crack well-guarded markets. Harvard Business Review. 85 (5): 84-92.**](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28strategies+to+well+guarded+markets%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)
* [**Harrigan, K.R., 1981. Barriers to entry and competitive strategies. Strategic Management Journal 2 (4): 395–412.**](http://onlinelibrary.wiley.com/doi/10.1002/smj.4250020407/abstract)

**Optional readings:**

* [**Santos, F.M. and Eisenhardt, K.M. 2009. Constructing Markets and Shaping Boundaries: Entrepreneurial Power in Nascent Fields. Academy of Management Journal. 52 (4): 643-671.**](http://www.jstor.org/stable/40390310)
* [**Young, G.; Smith, K.G.; Grimm, C.M. 1996. "Austrian" and Industrial Organization Perspectives on Firm-level Competitive Activity and Performance. Organization Science. 7 (3): 243-254.**](http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=4436160&site=ehost-live)
* [**Chen, MJ, and Miller, D. (2014). Reconceptualizing Competitive Dynamics: A Multidimensional Framework. Strategic Management Journal. EarlyView published online.**](http://onlinelibrary.wiley.com/doi/10.1002/smj.2245/abstract)

**Literature Industry Dynamics II**

**Required readings:**

* [**Christensen, C.M.; Suarez, F. F.; Utterback, J. M. 1998. Strategies for Survival in Fast-Changing Industries. Management Science. 44 (12): 207-220.**](http://pubsonline.informs.org/doi/pdf/10.1287/mnsc.44.12.S207)
* [**Kim, W. C; Mauborgne, R. 2004. Blue Ocean Strategy. Harvard Business Review. 82 (10): 76-84.**](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28blue+ocean+strategy%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)
* [**Hacklin, F., Battistini, B., & von Krogh, G. (2013). Strategic Choices in Converging Industries. MIT Sloan Management Review, 88(1), 65–73.**](http://sloanreview.mit.edu/article/strategic-choices-in-converging-industries/)
* **Trantopoulos, K., von Krogh, G., Wallin, M., & Wörter, M. (Forthcoming) External Knowledge and Information Technology: Implications for Process Innovation Performance. MIS Quarterly. (available via Moodle)**
* [**Garriga, H., von Krogh, G., & Spaeth, S. (2013). How constraints and knowledge impact open innovation. Strategic Management Journal, 34(9), 1134-1144.**](http://onlinelibrary.wiley.com/doi/10.1002/smj.2049/abstract)

**Optional readings:**

* [**von Hippel, E.; von Krogh, G. 2015. Identifying Viable “Need–Solution Pairs”: Problem Solving Without Problem Formulation. Organization Science. 27 (1): 207-221.**](http://pubsonline.informs.org/doi/abs/10.1287/orsc.2015.1023)
* [**Reeves, M., Love, C., & Tillmanns, P. (2012). Your strategy needs a strategy. Harvard Business Review. 90 (9): 76-83.**](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28your+strategy+needs+a+strategy%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)
* [**von Hippel, E.; von Krogh, G. 2003. Open Source Software and the 'Private-Collective' Innovation Model: Issues for Organization Science. Organization Science. 14 (2): 209-223.**](http://pubsonline.informs.org/doi/abs/10.1287/orsc.14.2.209.14992)
* [**Chesbrough, H. (2007). Why companies should have open business models. MIT Sloan Management Review, 48(2), 22–28.**](http://sloanreview.mit.edu/article/why-companies-should-have-open-business-models/)
* [**Garriga, H.; von Krogh, G.; Spaeth, S. 2013. How Constraints and Knowledge Impact Open Innovation. Strategic Management Journal. 34 (9). 1134–1144.**](http://onlinelibrary.wiley.com/doi/10.1002/smj.2049/abstract)
* [**Spaeth, S., von Krogh, G., He, F. (2015). Perceived Firm Attributes and Intrinsic Motivation in Sponsored Open Source Software Projects. Information Systems Research. 26 (1). 224-237.**](http://pubsonline.informs.org/doi/abs/10.1287/isre.2014.0539)

**Literature Resource-Based Theory**

**Required readings:**

* [Barney, J.B. 1991. Firm Resources and Sustained Competitive Advantage. Journal of Management. 17 (1): 99-120.](http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=5978921&site=ehost-live)
* [Collis, D.; Montgomery, C.A. 2008. Competing on Resources. Harvard Business Review. 86 (7/8): 140-150.](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28competing+on+resources%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)
* [Leiblein, M. J., & Madsen, T. L. 2009. Unbundling competitive heterogeneity: incentive structures and capability influences on technological innovation. Strategic Management Journal, 30(7): 711–735.](http://onlinelibrary.wiley.com/doi/10.1002/smj.746/abstract)
* [Pisano, G. P. 2015. You need an innovation strategy. Harvard Business Review, (June 2015).](https://hbr.org/2015/06/you-need-an-innovation-strategy)

**Optional readings:**

* [Newbert, S. (2008). Value, rareness, competitive advantage, and performance: a conceptual‐level empirical investigation of the resource‐based view of the firm. Strategic Management Journal, 29, 745–768.](http://onlinelibrary.wiley.com/doi/10.1002/smj.686/abstract)
* [Hoopes, D.; Madsen, T.L. 2003. Toward a Theory of Competitive Heterogeneity. Strategic Management Journal. 24 (10): 889-902.](http://onlinelibrary.wiley.com/doi/10.1002/smj.356/abstract)
* [Josefy, M.; Kuban, S.; Ireland, R.D.; Hitt, M.A. 2015. All Things Great and Small: Organizational Size, Boundaries of the Firm, and a Changing Environment. Academy of Management Annals, 9, 715-802](http://www.tandfonline.com/doi/full/10.1080/19416520.2015.1027086#.Ve2nm2TtlBc)
* [Lungeanu, R.; Zajac, E. 2015. Venture Capital Ownership as a Contingent Resource: How Owner/Firm Fit Influences IPO Outcomes. Academy of Management Journal, Advance online publication. doi: 10.5465/amj.2012.0871](http://amj.aom.org/content/early/2015/03/03/amj.2012.0871.short)

**Literature Knowlede-Based Theory**

**Required readings:**

* [Grant, R.M. 1996. Toward a Knowledge-Based Theory of the Firm. Strategic Management Journal. 17 (Winter Special Issue: Knowledge and the Firm): 109-122.](http://www.jstor.org/stable/2486994?&Search=yes&list=hide&searchUri=%2Fsici%3Forigin%3Dsfx%253Asfx%26sici%3D0143-2095%281996%2917%253C109%253ATAKTOT%253E2.0.CO%253B2-R&item=1&ttl=2&returnArticleService=showArticle)
* [Nonaka, I. 2007. The knowledge-creating company. Harvard Business Review. 85 (7/8): 162-171.](http://web.b.ebscohost.com/ehost/resultsadvanced?vid=4&bquery=%28JN+%22Harvard+Business+Review%22%29+AND+%28the+knowledge+creating+company%29&bdata=JmRiPWJ1aCZ0eXBlPTEmc2l0ZT1laG9zdC1saXZl)
* [Nonaka, I., Toyama, R., & Konno, N. (2000). SECI, Ba and Leadership: a Unified Model of Dynamic Knowledge Creation. Long Range Planning, 33(1), 5–34.](http://www.sciencedirect.com/science/article/pii/S0024630199001156)
* [Kogut, B.; Zander, U. (1992). Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology. Organization Science, 3 (3), 383-397.](http://www.jstor.org/stable/2635279?seq=1#page_scan_tab_contents)

**Optional readings:**

* [Nonaka, I.; von Krogh, G. 2009. Perspective-Tacit Knowledge and Knowledge Conversion: Controversy and Advancement in Organizational Knowlegde Creation Theory. Organization Science, 20 (3), 635-652.](http://pubsonline.informs.org/doi/abs/10.1287/orsc.1080.0412)
* [King, A.W.; Zeithaml, C.P. 2003. Measuring Organizational Knowledge: A Conceptual and Methodological Framework. Strategic Management Journal. 24 (8): 763-772.](http://onlinelibrary.wiley.com/doi/10.1002/smj.333/abstract)
* [Pugh, K., & Prusak, L. (2013). Designing effective knowledge networks. MIT Sloan Management Review, Fall 2013, 55(1), 79–88.](http://sloanreview.mit.edu/article/designing-effective-knowledge-networks/)