
**Topics in Economics and Finance II:
Strategic Management
Fall 2023**



Universidad
de Navarra

Class Time: Monday to Friday 8:00 am–11:00

Class Location:

Instructor: Federico Aime

Email: faime@external.unav.es

COURSE DESCRIPTION

This course is designed to help you gain an understanding of research in the field of strategic management and develop a core set of skills needed to begin designing, developing, and crafting your own strategy research ideas. The course will be structured as a series of in-depth discussions of key research topics in the field aimed at familiarizing you with the theories, study design considerations, and base empirics, that are commonly used in current strategy research. We will also explore the research and publishing process to provide you a practical experience on how to establish a research gap, theorize, and test strategic management ideas. The course is appropriate for students interested in pursuing scholarly research in strategic management or related areas.

The course will open with an overview of the field of strategy. We will then, class by class, examine subfields of strategic management, and develop research ideas that highlight the complexity of strategic management research. The readings will include both seminal articles and more recent empirical examinations related to the topics of interest.

COURSE OBJECTIVES

The purpose of this seminar is to introduce master/pre-doctoral-level students to the field. There are four primary goals in this course:

1. Introduce you to the relevant research literature, including exposure to classic and current texts.
2. Help students learn to understand, evaluate, and interpret the conceptual and methodological aspects of strategy research.
3. Emphasize the importance of theory development, clear and logical writing, and research structure.
4. Start developing the skills necessary to publish in and review for top-tier journals.

REQUIRED TEXT



Economic Foundations of Strategy by *Joseph Mahoney*

ASSIGNMENTS & GRADING

Participation and student led discussions	35%
Research practicum assignments	30%
Research paper proposal	35%

PARTICIPATION & STUDENT LED DISCUSSIONS (35%)

You will be expected to read all assigned papers prior to the class. You should actively participate in the discussions by communicating your insights. I will ask questions, you will ask questions, we will all answer our questions together. Debate and discussion are encouraged.

Discussion Leader. Each class will have a discussion leader (listed in the titles sections of the schedule below). There are two responsibilities for the leader:

1. Start the class off with a **10–15-minute overview of the topic**. The idea is to provide a guide for the rest of class. There isn't a need to do any critiques of the articles (we will do that together). Just provide an overview of the topic, what papers we will discuss, and any high-level takeaways you had on the topic.
2. Serve as discussant. The idea with this is to stand back from the trees and see the forest. As we go through the papers in class, try to keep track of themes and issues that are core to the literature and keep the focus of the conversation.

Individual Summaries. Each week, each student will read all the articles in detail and may be in charge of individual article discussions (almost every day as listed after each article assignment). I would make notes about the articles, focusing on the following, where applicable:

1. What is the main research question? Why is it important?
2. How does the paper fill a “gap” in the literature? Should it? What else should it have done?
3. Who is the paper's main audience? What theory/framework is being used and what are they key assumptions in the paper? Are they valid?
4. What are the central hypotheses/propositions/arguments? Are they valid?
5. What is the sample and research design? What are the key constructs/variables in the paper? Are the operationalizations valid? Is the empirical method appropriate?
6. What are the results? What is (un)interesting?
7. What are the research and practical implications of the paper?
8. What limitations did the authors (not) address?
9. What future research could be derived from the paper? Based on the week's topics, what theoretical and empirical question(s) remain and why are the question(s) interesting? What are possible extensions?
10. How would you position the article among the assigned readings or in the field?
11. Concluding thoughts.

For each reading, the assigned student will kick off the discussion of that paper during class. All students will participate so read all the articles. The person assigned to the article will just kick us off.

If you develop summaries, by the end of the semester, you will have a large collection of article summaries, which will be a valuable resource to think about research ideas.

RESEARCH PAPER PROPOSAL (30%)

Each student is required to turn in a research paper proposal during the exam week. Details will be discussed in class.

RESEARCH PRACTICUM ASSIGNMENTS (35%)

Students will present their ideas and we will all engage in idea discussion and development during the practicum assignment classes. We will discuss grading in class prior to the assignment.

COURSE SCHEDULE & DELIVERABLE DUE DATES

Date	Topic	Discussion Leader/s
November 13	What is Strategy + Idea development and Theorizing in management - 1 st insights	Ana Paula
November 14	The Behavioral View of Strategy	Zeynep
November 15	Empirical Evidence on the Foundations of Firm Advantage	Brenda
November 16	The Resource Based View of the Firm	Alejandro
November 17	Corporate Level Strategy	Iñaki
November 20	Practicum 1: the questions we ask	Federico
November 21	Upper Echelons	Julia
November 22	The CEO	TBD
November 23	Governance: Agency Theory and Compensation	TBD
November 24	Practicum 2: The questions you will ask	Federico
December 10	Paper proposal due	

What is Strategy + Idea development and Theorizing in management - 1st insights [Ana Paula]

What is Strategy?

Porter, M.E. 1996. What is strategy? *Harvard Business Review*, November-December 61-78. [Ana Paula]

Hoskisson, R., Hitt, M., Wan, W., & Yiu, D., 1999. Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 417-456. [Zeynep]

Nag, R., Hambrick, D.C., & Chen, M.J. 2007. What is strategic management, really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*, 28: 935-955. [Iñaki]

Idea development and Theorizing in management - 1st insights

Davis, MS, 1971. That's interesting! Towards a phenomenology of sociology and a sociology of phenomenology. *Phil. Soc. Sci.* 1, 309-344. [Julia]

Sutton, RI and Staw, BM. 1995. What Theory is Not. *Administrative Science Quarterly*, Vol. 40, No. 3, pp. 371-384. [Alejandro]

Pfeffer, J. 1993. Barriers to the advance of organizational science: Paradigm development as a dependent variable. *Academy of Management Review*, 18(4): 599-621. [Brenda]

Other readings on the concept of strategy (not required reading):

Caves, R. & Porter, M. 1978. Market structure, oligopoly, and stability of market shares, Journal of Industrial Economics, 26: 289-313.

Andrews, K. 1980, The Concept of Corporate Strategy, pp. 13-34.

Porter, M.E., 1981. The contributions of industrial organization to strategic management. Academy of Management Review, 609-620.

Ansoff, H.I. 1987. The emerging paradigm of strategic behavior. Strategic Management Journal, 8: 501-515.

Dynamics of the evolution of the strategy concept 1962-2008 Ronda-Rupo, G.A. & Guerras-Martin, L.A. 2012. Strategic Management Journal. 33: 162-188.

And another one on idea development and theorizing (also not required):

Gerring, J. (1999). What makes a concept good? A criteria framework for understanding concept formation in the social sciences. Polity 31(3): 357-393.

The Behavioral View of Strategy [Zeynep]

Mahoney, J.T. 2005. Economic foundations of strategy. Chapter 1. [Zeynep & Julia]

Bromiley, P. 1991. Testing a causal model of risk-taking and performance. *Academy of Management Journal*, 34(1): 37-59. [Iñaki]

Greve, H.R. 1998. Performance, aspirations, and risky organizational change. *Administrative Science Quarterly*. 44: 58–86. [Alejandro]

Greve, H.R. 2003. A behavioral theory of R&D expenditures and innovations: Evidence from shipbuilding. *Academy of Management Journal*. 46: 685-702. [Ana Paula]

Eggers, J.P. and Suh, J.H., 2019. Experience and Behavior: How Negative Feedback in New Versus Experienced Domains Affects Firm Action and Subsequent Performance. *Academy of Management Journal*, 62(2), pp.309-334. [Brenda]

[Other readings on behavioral strategy \(not required reading\):](#)

Argote, L. & Greve, H.R. 2007. A behavioral theory of the firm-40 years and counting: introduction and impact. *Organization Science*. 18: 337-351.

Iyer, D.N. & Miller, K.D. 2008. Performance feedback, slack, and the timing of acquisitions. *Academy of Management Journal*.

Empirical Evidence on the Foundations of Firm Advantage [Brenda]

Rumelt R.P. 1991. How much does industry matter? *Strategic Management Journal* **12**: 167-185. [Zeynep]

McGahan A.M., Porter M.E. 1997. How much does industry matter, really? *Strategic Management Journal* **18**(Summer Special Issue): 15-30. [Iñaki]

Brush, T.H., Bromiley, P., & Hendrickx, M. 1999. The relative influence of industry and corporation on business segment performance: An alternative estimate. *Strategic Management Journal*, 20: 519-547. [Ana Paula]

Hambrick, D. C., & Quigley, T. J. (2014). Toward more accurate contextualization of the CEO effect on firm performance. *Strategic management journal*, 35(4), 473-491. [Julia]

Quigley, T. J., & Hambrick, D. C. (2015). Has the “CEO effect” increased in recent decades? A new explanation for the great rise in America's attention to corporate leaders. *Strategic Management Journal*, 36(6), 821-830. [Brenda]

[Other readings on empirics of advantage \(not required reading\):](#)

Mcnamara, G. , Aime, F., Vaaler, P. 2005, "Is Performance Driven by Industry- or Firm-Specific Factors? A Response to Hawawini, Subramanian, and Verdin," *Strategic Management Journal*, 26 (11), 1083-1086.

Misangyi, V. F., Elms, H., Greckhamer, T., & LePine, J. A. 2006. A New Perspective on a Fundamental Debate: A Multi-Level Approach to Industry, Corporate, and Business-Unit Effects. *Strategic Management Journal* 27, 571-590.

Mackey, A. 2008. *The effect of CEOs on firm performance. Strategic Management Journal. 29: 1357-1367.*

The Resource Based View of the Firm [Alejandro]

Mahoney, J.T. 2005. Economic foundations of strategy. Chapter 5. [Ana Paula & Iñaki]

Peteraf, M. A. 1993. The cornerstones of competitive advantage: A resource-based view. Strategic Management Journal. 14: 179-191. [Zeynep]

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: 519-543. [Brenda]

Aime, F., Johnson, S., Ridge, J.W., & Hill, A.D. 2010. The routine may be stable but the advantage is not: Competitive implications of key employee mobility. Strategic Management Journal. 31: 75-87. [Julia]

Mannor, M., Shamsie, J. Conlon, D. 2016. Does experience help or hinder top managers? Working with different types of resources in Hollywood. Strategic Management Journal. 37 1330-1340. [Alejandro]

Other readings on RBV (not required reading):

Wernerfelt, B. 1984. A resource-based view of the firm. Strategic Management Journal, 5: 171-180.

Barney, J. (1991), "Firm Resources and Sustained Competitive Advantage", Journal of Management, Vol. 17, No. 1, pp. 99-120.

Grant, R. 1996. Toward a knowledge-based theory of the firm. Strategic Management Journal, 17: 109-122.

Mehra, A. 1996. Resource and market based determinants of performance in the U.S. banking industry. Strategic Management Journal, 17: 307-322.

Priem, R.L. and J.E. Butler. 2001. Is the resource-based "view" a useful perspective for strategic management research. Academy of Management Review. 26: 22-40.

Barney, J.B. 2001. Is the resource-based view a useful perspective for strategic management research? Yes. Academy of Management Review. 26: 41-56.

Crook, T.R, Ketchen, D.J., Combs, J.G., & Todd, S.Y., 2008. Strategic resources and performance: a meta-analysis. Strategic Management Journal. 29: 1141-1154.

Alexy, O. West, J. Klapper, H. & Reitzig, M. 2018. Surrendering control to gain advantage: Reconciling openness and the resource-based view of the firm. Strategic Management Journal. 39: 1704-1727.

Kim, J. & Makadok, R. F. 2023. Unpacking the "O" in VRIO: The role of workflow interdependence in the loss and replacement of strategic human capital. Strategic Management Journal.

Corporate Level Strategy [Iñaki]

Mahoney, J.T. 2005. *Economic foundations of strategy. Chapter 2.* [Brenda & Alejandro]

Palich, L.E., Cardinal, L.B. & Miller, C.C. 2000. Curvilinearity in the diversification-performance linkage: An examination of over three decades of research. *Strategic Management Journal*, 21: 155-174. [Julia]

Haleblian, J. & Finkelstein, S. 1999. The influence of organizational acquisition experience on acquisition performance: A behavioral learning perspective. *Administrative Science Quarterly*, 29-56. [Alejandro]

Uzzi, Brian. 1997. Social structure and competition in interfirm networks: The paradox of embeddedness. *Administrative Science Quarterly* 42:35-67. [Zeynep]

Lavie, D. and Rosenkopf, L., 2006. Balancing exploration and exploitation in alliance formation. *Academy of Management Journal*, 49(4), pp.797-818. [Iñaki]

Haleblian, J.; Pfarrer, M., & Kiley, J. 2017. High-Reputation Firms and Their Differential Acquisition Behaviors. *Strategic Management Journal*. 38: 2237-2254. [Ana Paula]

Other readings on RBV (not required reading):

Rumelt, R.P. 1982. Diversification strategy and profitability. Strategic Management Journal, 2: 359-389.

Ramanujam, V. & Varadarajan, P. 1989. Research on corporate diversification: A synthesis, Strategic Management Journal, 10: 523-551.

Markides, C.C. & Williamson, P.J. 1994. Related diversification, core competencies and corporate performance. Strategic Management Journal, 15: 149-165 (summer special issue).

Ahuja, G. 2000. The duality of collaboration: Inducements and opportunities in the formation of interfirm linkages. Strategic Management Journal 21(3): 317-43.

Capron, L. & Pistre, N. 2002. When do acquirers earn abnormal returns? Strategic Management Journal, 23: 781-794.

Chakraborti, A., Singh, K., & Mahmood, I., 2007. Diversification and performance: Evidence from east Asian firms. Strategic Management Journal, 101-120.

Wiersema, M.F. & Bowen, H.P. 2008. Corporate diversification: The impact of foreign competition, industry globalization, and product diversification. Strategic Management Journal. 29: 115

Bertrand, O., Capron, L. 2015. Productivity enhancement at home via cross-border acquisitions: The roles of learning and contemporaneous domestic investments. Strategic Management Journal. 36: 640-658.

Practicum 1: the questions we ask [Federico]

This day is designed to help you gain an understanding of one of the core aspects of research: the questions we ask or put differently, what is a good story in the social sciences. We will take a hands-on approach to the issue and conduct a practical overview of how to set up and theorize a strategy research paper. Most of the day, we will engage in simple modelling discussions based on models you will outline as groups for open discussion in class. We will abuse the subject to make sure you have a general idea of how to address this fundamental aspect of research in future projects.

Please note that there are two assignments to prepare for this session, both derived from a selection of research readings provided at the end of this session's description. It's crucial that you have these assignments ready for the class. Given the nature of our class, we encourage you to be prepared to present a basic PowerPoint presentation for each of the assignments for the day. These presentations should include a concise description of your problem statement, hypotheses, and a slide showcasing your model (two to four slides per presentation should suffice). Class schedule:

8:30 to 9:50 Using theoretical backgrounds in theorizing – Alternative assignment 1:

Agency theory: Use articles from Upper echelons and Agency theory lists below for this assignment.

Teams for assignment 1: A) Alejandro y Ana B) Brenda e Iñaki C) Julia y Zeynep

9:50 to 11:30 Using theoretical backgrounds in theorizing - assignment 2:

TMT compensation: Use articles 9 and 10 from the Agency theory list below for this assignment.

Teams for assignment 2: A) Alejandro e Iñaki B) Ana y Julia C) Brenda y Zeynep

11:30 to 12 Q& A and what really goes on when you develop, write, and submit a paper.**ASSIGNMENT DESCRIPTION**

For each of our assignment periods, your goal will be to quickly assess specific research areas, pinpoint potential gaps, and generate a research proposal. These assignments should showcase your unique perspective and insights.

During our class session, you'll present your models and hypotheses on a shared screen, and we will collectively engage in discussions to refine and enhance your ideas. Be ready to articulate and defend your model, as the aim is for us to collectively master the art of crafting robust research models.

Here's what you need to do:

1. **Formulate a Research Question:** Based on your comprehension of the theories covered in the assigned readings (which will suffice for this exercise), craft an original research question that extends, addresses issues within, contradicts, reconciles, or combines the theoretical domains outlined in the class schedule for each session.

2. Components of Your Research Question:

a) **Problem Definition/Introduction:** Define your question of interest. Explain the relevance of understanding this issue to both scholars and practitioners. Additionally, outline the significant potential contributions your study can make.

b) **Theory and Hypotheses:** Utilize the theories you've encountered in the readings, along with your own insights or phenomena of interest, to construct testable propositions or hypotheses that address your overarching research question. Aim to formulate at least two testable hypotheses.

c) **Visualize Your Theory:** Create a visual model representing your theory.

CEO characteristics in management research

1. Hambrick, D.C. & Mason, P.A. 1984. Upper echelons: The organization as a reflection of its top managers, *Academy of Management Review*, 9: 193-206.
2. Chatterjee A, Hambrick DC. 2007. It's all about me: Narcissistic CEOs and their effects on company strategy and performance. *Administrative Science Quarterly* 52: 351-386.

Agency theory: Corporate Governance, Compensation & Dismissals

3. Jensen, M. C., & Meckling, W. H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of financial economics*, 3(4), 305-360.
4. Eisenhardt, K. M. (1989). Agency theory: An assessment and review. *Academy of management review*, 14(1), 57-74.
5. Bloom M, 1999. The performance effects of pay dispersion on individuals and organizations. *Academy of Management Journal*, 42(1): pp. 25-40.
6. Fredrickson JW, Davis-Blake A, Sanders WG. 2010. Sharing the wealth: social comparisons and pay dispersion in the CEO's top team. *Strategic Management Journal*, 31(10): 1031-1053.

Upper Echelons [Julia]

Hambrick, D.C. & Mason, P.A. 1984. Upper echelons: The organization as a reflection of its top managers, *Academy of Management Review*, 9: 193-206. [Brenda]

Hambrick. D.C., Cho, T.S. and M. Chen. 1996. The influence of top management team heterogeneity on firms' competitive moves. *Administrative Science Quarterly*. 41: 659-684. [Ana Paula]

Chatterjee A, Hambrick DC. 2007. It's all about me: Narcissistic CEOs and their effects on company strategy and performance. *Administrative Science Quarterly* 52: 351-386. [Zeynep]

Petrenko, O., Aime, F., Hill, A, and Ridge. (2016) Narcissists can save the world: CEO characteristics and corporate social responsibility.

Recendes, T., Aime, F., Hill, A. D., & Petrenko, O. V. (2022). Bargaining your way to success: The effect of Machiavellian chief executive officers on firm costs. *Strategic Management Journal*, 43(10), 2012-2041. [Julia]

Post, C. Lokshin, B. & Boone, C. 2022. What changes after women enter top management teams? A gender-based model of strategic renewal. *Academy of Management Journal*. 65: 273–303. [Iñaki]

Other readings on UE (not required reading):

Finkelstein, S., & Hambrick, D. C. (1990). Top-Management-Team Tenure and Organizational Outcomes: The Moderating Role of Managerial Discretion. Administrative Science Quarterly, 35(3), 484–503. <https://doi.org/10.2307/2393314>

Wiersema, M.F. & Bantel, K.A. 1992. Top management team demography and corporate strategic change, Academy of Management Journal, 35: 91-121.

Smith, K.G., Smith, K.A., Olian, J.D., Sims, H.P., O'Bannon, D.P. and J.A. Scully. 1994. Top management team demography and process: The role of social integration and communication. Administrative Science Quarterly. 39: 412-438.

Cannella, A.A., Park, J., & Lee, H. 2008. Top management team functional background diversity and firm performance: Examining the roles of team member collocation and environmental uncertainty. Academy of Management Journal. 51: 768-784.

Fox, B., Simsek, Z. & Heavey, C. 2022. Top management team experiential variety, competitive repertoires, and firm performance: Examining the law of requisite variety in the 3D printing industry. Academy of Management Journal. 65: 545–576.

The CEO [TBD]

Hayward, M.L., Rindova, V.P., & Pollock, T.G. 2004. Believing one's own press: The causes and consequences of CEO celebrity. *Strategic Management Journal*, 25: 637-653. [Ana Paula]

Fanelli A, Misangyi VF, Tosi HL. 2009. In charisma we trust: The effects of CEO charismatic visions on securities analysts. *Organization Science* 20(6): 1011-1033. [Zeynep]

Crossland, C. Zyung, J. Hiller, N. & Hambrick, D. 2014. CEO career variety: Effects on firm-level strategic and social novelty. *Academy of Management Journal* 57 (3), 652-674 [Iñaki]

Petrenko, O. V., Aime, F., Recendes, T., & Chandler, J. A. (2019). The case for humble expectations: CEO humility and market performance. *Strategic Management Journal*, 40(12), 1938-1964. [Brenda]

Lovelace, J. Bundy, J. Pollock, T. & Hambrick, D. 2022. [The push and pull of attaining CEO celebrity: A media routines perspective](#). *Academy of Management Journal* 65 (4), 1169-1191 [Alejandro]

Aime, F., Hill, A. D., & Ridge, J. W. (2020). Looking for respect? How prior TMT social comparisons affect executives' new TMT engagements. *Strategic Management Journal*, 41(12), 2185-2199. [Julia]

Other readings about CEOs (not required reading):

Hill, A. D., Recendes, T., & Ridge, J. W. 2019. *Second-Order Effects Of CEO Characteristics: How Rivals' Perceptions Of CEOs As Submissive And Provocative Precipitate Competitive Attacks*. *Strategic Management Journal*, 40(5): 809-835.

Hubbard, T.D. & Aguinis, H. 2023. *Conducting phenomenon-driven research using virtual reality and the metaverse*. *Academy of Management Discoveries*, in-press.

Governance: Agency, boards, and compensation [TBD]

Mahoney, J.T. 2005. Economic foundations of strategy. Chapter 4. [Alejandro]

Sanders, W.G. 2001. Behavioral responses of CEOs to stock ownership and stock option pay. *Academy of Management Journal*. 44: 477-492. [Ana Paula]

McDonald, M. and Westphal, J.D. 2003. Getting by with the advice of their friends: CEOs' advice networks and firms' strategic responses to poor performance. *Administrative Science Quarterly*, 48: 1-32. [Julia]

Westphal, J.D. and Bednar, M. 2005. Pluralistic ignorance in corporate boards and firms' strategic persistence in response to low firm performance. *Administrative Science Quarterly*, 50: 262-298. [Iñaki]

Sanders, W.G. & Hambrick, D.C. 2007. Swinging for the fences: The effects of CEO stock options on company risk taking and performance *Academy of Management Journal*, 50: 1055-1078. [Zeynep]

Ridge, J. W., Aime, F., & White, M. A. (2015). When much more of a difference makes a difference: Social comparison and tournaments in the CEO's top team. *Strategic Management Journal*, 36(4), 618-636. [Brenda]

Other readings on AT (not required reading):

Jensen, M. C., & Meckling, W. H. (1976). *Theory of the firm: Managerial behavior, agency costs and ownership structure*. *Journal of financial economics*, 3(4), 305-360.

Puffer, S. M., & Weintrop, J. B. (1991). *Corporate performance and CEO turnover: The role of performance expectations*. *Administrative Science Quarterly*, 1-19.

Eisenhardt, K. 1989. *Agency theory: An assessment and review*. *Academy of Management Journal*, 14: 57-74.

Carpenter, M.A. & Sanders, W.G. 2002. *Top management team compensation: The missing link between CEO pay and firm performance*. *Strategic Management Journal*. 23: 367-375.

Harris, J., P. Bromiley, 2007. *Incentives to cheat: The influence of executive compensation and firm performance on financial misrepresentation*. *Organization Science*. 18(3) 350-367.

McDonald, M.L., Westphal, J.D., & Graebner, M.E. 2008. *What do they know? The effects of outside director acquisition experience on firm acquisition experience*. *Strategic Management Journal*, 29: 1155-1177.

Devers, C., McNamara, G., Wiseman, R., & Arrfelt, M. 2008. *Moving closer to the action: Examining compensation design effects on firm risk. Organization Science.*

Fey, C.F. & Furu, P. 2008. *Top management incentive compensation and knowledge sharing in multinational corporations. Strategic Management Journal. 29: 1301-1323.*

Hill, A. D., Aime, F., & Ridge, J. W. (2017). *The performance implications of resource and pay dispersion: the case of Major League Baseball. Strategic Management Journal, 38(9), 1935-1947.*

Geletkanycz, M. & Tepper, B.J. *Publishing in AMJ—Part 6: Discussing the implications. Academy of Management Journal, 55(2): 256–260.*

Practicum 1: the questions we ask [Federico]

This assignment is intended to help you build towards your class proposal and possible future research stream. Specifically, I want you to write the front end of a research paper and we will all, together, evaluate both your research idea and theoretical model. The research paper can be on any combination of strategic management streams both from the class or from your own research. The only stipulations are that it must be **your own work** and it has to be for a quantitative study.

This exercise is due via email by 11:59 PM before the class. When you email your paper please send it to me and your class members. The front end should be no longer than 7 double-spaced pages, using a 12-point times font, with 1-inch margins all around (and no less than 5 pages). It should be clearly divided in the following sections: Introduction, Theory and Hypotheses development (including specific Hypotheses), a diagram of your model, proposed methods (a brief –less than a page- description of sample, variables (with operationalizations), design, and analysis).

You will present it in class, and everyone will discuss it and provide suggestions. It could be the basis for your class paper. The details about the final class paper will be provided during class.