

# STRATEGIC MANAGEMENT SOCIETY NEWSLETTER

# SMS

SUMMER 2010



## THOUGHTS FROM THE SMS PRESIDENT

I am happy to report that our Society is thriving despite the economic difficulties in our environment. In March we hosted a very successful special conference in Finland, and we are excited about our upcoming special conference in Rio de Janeiro to be held in March 2011. We are also planning two research development workshops in India for later this year and early next year.

We had record-breaking responses to the call for proposals for our 30th Annual International Conference and are anticipating an exceptional program. With the help of local organizers, we are also offering separate, one-day topical workshops in Milan, Venice, Naples, and Catania. These extensions will allow participants to explore more specific topics in smaller settings.

Our Society is also expanding our academic publishing program. The *Strategic Management Journal* has kept its position as the foremost journal on the topic of strategic management. The *Strategic Entrepreneurship Journal* keeps growing and developing and is on its way to reach a prominent position in the entrepreneurship field. Our latest addition to the collection of journals is the *Global Strategy Journal*. We hosted a conference to launch the journal this summer, and the first issue will go to members and other subscribers in 2011.

I would like to comment on a few additional initiatives that may have lasting effects on the future of our Society. Firstly, we have a very strong and committed task force developing a business model for a certification process. The board has approved the initiation of an experimental pilot with the purpose of collecting data to further define the role SMS can play in certification. Secondly, the

Strategy Research Foundation continues to take steps toward being an organization of significance in the field. The first meeting of the newly formed board of trustees of the SRF was held in early June. The Foundation is moving fast in developing its operative structure and in having the first call for research proposals out soon. The final issue has to do with our own governance. In the last two years the board of the SMS has been working to update our bylaws to increase the level of participation and ownership by the Society's members. I am optimistic that a revised constitution will be approved at our next board meeting in Rome. I'm hoping I can count on your participation in and celebration of these changes in the governance of your Society.

Lastly, I would like to recognize that our profession recently lost one of its more influential contributors, CK Prahalad. He was a developer of long-lasting ideas in the field, a great communicator, effective consultant, and a man who transformed the meaning of strategy and encouraged us to use our knowledge to benefit the less fortunate. I would like to express the collective condolences of our Society to his family and friends.

The success of our organization is the sum of many contributions, some big, some small, but all very important to the many people who have committed time and resources to our common goal of serving the field of strategic management. My most sincere gratitude goes to all those helping now and those who helped before.

JOAN E. RICART, President, SMS

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## INTRODUCING THE SMS CERTIFICATION TASK FORCE

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**Trish Clifford**  
*Clifford Strategic Services*

The SMS Certification Task Force was formed by the SMS President, Joan Enric Ricart, in January 2009. The purpose of forming the task force has been to investigate the potential for adopting a certification process as a means of fostering the objectives of the SMS. A certification process would assist in the continued development of the field of Strategic Management, the primary objective of our organization.

The taskforce has grown during its existence and is currently composed by the following individuals: Trish Clifford, Paul Friga, Steve Floyd, Sebastain Frankenberger, Guenter Mueller-Stewens, Nikolaus Pelka and Richard Whittington.

Since its creation, the Certification Taskforce has spent a vast amount of time and effort researching and exploring this potential SMS program. Ultimately, the Taskforce made the recommendation to the Board of Directors that the SMS is positioned to create and implement a certification program for strategy professionals.

The decision to move forward with this initiative has been supported strongly. The Board of Directors and the Certification Taskforce believe the SMS is uniquely positioned to form and support such a program. This will require a sizeable investment of time and resources which the SMS is prepared make. The next step being explored is identifying a select group of corporations that could partner the SMS in our efforts.

Part of the certification process will include adopting the Strategic Management Society Guidelines for Professional Conduct. The guidelines were developed to provide a statement of the basic values of the SMS as a professional society. Furthermore, they were intended to provide guidance to members regarding their behavior in given situations as members of the profession and the field of strategic management. This statement of values and guidelines for professional behavior, we believe, can be helpful to the continued development of our field. It should promote development in a way that respects others in our field and adjacent fields, as well as provide principles that serve as a guide for our professional behavior. Thus, the guidelines are specifically intended to be helpful to both members of the Society, as well as others in the profession. To read the guidelines, please visit [strategicmanagement.net](http://strategicmanagement.net) and click on the membership tab.



**Paul Friga**  
*University of North Carolina- Chapel Hill*



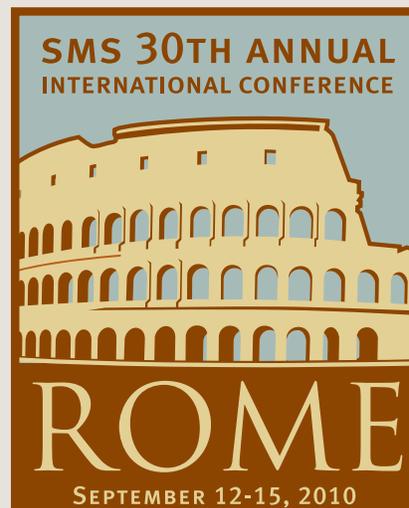
**Steve Floyd**  
*University Of Virginia*



**Richard Whittington**  
*University of Oxford*

### JOIN US IN ROME!

We will host different sessions at the 2010 SMS Annual International Conference in Rome, and invite all attendees to join us and share their expertise and insight on the topic of certification. Be sure to look for our sessions in the Program Schedule.



## INTRODUCING THE SMS CERTIFICATION TASK FORCE



**Sebastian Frankengerger**  
*University of St. Gallen*



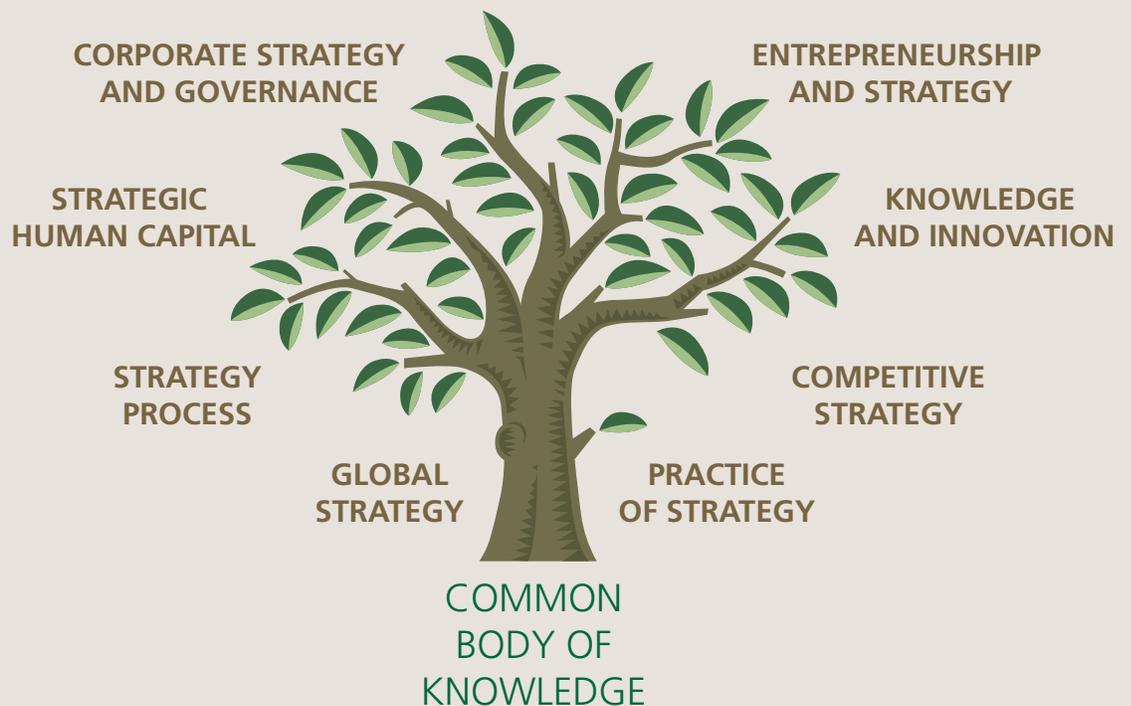
**Guenter Mueller-Stewens**  
*University of St. Gallen*



**Nikolaus Pelka**  
*Strategic Management Society*

### THE COMMON BODY OF KNOWLEDGE "TREE"

The main challenge we will face in moving forward is to reach a consensus on what the common body of knowledge to be tested should include. The fundamental question of how we define a body of knowledge and then test it will not be answered easily. SMS members are encouraged to actively participate and share their expertise. SMS members are encouraged to actively participate and share their expertise on this topic. SMS interest groups will be utilized as a source of specialized knowledge and will be called upon as we move forward with this initiative.



*(Domain categories for discussion purposes only.)*

Core Body of Knowledge required of all strategy professionals



For more information on the 2010 Emerging Scholar, please see the newsbox at [strategicmanagement.net](http://strategicmanagement.net).

# SMS EMERGING SCHOLAR AWARD

## SMS EMERGING SCHOLAR AWARD ABOUT THE ANNUAL PRIZE

Inaugurated in 2007, the prize is awarded annually to a relatively young or new scholar, who displays exemplary scholarship as demonstrated in research, education, and related academic activities that seek to improve current strategic management practice. The criteria for this award recognizes a portfolio of work that suggests the candidate will make fundamental contributions to the way we think about knowledge essential to achieving durable organizational success. Eligible to be nominated are members of the SMS. The likely winner of the award will be under the age of 40 and with at least 5 years since his/her PhD, and have a record of publication and professional activity that has demonstrated their work to be significant and with impact.

The recipient of the SMS Emerging Scholar Award will be recognized at the SMS Annual International Conference and receives US\$5,000. He/she has the opportunity to present his research in a prominent setting at the SMS Annual International Conference and is recognized in the SMS journals. Nominations are accepted throughout the year. The deadline for this award is April 30th of each year.

## INTERVIEW WITH THE SMS EMERGING SCHOLAR AWARD RECIPIENT, YAN ANTHEA ZHANG, 2010

### What are the primary contributions from your streams of research on which you have worked since receiving your Ph.D.?

I have two primary research streams. The first one focuses on CEO leadership and succession/dismissal in public companies. This is a topic of keen interest in management given the important role of a CEO in her/his company and the increasing frequency of CEO turnover. I seek to identify and address new research questions—How are the underlying processes of CEO selection associated with important organizational outcomes? Why are many CEOs dismissed with a short tenure? And how may external investors use CEO backgrounds as signals to judge their trustworthiness? The second stream focuses on firm strategies in emerging markets. This topic has become increasingly important given the critical role of emerging markets in global economic growth. I am interested in issues that have important implications for multinational companies' (MNCs) globalization and the growth of indigenous firms in the emerging markets. In particular, I seek to address questions such as how MNCs deal with innovation appropriation hazards in an emerging market, how MNCs may have

spillover effects to domestic firms, and how technology clusters may facilitate technology innovation and entrepreneurship.

### What do you foresee as the primary focus/foci of your future research activity? Please explain.

In the area of CEO leadership and succession/dismissal, I will pay greater attention to the role of external constituents. Previous studies including my own have mainly focused on internal factors such as firm performance and power and politics. However, firms depend upon external constituents to provide critical resources. Therefore, external constituents should have an important influence on the board of directors' decision regarding CEO selection and retention. In the area of firm strategies in emerging markets, I am interested in how the attributes of foreign firms affect their spillovers to domestic firms as well as the globalization of emerging market firms. Integrating these two research streams, I will also examine the unique aspects of strategic leadership and corporate governance in emerging market firms.

### PREVIOUS RECIPIENTS

- 2009 Michael Lenox
- 2008 Riitta Katila
- 2007 Jeff Reuer

## A CONVERSATION WITH YAN ANTHEA ZHANG (CONT.)



### What advice would you offer to young scholars regarding how to have a productive research program like yours?

First, I would suggest young scholars to stay relatively focused. Staying focused helps one to follow the literature and build research identity. In the early years, I concentrated on the CEO leadership area. Only after building a good record in that area, I started to work on firm strategies in emerging markets. Now working on two research areas actually enables me to learn and apply knowledge across projects and content areas. Second, it is important to stay tuned with management practices. Strategy is phenomenon-driven research domain so following management practices helps researchers to find new research ideas. I regularly read *Business Week* and *The Economist*, which have inspired several of my papers. Indeed,

because my research addresses current and important questions in management practices, it is interesting and relevant to practitioners. As evidence of this, my research has been discussed and cited in the business press on numerous occasions – including *Financial Times*, *Wall Street Journal*, *New York Times*, *Business Week*, *The Economist*, and *USA Today*.

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To view the full interview, please visit [strategicmanagement.net](http://strategicmanagement.net).

Yan Anthea Zhang  
**SMS**  
**EMERGING**  
**SCHOLAR**  
**2010**

Yan Zhang (Anthea) is Jones School Distinguished Associate Professor of Management at the Jesse H. Jones Graduate School of Business, Rice University. Since receiving her Ph.D. from University of Southern California in 2001, she has published a number of articles in top scholarly management journals such as the *Strategic Management Journal*, *Academy of Management Journal*, and *Journal of International Business Studies*, among others. Her research has focused on and made important contributions to two research streams in strategic management. The first focuses on CEO succession and dismissal in publicly listed companies. The second focuses on foreign direct investment and technology entrepreneurship in emerging markets. As evidence of the significance of her work in the management profession, her research has been written about in the business press on numerous occasions – including *Financial Times*, *Wall Street Journal*, *New York Times*, *Business Week*, *The Economist*, *Investor's Business Daily*, *CNBC*, and *USA Today*.

She serves on the editorial review board of several scholarly journals including the *Strategic Management Journal* and *Academy of Management Journal*. She is a consulting editor for *Management and Organization Review* and will be an associate editor for the *Academy of Management Journal*, starting July 1, 2010.

## UPDATE ON THE SMJ AND SEJ

### SMJ JOURNAL VAULT

In celebration of the 30th anniversary of the *Strategic Management Journal*, the SMS is opening the journal vault for members. We are granting access to the *SMJ* inventory and invite SMS members to request copies.

We are offering the journals free of charge as a thank you to our members! We ask that members pay for the costs of shipping and handling of the journals and will also provide an opportunity for an optional donation to our Society.



To view our inventory and to request copies, please visit [smj.strategicmanagement.net](http://smj.strategicmanagement.net).



### CALL FOR PAPERS – SEJ SPECIAL ISSUES

#### **Strategic Entrepreneurship in Family Business**

This *SEJ* Special Issue is devoted to understanding the role of strategic entrepreneurship in varied familial contexts. The *SEJ* welcomes papers that will offer new theoretical perspectives and empirical insights as well as consider in depth the issues, problems, contexts, or processes associated with strategic entrepreneurship in familial contexts. A variety of theoretical and empirical approaches to these issues are invited. Submission deadline is September 1, 2010. More information on this special issue can be found at [sej.strategicmanagement.net](http://sej.strategicmanagement.net)

#### **Entrepreneurship in the Public Interest**

The purpose of the special issue is to develop theoretical and empirical approaches in the field of strategic management and entrepreneurship. The editors invite papers in which questions from the public domain are framed for further study by management scholars, as well as papers that systematically apply theories and empirical approaches from strategy and entrepreneurship to issues related to the public interest. The ultimate objective is to develop a long-range agenda for research on innovation in the public interest. The submission deadline is February 15, 2011. More information on this special issue can be found at [sej.strategicmanagement.net](http://sej.strategicmanagement.net)

## GSJ LAUNCH CONFERENCE

**STEVE TALLMAN AND TORBEN PEDERSEN**—The *Global Strategy Journal* Launch Conference took place as scheduled on July 18-21, 2010 in Chicago and was a great success. Bringing together authors, reviewers, and editors for the invited first volume of *Global Strategy Journal*, the conference offered a chance for detailed discussion of the draft papers and an opportunity for scholars from the strategic management and international business fields to connect – many for the first time.

The conference was organized around the ten themes of *GSJ*, with two or three papers, a moderator/session chair, and a discussant for each area. The conference was designed to provide the first serious review of the invited papers, so of course the degree of completion of the manuscripts varied considerably. However, the dedication, enthusiasm, and intensity of the authors and reviewers (the moderators and discussants) over a period of two and one-half days of constant discussion were remarkable and gratifying for us. We expect that this level of commitment will result in a set of rigorous and challenging articles in the launch issues, which we expect to publish in May and November of 2011. The entire project is on a tight schedule, but the professionalism of our colleagues has convinced us that this volume indeed will be a ‘must read’ that will establish global strategy as a field of study and offer a strong vision about the nature and direction of scholarship in that field. We want to thank our friends and colleagues for their efforts and of course ask them for their help in maintaining the momentum of the *GSJ* launch.

We also want to recognize the staff of the Strategic Management Society for their efforts in organizing and supporting the conference. The setting was perfect and the local processes seamless, allowing us to keep our focus on content and scholarship. Thank you all for the great support.



**GLOBAL  
STRATEGY  
JOURNAL**



For more information about the GSJ Launch Conference, please visit [gsj.strategicmanagement.net](http://gsj.strategicmanagement.net).

## 2010 MEMBERSHIP DISTRIBUTION

The countries shaded in blue represent the distribution of SMS membership throughout the world. All membership data is as of July 2010.



### INTEREST GROUP MEMBERSHIP

Competitive Strategy	899
Corporate Strategy and Governance	704
Entrepreneurship and Strategy	761
Global Strategy	512
Knowledge and Innovation	777
Strategy Process	512
The Practice of Strategy	374
NEW! Strategic Human Capital	154

All SMS members are welcome to join two Interest Groups included with their membership. Additional IG's can be added for a small fee.

### SMS MEMBERSHIP BY REGION

	SMS Members		New Members in 2010	
North America	45%	1,125	28%	143
Europe	39%	966	54%	269
Asia	10%	240	9%	45
Australia/New Zealand	3%	70	3%	14
Africa	1%	22	1%	5
Latin America	1%	40	2%	12
Middle East	1%	38	3%	14
		<u>2,501</u>		<u>502</u>



For more information about the SMS Fellows, please visit [fellows.strategicmanagement.net](http://fellows.strategicmanagement.net).

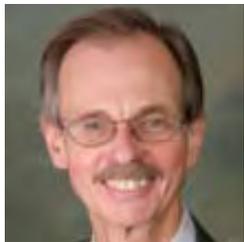
## NEW SMS FELLOWS IN 2010



Irene Duhaime



Anil Gupta



R. Duane Ireland

**HOWARD THOMAS AND CARLOS CAVALLE**—It is our pleasure to report on the current and upcoming activities of the SMS Fellows. We are looking forward to our Annual Meeting, which will be held in conjunction with the SMS Annual International Conference in Rome. The meeting will take place on Tuesday, September 14 at a restaurant near the Vatican.

As outlined in the Fellows Constitution, our annual election of new Fellows was held this Spring. We received a worthy slate of candidates, and are pleased with the results of this year's election. We are happy to welcome Irene Duhaime, Anil Gupta and R. Duane Ireland to our ranks. These three individuals will officially be inducted as an SMS Fellow at the first Annual Meeting they attend. Once they are inducted, they will be listed as Active Fellows on the Fellows Roster.

Lastly, we would like to recognize the passing of one of our distinguished members, CK Prahalad. He was recognized by many as one of the world's top management thinkers, and the impact of his work is felt throughout the field of strategic management. Our deepest sympathies go to his family and friends; he will be greatly missed.

To the right is a listing of the current roster of Fellows. It is a precept of the Fellows that once elected, a member will be forever listed as a Fellow. For more information about the SMS Fellows, please visit [fellows.strategicmanagement.net](http://fellows.strategicmanagement.net).



### SMS FELLOWS

- |                        |                             |
|------------------------|-----------------------------|
| Raffi Amit             | Michael Hitt                |
| Kenneth Andrews*       | Robert Hoskisson            |
| H. Igor Ansoff*        | R. Duane Ireland**          |
| Charles Baden-Fuller** | Bruce Kogut**               |
| Jay Barney             | Peter Lorange               |
| Christopher Bartlett   | Ian MacMillan               |
| Richard Bettis         | John McGee                  |
| Joseph Bower           | Rita McGrath                |
| Edward Bowman*         | Henry Mintzberg             |
| Robert Burgelman       | Will Mitchell               |
| Carlos Cavallé         | David Norburn               |
| Bala Chakravarthy      | Margaret Peteraf            |
| Alfred Chandler*       | Andrew Pettigrew            |
| Derek Channon*         | Michael Porter              |
| Karel Cool             | C K Prahalad*               |
| Arnold Cooper          | Richard Rumelt              |
| Yves Doz               | Dan Schendel                |
| Irene Duhaime**        | Harbir Singh                |
| Kathleen Eisenhardt    | Ken Smith**                 |
| Pankaj Ghemawat        | George Stalk Jr.            |
| Sumantra Ghoshal*      | John Stopford               |
| Vijay Govindarajan     | David Teece**               |
| Ranjay Gulati**        | Howard Thomas               |
| Anil Gupta**           | Sidney Winter               |
| William Guth           | Edward Zajac                |
| Donald Hambrick        |                             |
| Gary Hamel             |                             |
| Constance Helfat       | * In Memoriam               |
| Bruce Henderson*       | ** Elected but not inducted |

## IN MEMORY OF C.K. PRAHALAD

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**DAN SCHENDEL**—If you knew C.K. Prahalad, you will remember his smile, his eagerness to listen to what you had to say, and the inevitable insight he managed to offer for whatever the subject you were discussing. How was he able to always do that, you would wonder, and you would leave his presence admiring his skill and care in giving you significant ideas to take with you. The field of strategic management surely lost one of its best conceptual thinkers last April, the person, sometimes working with others, who gave us concepts like core competencies, strategic intent, and more recently, the bottom of the pyramid and its social importance.

It wasn't just the conceptual imagination and its product that distinguished C.K. He was willing and able to make these concepts and ideas come alive for student and practitioner alike. His classes at the University of Michigan were always oversubscribed, and his difficulty in saying "no" to anyone gave him pause when he had to turn down someone who wanted to bring a friend or family member to hear him teach. If you were lucky enough to be around him, as student or colleague, or just as a dinner companion, you came away challenged, filled with ambition to do better, and certainly wiser for the experience.

## IN MEMORY OF C.K. PRAHALAD

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C.K. was a consultant to many prominent companies around the world who listened and used his ideas to better their firms' prospects and performance. AT&T, Philips, a number of Silicon Valley firms, and others on the international scene were clients who listened and learned from him. What C.K. was able to do, something that most scholars find difficult to do, was to take his ideas to the world around him and see them applied to practical problems faced by companies trying to compete and win. Few are able to be insightful as well as know how those insights could be applied and made useful in the rough and tumble of a world of intense competition, rapid innovation and change.

The honors given to C.K. were many and varied, and importantly were international in their scope. His native country of India saw him for the expert he was and bestowed highest honor on him, something you know he valued greatly if you had the opportunity to visit his home and see his study, and it was spacious, covered from floor to ceiling with awards, plaques, pictures, and photos of dignitaries of all kind and description. It was to these awards from his native land that he drew your attention and showed his pride. This was similarly obvious when he convened a spectacular SMS conference and invited the academic world to Hyderabad, India in 2008. His obituary was carried in many publications around the world, perhaps the most insightful and expansive of which was that of the Economist in its April 24th issue. In all of the recognition taken of his life you read of the accolades given, the honor bestowed, and how a very practical scholar impacted the hard challenges of the real world. As the Economist noted, "The world of management theory has more than its share of charlatans, but C.K. Prahalad was the genuine article." Indeed he was.



Surely, C.K. will be missed, not just for his conceptual gifts, or his teaching, or his ability to impact practice. He will be missed as much for his willingness to give of his time and ideas to furthering the intellectual life of others, including his belief in and contributions to the Strategic Management Society, where he served as a Co-Chair in 1995 for the Phoenix Conference, for the many times he appeared on the SMS programs, and for his contributions to the SMS through his work on the Board of Directors. He was the co-winner of the first SMJ Best Paper Prize in 1992, in his paper co-authored with Rich Bettis, "The Dominant Logic." Yes, he was a scholar, but at the same time he was just as significant as a contributor to the world of strategic management practice. He would have liked that description of his professional life.

## SMS NEWS



**Chairperson**  
**Edward Freeman**  
University of Virginia



**Program Chair**  
**Maurizio Zollo**  
Bocconi University



**Associate Program Chair**  
**Jeffrey Harrison**  
University of Richmond

### THE NEW STAKEHOLDER STRATEGY INTEREST GROUP

A new interest group on Stakeholder Strategy is forming. The IG aims to stimulate scholarly debate and dialogue on firm strategy from a multi-stakeholder perspective. The view posits that firms exist to satisfy the expectations of a plurality of stakeholders (e.g. customers, employees, suppliers, and communities, in addition to banks and shareholders), each with specific, and often conflicting, interests. Thus, the primary objective function is expanded to include, in addition to economic performance, the social and environmental impacts of firms' activities to the extent that they are relevant to a firm's stakeholder groups.

A stakeholder view of the firm, therefore, implies different ways to think about some of the core problems in strategy, from competition to cooperation, from growth to innovation and, of course, of various notions of 'advantage' and performance. Alternatively, firm strategies influence in fundamental ways the quality of the relationships that every firm entertains with its stakeholders and, in doing so, the firm's ability to achieve sustainability in its economic, social, and environmental performance. Unfortunately, today we do not know a lot about these interdependencies, nor about how firms can learn to strategize and manage their processes with increasing degrees of stakeholder (rather than solely shareholder) orientation.

Filling this gap requires more than the talent and scholarly skills of strategy scholars. Thus, the new IG will federate scholars from both the traditional strategy domains as well as in the broader management and social science disciplines. The list of 54 founding scholars who come from institutions in 11 countries and represent 11 different academic disciplines bears testimony to the commitment to engage diverse scientific and cultural backgrounds.

Edward Freeman, Maurizio Zollo, and Jeffrey Harrison facilitated the organization of the IG. The launch committee also includes Frances Bowen (University of Calgary), Thomas Clarke (University of Technology–Sydney), Jennifer Griffin (George Washington University), Gerry Keim (Arizona State University), Jennifer Oetzel (American University), Robert Phillips (University of Richmond), Sybille Sachs (University of Zurich), and Sibel Yamak (Galtatasaray University–Turkey). The launch committee has drafted the following domain statement:

The Stakeholder Strategy Interest Group promotes scholarship that embraces a multi-stakeholder perspective of firm strategy, its antecedents, boundaries, roles, and values, and its diverse forms of impact and performance. We welcome work from a variety of disciplines and national settings. Examples of the types of questions included in this conceptual space are the following:

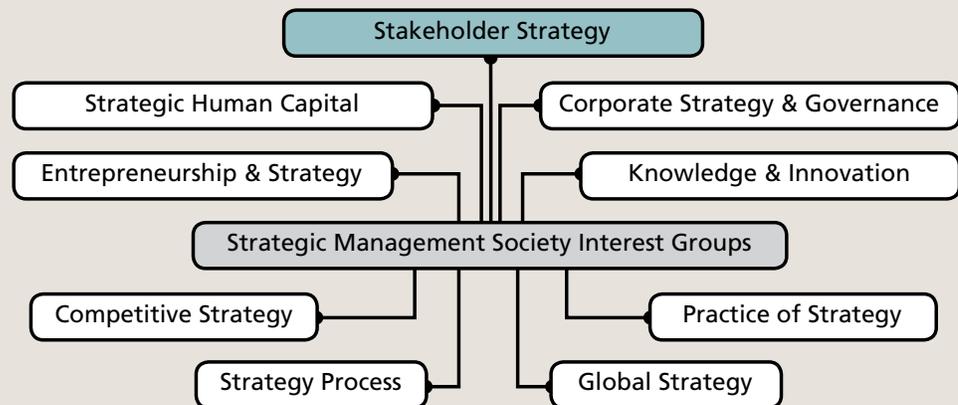
- How do competitive, corporate, growth, and innovation strategy decisions influence the effectiveness of stakeholder engagement and sustainability-oriented strategies and practices?
- How do stakeholder engagement and sustainability-oriented strategies and practices influence the effectiveness of competitive, corporate, growth, and innovation strategies?
- How can firms attempting to satisfy a plurality of stakeholder interests compete and/or cooperate effectively with like-minded firms as well as with traditional competitors?

## SMS NEWS

### THE NEW STAKEHOLDER STRATEGY INTEREST GROUP

- Under what conditions might stakeholder-oriented firms outcompete traditional, shareholder-oriented ones?
- What are the strategic alternatives to coordinate the expectations and perceptions of a plurality of stakeholders to enhance their benefit while simultaneously creating firm value? How should top management teams think about developing, selecting, and implementing them?
- What factors might explain the varying ability of management teams to fruitfully engage their firms' stakeholders to everyone's advantage and to change their firms' strategies, operations, and cultures to achieve economic, social, and environmental sustainability?
- How do individuals and teams learn how to integrate principles of responsibility and of social, environmental, and economic sustainability in their firms' operating and strategic processes?
- How do individuals and their shared values, emotions, and cognitions influence firms' stakeholder orientation and engagement strategies, sustainability-oriented change processes and, ultimately, the firm's economic, social, and environmental performance?

If you are interested in joining this IG, please contact the SMS office.



For more information on the new Stakeholder Strategy Interest Group, please visit [strategicmanagement.net](http://strategicmanagement.net).



## SMS SPECIAL CONFERENCE FINLAND RECAP

Intersections of Strategy Process and Strategy Practices

**MARCH 17-20, 2010: FINLAND**



Conference Program Chair  
**Robert Burgelman**  
Stanford University



Conference Program Chair  
**Tomi Laamanen**  
Aalto University



Conference Program Chair  
**Hanna Lehtimäki**  
Life Works Consulting Ltd



Conference Program Chair  
**Richard Whittington**  
University of Oxford

The Strategic Management Society held a special conference, Intersections of Strategy Process and Strategy Practices, March 17-20, 2010, in the ski resort town of Levi in Finnish Lapland. This was the first time an SMS conference was held in Finland and it brought together 170 participants from 30 different countries. The conference was held in cooperation with Aalto University and a national innovation funding agency, Tekes, and its program, Innovative Business Competence and Management. The Finnish Innovation Fund Sitra also served as a conference sponsor. The goal of the conference was to create an interactive forum for business managers, consultants, and academic researchers to further discuss innovations in the field of strategic management. After the conference, the chairpersons held a virtual meeting to discuss and reflect upon the experiences in Levi.

### How would you describe the event?

**Robert Burgelman:** It was a terrific encounter of a diverse group of ABCs in a spectacularly beautiful Nordic winter setting blessed by California-like spring sunshine.

**Richard Whittington:** Such an intimate and interactive conference is small and compact enough to meet a lot of people and talk seriously together.

**Tomi Laamanen:** The event provided an important milestone in the research on strategy processes and strategy practices by bringing some of the key professors and researchers together to jointly discuss the key intersections between these themes. At the same time, the event also provided the perspective of practitioners and a reminder of the gap that still seems to exist between the practical strategy work as seen by CEOs and chief strategy officers and the research on strategy processes and strategy practices.

**Hanna Lehtimäki:** The rhythm of the presentation sessions, plenary panels, and small executive and researcher panels was designed to provide interesting discussion forums for participants with diverse backgrounds. While the conference showed gaps in dialogue between academic researchers, business managers, and consultants, it provided a solid stepping stone for ABC conversations in the future.



### What did you find most interesting, exciting, or surprising in the conference?

**Robert Burgelman:** The mix of people – the ABCs – was fantastic, and this translated into great formal and informal conversations.

**Richard Whittington:** On the one hand, excellent input from practitioners. On the other hand, a recognition of the need for strategy as a discipline to develop a view of its own role in cycles of excessive economic confidence and subsequent collapse.

**Tomi Laamanen:** The recognition that we should develop better models and approaches for strategy development for the planet earth. While the main focus of firm-level strategy development



For more information regarding conference themes, travel to Lapland, and submitting a proposal, please visit [finland.strategicmanagement.net](http://finland.strategicmanagement.net).



## SMS SPECIAL CONFERENCE

# intersections

Finland

March 17-20, 2010

would still seem to be on 'winning the war,' this is not desirable on the world level. When one nation 'wins the war,' it tends to lead to a local optimum instead of the global optimum. Understanding the global optimum and being able to contribute to global strategy development in recognition of the different political challenges involved is a key challenge for strategy practice and process scholars for the next decade(s).

**Hanna Lehtimäki:** Having so many people from different parts of the world with diverse backgrounds sharing knowledge was thrilling. I am looking forward to experiencing what such an enthusiastic and active group of experts in strategic management will create for local and global well being in the future.

### How do you see the conference in Levi advancing research in the field of strategic management?

**Robert Burgelman:** The conference confirmed that strategy-as-practice and strategy process scholars have a lot in common but also a lot to learn from each other.

**Richard Whittington:** We succeeded in taking both practice and process agendas forward through productive interchange.

**Tomi Laamanen:** Yes, there were many areas that progressed. However, I see the biggest near-term opportunities in cross-fertilizing the strategy process and strategy practice research areas with each other, as well as linking them to research on organizational cognition and research on dynamic capabilities and capability development more generally.

**Hanna Lehtimäki:** The progress in interchange between the strategy-as-practice and strategy process is significant in the field of strategic management research. From the business managers' perspective, the division between the two was not evident, which seems to enforce the initiative to find common ground rather than further fragment the field.



### What has been the main takeaway for you from the conference?

**Robert Burgelman:** I should give more thought to the importance of the strategy-as-practice elements that are already present in my past and current field research and pay more systematic attention to these in my future field research.

**Richard Whittington:** The strategic management discipline gains from pluralism and readiness to debate its fundamentals.

**Tomi Laamanen:** As a member of the Best Paper Selection committee, I was very positively surprised by the quality of the Top 10 papers and that each of them provided important key insights that advance the field in important manners.

**Hanna Lehtimäki:** I was inspired not only to facilitate, but also to do further research on pluralistic dialogue in the field of strategic management.

### Anything else you would wish express regarding the conference in Levi?

**Robert Burgelman:** Thanks to the two Finnish co-chairs for selecting the spectacular setting and to the SMS administration for supporting it.

**Richard Whittington:** We should do it again!

**Tomi Laamanen:** This was a good step onwards in finding beneficial intersections between the different areas, but there is still a lot more potential.

**Hanna Lehtimäki:** The dialogue between the ABCs will continue!



## 2010 SMS CONFERENCE ROME, ITALY WELCOME FROM THE PROGRAM CHAIRS



Program Co-Chair  
**Giambattista Dagnino**  
University of Catania



Program Co-Chair  
**Rosario Faraci**  
University of Catania



Program Co-Chair  
**Gianmarco Verona**  
Bocconi University



Program Co-Chair  
**Maurizio Zollo**  
Bocconi University

Dear Colleagues:

For this 30th Annual International Conference of the Strategic Management Society, we are delighted to invite you to Rome, the eternal city, for a collective reflection on what our field has accomplished during these three decades, and on the scholarly challenges before us. On this occasion, the conference theme is, in fact, *Strategic Management at the Crossroads*.

The directors for each of the 12 conference tracks have concluded the invitations for the proposals in the parallel sessions and it promises to be an exciting program with lots of cutting-edge research being presented. We want to take the opportunity to thank them and the 500 reviewers who worked with them for their excellent and dedicated contribution to this event.

In addition to these parallel paper, common ground, and panel sessions, here are a few highlights of the plenary sessions at the Rome SMS Conference:

**Mario Monti** (Bocconi University) and **Emma Macegaglia** (Italian Manufacturers Association) will offer our keynote address, **The Future of Competition: Linking the Macro with the Micro**.

**Jay Barney** (Ohio State University), **Russ Coff** (University of Wisconsin), **Ed Freeman** (University of Virginia), and **Rajendra Sisodia** (Bentley University) will offer a plenary on **SMS Evolving: Presenting the New Interest Groups on Human Capital and Stakeholder Strategy**.

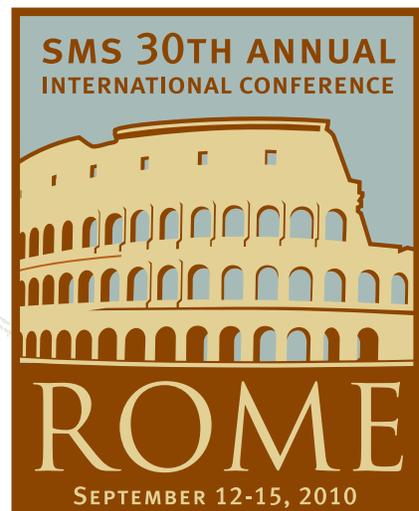
**Connie Helfat** (Dartmouth College), **Kathleen Eisenhardt** (Stanford University), **Michael Hitt** (Texas A&M), **Will Mitchell** (Duke University), **Margie Peteraf** (Dartmouth College), **David Teece** (Berkeley Research Group), and **Sydney Winter**

(University of Pennsylvania) will discuss **Microfoundations, Macrofoundations, and Strategic Change in Diverse Contexts: Dynamic Capabilities at the Crossroads**.

**Sergio Bertolucci** (CERN), **Timo Santalainen** (Aalto University) and **Gabriel Szulanski** (INSEAD) will offer a plenary on **Big Physics, Small Particles, and Bridging Communities: How does CERN Connect the Micro and Micro Worlds?**

For the second year, the conference will also feature a variety of Showcase Panels.

The conference also promises to have an interesting social program in this eternal city. On Monday, there will be an evening at the Vittoriano Monument. On Tuesday evening, there will be a reception sponsored by the University of Catania. We encourage you to take part in this international conference, and we very much look forward to welcoming you to Rome in September!





## CONFERENCE AT A GLANCE

### Sunday, September 12, 2010

- 10:15 – 11:30 Interest Group Session I
- 11:30 – 12:45 Lunch
- 12:45 – 14:00 Interest Group Session II
- 14:30 – 15:45 Interest Group Session III
- 16:00 – 17:15 Interest Group Officers Meetings
- 17:30 – 18:30 **Plenary:** SMS Evolving: Contributions and Challenges from the New Interest Groups on Strategic Human Capital and Stakeholder Strategy  
**Jay Barney**, *Ohio State University*  
**Russell Coff**, *Emory University*  
**Edward Freeman**, *University of Virginia*  
**Rajendra Sisodia**, *Bentley University*  
**Maurizio Zollo**, *Bocconi University*
- 18:45 – 19:30 SMS Business Meeting
- 19:00 – 21:00 Opening Reception

### Monday, September 13, 2010

- 08:00 – 08:15 Program Chair Welcome
- 08:15 – 09:15 **Keynote Speaker:** The Future of Competition: Linking the Macro with the Micro  
**Mario Monti**, *Bocconi University*  
**Emma Macegaglia**, *Italian Manufacturers Association*
- 09:15 – 09:45 Coffee Break
- 09:45 – 11:00 Parallel Paper/Common Ground/Panel Sessions
- 11:15 – 12:30 Parallel Paper/Common Ground/Panel Sessions
- 12:30 – 13:45 Luncheon
- 13:45 – 14:45 **Plenary:** Dynamic Capabilities at the Crossroads  
**Kathleen Eisenhardt**, *Stanford University*  
**Constance Helfat**, *Dartmouth College*  
**Michael Hitt**, *Texas A&M*  
**Margaret Peteraf**, *Dartmouth College*  
**David Teece**, *Berkeley Research Group*  
**Sydney Winter**, *University of Pennsylvania*
- 14:45 – 15:15 Coffee Break
- 15:15 – 16:30 Parallel Paper/Common Ground/Panel Sessions
- 16:45 – 18:00 Parallel Paper/Common Ground/Panel Sessions
- 18:30 – 22:00 SMS Monday Night Event at the Vittoriano Monument

### Tuesday, September 14, 2010

- 08:00 – 09:15 Parallel Paper/Common Ground/Panel Sessions
- 09:30 – 10:30 **Showcase Panels:**  
Adaptive Strategy  
Ambidexterity, Capabilities, and Strategic Change  
Family Business, Global Contexts, and Strategic Management  
Heterogeneity, Selection and its Implications for Strategy  
NeuroScience and Strategic Management  
Strategy Execution: Eastern Perspective on Self-Organization (Hay Group)
- 10:30 – 11:00 Coffee Break
- 11:00 – 12:15 Parallel Paper/Common Ground/Panel Sessions
- 12:15 – 14:00 Awards Luncheon
- 14:00 – 15:15 Parallel Paper/Common Ground/Panel Sessions
- 15:15 – 15:45 Coffee Break
- 15:45 – 16:45 **Plenary:** Big Physics, Small Particles, and Bridging Research Communities:  
**Sergio Bertolucci**, *CERN*  
**Timo Santalainen**, *Aalto University*  
**Gabriel Szulanski**, *INSEAD*
- 17:00 – 18:15 Parallel Paper/Common Ground/Panel Sessions
- 18:30 – 19:30 Cocktail Reception: Sponsored by University of Catania
- 19:30 – Evening on Your Own

### Wednesday, September 15, 2010

- 08:00 – 09:15 Parallel Paper/Common Ground/Panel Sessions
- 09:30 – 10:30 **Showcase Panels:**  
Heterogeneity of Business Models: Difference across Systems, Regions, Goals  
Microfoundations: A New Lens for Strategic Management  
Research Direction at the Intersection of Strategy Process and Practice
- 10:30 – 11:00 Coffee Break
- 11:00 – 12:15 Parallel Paper/Common Ground/Panel Sessions

## ROME CONFERENCE PLENARY SESSIONS

### SUNDAY, SEPTEMBER 12

#### SMS EVOLVING: CONTRIBUTIONS AND CHALLENGES FROM THE NEW INTEREST GROUPS ON STRATEGIC HUMAN CAPITAL AND STAKEHOLDER STRATEGY



Jay Barney  
Ohio State University



Russell Coff  
University of Wisconsin



Edward Freeman  
University of Virginia



Rajendra Sisodia  
Bentley University



Maurizio Zollo  
Bocconi University

### MONDAY, SEPTEMBER 13

#### KEYNOTE SPEAKER: THE FUTURE OF COMPETITION: LINKING THE MACRO WITH THE MICRO



Mario Monti  
Bocconi University



Emma Macegaglia  
Italian Manufacturers  
Association

#### DYNAMIC CAPABILITIES AT THE CROSSROADS



Kathleen Eisenhardt  
Stanford University



Constance Helfat  
Dartmouth College



Michael Hitt  
Texas A&M



Margaret Peteraf  
Dartmouth College



David Teece  
Berkeley Research  
Group



Sydney Winter  
University of  
Pennsylvania

### TUESDAY, SEPTEMBER 14

#### BIG PHYSICS, SMALL PARTICLES, AND BRIDGING RESEARCH COMMUNITIES



Sergio Bertolucci  
CERN



Timo Santalainen  
Aalto University



Gabriel Szulanski  
INSEAD



## EVENING EVENTS



### Monday, Night Event: September 13, 2010

Enjoy a piece of history during our private dinner event at the Vittoriano Monument. The monument will be open exclusively for SMS Conference attendees. You will be able to tour the Vittoriano at your leisure and take in the amazing city view from the upper terrace of the monument in between dinner and networking with colleagues.

#### Schedule:

18:30 – 20:00: Shuttle Service from Hotel to Vittoriano  
19:30 – 22:00: Evening at the Vittoriano Monument  
22:00 – 23:00: Shuttle Return from Vittoriano to Hotel



### Tuesday Night Reception, September 14, 2010

Please join us for the SMS cocktail reception sponsored by the University of Catania. This Sicilian Style Cocktail Reception, to be held at the conference hotel, is open to all conference attendees and is a great networking opportunity.

#### Schedule

18:30 – 19:30: Cocktail Reception  
19:30 – on: Evening on Own

## CONFERENCE VENUE

### Rome Marriott Park Hotel

Colonnello Tommaso

Masala, 54

Rome, 00148 Italy

Phone: 39 06 658821

We invite you to register online for our conference. Please visit: [rome.strategicmanagement.net](http://rome.strategicmanagement.net).

## ROME EXTENSIONS

We have four one-day workshops planned around the 2010 conference. They are separate topical workshops individually organized at academic institutions in Milan, Venice, Naples and Catania. They are aimed at furthering the scientific debate on a specific topic in smaller workshop-type settings. For more information visit the Rome Conference Website; <http://rome.strategicmanagement.net/extensions.php>

## TEACHING TRACK SESSIONS

*Introduced at the SMS 2007 Annual International Conference in San Diego, a teaching track will again be offered at this year's conference. The SMS Teaching Initiative Task Force is planning six sessions for the 2010 SMS Conference and invites participation by all interested conference attendees.*

- The Core Strategy Course: Is There a Dominant Design?
- How To Really Teach Strategy: Good, Better, and Best
- Finding Strategy Cases that Are Guaranteed to Succeed
- Case Teaching Tips: Little Things Can Make a Big Difference
- Simulations Bring Strategy Classes to Life
- The Most Popular Strategy Electives and How to Teach Them

Anyone interested in becoming more involved in the sessions during the 2010 SMS Conference or in actively participating in the future development of a teaching interest group is encouraged to email Paul Friga at [pnf@unc.edu](mailto:pnf@unc.edu) or Idie Kesner at [ikesner@indiana.edu](mailto:ikesner@indiana.edu)



## SMS SPECIAL CONFERENCE RIO DE JANEIRO MARCH 11–13, 2011



Conference Co-Chair  
**William Newburry**  
*Florida International University*

In March 2011, immediately following Brazilian ‘Carnaval,’ the Strategic Management Society will bring emerging market scholars from different parts of the world together with business executives and government officials in a special conference focused on the role of Latin American multinationals in the emerging world economy. This will take place in the exciting and exotic location of Rio de Janeiro.



Conference Co-Chair  
**Ronaldo Parente**  
*Rutgers University*

Recent events have led to major changes in the world economy, with emerging markets gaining interest amongst global strategy scholars, business consultants, and managers. However, a review of publications on firms from emerging markets in top management journals reveals that the vast majority of recent work in this area has tended to focus on firms in Asia and transition economies. While China is the top emerging market destination of foreign direct investment (United Nations, 2009), other emerging markets provide important growth opportunities and offer distinct economic, political, and social challenges critical to the development of a more complete understanding the strategy issues that will shape the global economy for years to come.



Conference Co-Chair  
**Angela de la Rocha**  
*PUC-Rio*

This conference seeks to contribute to this understanding by creating a scholarly forum for the study of Latin America companies, industries, trade, and investment. Latin America is demonstrating increasing strategic connections to other emerging markets and to the developed world. The Latin American region has gained prominence as an FDI destination, particularly for North American firms with close ties to the region, as well as for European firms (and particularly Spanish companies), and as a source of imports (particularly to China). The ‘wide-ranging trade liberalization, deregulation, and privatization policies that took place throughout the region in the 1990s’ have encouraged many Latin American countries to increase their outward foreign direct investment and other internationalization activities (United Nations, 2006). Unfortunately, despite the importance of the region and its distinctive development process, the strategic management literature can provide limited recommendations to managers of



Conference Co-Chair  
**Jorge da Silva**  
*PUC-Rio*



**SMS SPECIAL CONFERENCE**  
MARCH 11–13, 2011

firms from this region or entering the region due to the lack of Latin America-focused research.

This special conference will focus on the Latin America region—broadly defined to cover the countries in the Americas that were colonized by France, Portugal, or Spain—and its role within both emerging market strategy studies and global development generally. The goal is to build on previous SMS special conferences that covered single-country settings to allow discussion of the diversity of activities in the region. Accordingly, we call for contributions examining strategies for Latin America and Latin America’s new strategic role in broader emerging market and globalization studies. We particularly hope to encourage research collaboration between Latin American scholars and scholars from other regions of the world. To this end, the conference organizing committee involves a wide range of participants both from around Latin America and throughout the world. We are all very enthusiastic about the opportunity to be part of an event that opens up opportunities for emerging market strategy research.



For more information about the 2011 SMS Special Conference in Rio de Janeiro, please visit [rio.strategicmanagement.net](http://rio.strategicmanagement.net).



## IMPORTANT DATES AND DEADLINES

**June 2, 2010**

Submission System Opened

**October 15, 2010**

Deadline for submission of proposals

**November 16, 2010**

Notification of Review Program Committee Decisions

**December 16, 2010**

Early Registration and Presenter Registration Deadline

**March 10, 2011**

Pre-Conference Workshops

**March 11-13, 2011**

SMS Special Conference 2011 – Rio

Latin America's  
Burgeoning  
Strategic Role  
in Global  
Development



PROGRAM CO-CHAIRS

William Newbury

Ronaldo Parente

Angela da Rocha

Jorge da Silva

SMS SPECIAL CONFERENCE

MARCH 11–13, 2011



[rio.strategicmanagement.net](http://rio.strategicmanagement.net)

To maximize the conference experience, the program will include multiple participation formats, such as preconference doctoral consortium and paper development workshops, presentations from top executives, formal panels, traditional paper presentation sessions, interactive paper sessions, debate sessions regarding significant and controversial issues in the emerging markets literature, an exciting evening event featuring traditional Brazilian cuisine and entertainment, and much more.

Come join us for this conference co-located in the Copacabana Beach area—one of the most famous and beautiful beaches in the world—and Pontifical Catholic University-Rio, located in the heart of a rainforest in the Gavea area. The submission system opened on the SMS Web site in June, and we invite you to submit your work for this important conference. We hope to see you in Rio de Janeiro in March 2011!

Hosted in  
cooperation with





For more information about the 2011 SMS Conference in Miami, please visit [miami.strategicmanagement.net](http://miami.strategicmanagement.net).

## SMS 2011 ANNUAL INTERNATIONAL CONFERENCE MIAMI



Program Chair  
**Jose de la Torre**  
*Florida International University*

Join us for the 31st Annual International Conference in Miami, with the conference theme Strategies for a Multi-Polar World: National Institutions and Global Competition. Program Chair Jose de la Torre and Associate Program Chair Aya Chacar look forward to designing an interesting and engaging conference at the Loews Miami Beach Hotel.

The sessions at this conference will examine not only the role of new, emerging markets in terms of their implication for corporate strategy, but also explore the impact that new competitors have on traditional corporations based in the industrialized countries. The role that institutions play, both as harbingers of competitive forces, as well as guardians of the system will also be examined in many of the sessions.

As in previous conferences, plenary sessions featuring academics, business practitioners and consultants will be devoted to these topics. In addition, conference theme track chairs and interest group track chairs will be developing exciting common ground and paper sessions, as well as pre-conference activities to foster the exchange of ideas.



Associate Program Chair  
**Aya Chacar**  
*Florida International University*

The 31st Annual International Conference will be held November 6 – 9, 2011. Please note the unusually late date for this conference, which was chosen in an effort to avoid hurricane season in Florida.

**SMS 31st**  
Annual International  
CONFERENCE

**STRATEGIES  
FOR A  
MULTI-POLAR  
WORLD**

November 6-9, 2011  
**MIAMI**

**Jose de la Torre**  
Program Chair  
*Florida International University*

**Aya Chacar**  
Associate Program Chair  
*Florida International University*

**SMS** Strategic Management Society

[miami.strategicmanagement.net](http://miami.strategicmanagement.net)



## SMS 2010 ANNUAL INTERNATIONAL CONFERENCE MIAMI

The world has changed dramatically since the SMS first met in London in 1981 and this last decade in particular has taught us many lessons. One is that the highly integrated world economy built over the past half-century affords few islands of refuge from economic events happening anywhere on earth. A second is that the rate of growth, considerable resilience and enormous potential of the world's emerging markets is where the action is for the foreseeable future. Thirdly, it has shown us that institutions matter, and matter greatly. Corporations are supported and constrained by these institutions in their strategic pursuits, and may also attempt to shape them to their own advantage. This is the focus of the 31st annual meeting of the Society in 2011.

## INDIA WORKSHOPS

The SMS India Research Initiative, an idea that emerged with the 2008 SMS India Special Conference, convened by the late C.K. Prahalad, and co-chaired by Charles Dhanaraj and MB Sarkar, is proud to announce its next events aimed at faculty and advanced doctoral students. The Research Workshops will be hosted by the Indian Institute of Management Bangalore (Dec 10-12, 2010) and the Indian Institute of Management Calcutta (Feb 26-28, 2011). The IIM Bangalore workshop will focus on Strategy and Entrepreneurship, and the IIM Calcutta workshop's focus will be Strategy, Innovation and Sustainability. With the objective of building research capacity in and on India in the field of strategic management, these workshops are designed to be a collaborative platform between Western scholars interested in research on emerging markets, and aspiring scholars primarily in Indian business schools. We invite you to join this initiative and help in our efforts.

## DATES AND DEADLINES

<b>February 24, 2011</b>	Submission Deadline for Proposals
<b>March 3, 2011</b>	Co-Author Confirmation Deadline
<b>Mid April, 2011</b>	Notifications of Review Program Committee Decisions
<b>May 16, 2011</b>	Presenter Registration Deadline
<b>July 2011</b>	Conference Program Available online
<b>November 6–9, 2011</b>	SMS 31th Annual International Conference



## UPCOMING EVENTS

### SMS Research Workshop - Bangalore

Strategic Entrepreneurship  
December 10-12 2010

*In cooperation with the Indian Institute of Management Bangalore*



### SMS Research Workshop – Calcutta

Strategy, Innovation and Sustainability  
February 26-28, 2011

*In cooperation with the Indian Institute of Management Calcutta*



For more information on the SMS India Research Initiative and upcoming Research Workshops, please visit [india.strategicmanagement.net](http://india.strategicmanagement.net).



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**Sharon Matusik**, University of Colorado-Boulder  
**Mary-Anne Williams**, University of Technology-Sydney  
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**David Sirmon**, Texas A&M University

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**Pat Wright**, Cornell University

### STAKEHOLDER STRATEGY

**Edward Freeman**, University of Virginia  
**Maurizio Zollo**, Bocconi University  
**Jeffrey Harrison**, University of Richmond

## A PROFESSIONAL SOCIETY FOR THE ADVANCEMENT OF STRATEGIC MANAGEMENT

The Strategic Management Society (SMS) is unique in bringing together the worlds of reflective practice and thoughtful scholarship. The Society consists of more than 2,600 members representing over 65 different countries. Membership, composed of academics, business practitioners, and consultants, focuses its attention on the development and dissemination of insights on the strategic management process, as well as fostering contacts and interchange around the world.

The Society is probably best known through the Strategic Management Journal (SMJ) published by John Wiley & Sons. This Class A journal has become the leading scholarly publication in the field of Strategic Management and is consistently rated one of the top publications in the management area. The Society launched a new quarterly journal, the Strategic Entrepreneurship Journal (SEJ) in 2007 and will now start a third quarterly journal, the Global Strategy Journal (GSJ). The intent is for the GSJ and the SEJ to soon also become a Class A journal and to promote the development and dissemination of advances in the field by maintaining the highest standards of intellectual thought combined with practical relevance, just as their sister publication SMJ has done for many years.



Strategic Management Society

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