

STRATEGIC
MANAGEMENT
SOCIETY
NEWSLETTER

SMS

WINTER 2010



THOUGHTS FROM THE SMS PRESIDENT

It is a real pleasure to be able to write to you with optimism for the future of the Strategic Management Society in spite of the difficult and uncertain times in which we are living. I hope you can share this enthusiasm with me after reading about what the SMS has planned for the future.

We just finished a very successful conference in Washington, D.C., that recorded the highest number of participants for any SMS conference held on American soil. Thanks go out to our co-chairs, Marjorie Lyles and Jeff Reuer, our wonderful SMS staff, the Interest Group leadership, and everyone else who made this conference possible. We enjoyed interesting plenary sessions, challenging IG Sunday sessions, and a great program of paper and common ground sessions, all together with some excellent social events. Overall, it was a very memorable and successful conference.

It is a real pleasure to be able to write to you with optimism for the future of the Strategic Management Society in spite of the difficult and uncertain times in which we are living.

In the meantime, membership in the SMS is growing. In 2009, we experienced a 27 percent growth with respect to last year and reached more than 2,600 members for the first time in SMS history. Our Interest Groups have been more active than ever in promoting new SMS activities and initiatives. Thank you to all of the outgoing IG chairs and congratulations to the incoming Associate Program Chairs and Reps-At-Large. A new IG on Strategic Human Capital has been approved, and you will have the option to join this IG with your 2010 membership.

Next year, the SMS will be very active on the conference front. We are preparing for our 30th International Conference, which will

be held in Rome for the first time ever. The conference will feature some innovations, with pre- and post-extensions in different Italian locations. Before we get to Rome, you have the opportunity to participate in a special conference in Finland, trying to find common ground between strategy process and strategy as practice. Finland is a new and novel location, and innovative content is just waiting for your active participation.

The Strategic Management Journal continues as the preeminent journal on strategic management. The Strategic Entrepreneurship Journal keeps growing and developing in a very positive way, trying also to reach a prominent position in the entrepreneurship field. The Board has approved the launch of a third journal, the *Global Strategy Journal*, with Steve Tallman and Torben Pedersen as co-editors. We hope many of you will start preparing manuscripts, as we are accepting proposals starting early in 2010.

In the Board meeting before the Washington conference, we finally launched our Strategy Research Foundation into the public sphere. The SRF was created in 1998, but our ability to fund it has only now become possible. We now have the opportunity to create a powerful foundation for the development of new research in the field of strategic management. We have set a governance structure, elected a group of trustees, and developed a clear and focused mission. As you can see, we have many reasons to be proud. We have a great association and a positive future. To all those helping now and before, please receive my most sincere gratitude. It is on this ground that we can build a better future. Thanks.

JOAN E. RICART
President, SMS

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THE DAN AND MARY LOU SCHENDEL BEST PAPER PRIZE



(left to right) Connie Helfat, Ed Zajac, Sidney Winter, Richard Nelson, Caroline McCarley.

CONNIE HELFAT, ED ZAJAC – The recipients of the Dan and Mary Lou Schendel Best Paper Award for 2009 are Richard R. Nelson and Sidney G. Winter, for two papers published in the *Strategic Management Journal*. This is the 17th year of the award, co-sponsored by the SMS and Wiley-Blackwell Publishing. Papers published in SMJ five years or more prior to the year of the award are eligible for the prize. The authors of the two winning papers split the monetary award of US \$5,000.

Richard Nelson, the George Blumenthal Professor Emeritus of International and Public Affairs, Business, and Law at Columbia University, received the award for his article ‘Why do Firms Differ, and How Does It Matter?’ (Vol. 12, Winter 1991 Special Issue). Sidney Winter, the Deloitte and Touche Professor Emeritus of Management at the Wharton School of the University of Pennsylvania, received the award for his article ‘Understanding Dynamic Capabilities’ (Vol. 24, October 2003). Both men were honored during the Awards Luncheon at the Strategic Management Society Conference this October in Washington, D.C. The awards were presented by SMJ Co-Editor Ed Zajac, along with remarks by SMJ Associate Editor Connie Helfat. An excerpt from these remarks follows:

“Richard Nelson and Sidney Winter have had an enormous impact on the field of strategic management, through their pioneering research on evolutionary economics. These Best Papers in SMJ rest on two important implications of evolutionary economics that are central to strategic management. The first implication is that of firm heterogeneity, which Nelson examined in his article on why firms differ. This paper directs our attention to a central feature of firm heterogeneity—namely, it arises from, and is sustained by, factors that are inherently evolutionary. That is, to truly understand the sources and consequences of firm heterogeneity requires a historical dynamic perspective, in order to uncover the way in which firm differences arise and evolve over time. The second key implication of evolutionary economics in these papers is that of organizational capability for change, which is the topic of Winter’s article. Research in strategic management often focuses on the concept of routines from evolutionary economics. As we know, routines are important underpinnings of firm capabilities. Nelson and Winter, in their 1982 book *An Evolutionary Theory of Economic Change*, point out that firms often have routines for search and change. These routines support capabilities for search and change, or what today we call dynamic capabilities. In his article, Winter helps clarify this concept by providing a logical hierarchy of capabilities that is widely used in strategy research today.”

2009 SMS CONFERENCE WASHINGTON, DC

RECAP WASHINGTON, DC

MARJORIE LYLES AND JEFF REUER – Early in 2008, we had no idea just how appropriate our theme title, *Strategies in an Uncertain World*, would be for the 29th Annual International Conference of the Strategic Management Society. This theme turned out to be perfect, and an excellent program was built from the 833 submitted proposals! Despite the challenging economic environment, with over 800 attendees, the 2009 SMS Conference was the largest one ever held in North America.

The event began Saturday with the PhD Workshop, which gave 25 selected PhD students the opportunity to work with faculty facilitators on a variety of subjects, discuss their research, and learn from their peers. It proved to be a full day of knowledge for those presenting and participating. On Sunday, the buzz of the interest group-specific pre-conference sessions was heavy and continued into the evening's opening reception.

The following days were filled with a variety of plenary sessions that included our keynote speech from Pankaj Ghemawat (IESE) who offered his insight on the Future of Globalization, as well as our keynote panel—comprised of Yves Doz (INSEAD), CK Prahalad (Michigan), and Mark Spelman (Accenture)—addressing the Future of Strategy. Additional plenary sessions on the topics of Global Operating Models of Emerging Market Firms, Innovation Agendas at General Electric (to tackle the challenges of globalization), and The Meltdown of the Financial System gave conference attendees some interesting discussion topics. The four new 'showcase panels' that ran in parallel to explore various facets of the conference theme of *Strategies in an Uncertain*

World were a success. As in recent years, the conference also offered a number of interesting sessions related to the SMS' Teaching Initiative. The parallel program consisted of paper, common ground, and panel sessions, with over 500 presentations.

Washington was a wonderful city for the conference. Conference attendees took flight during the Monday evening event at the Smithsonian National Air and Space Museum. The Tuesday evening reception sponsored by the Smith School at the University of Maryland provided an excellent networking opportunity for attendees.

Special thanks are extended to the track chairs; they created an exciting program line up for the conference. Additional thanks go to the presenters, reviewers, and the many other people who contributed their time and support for the success of the event. We look forward to the 30th Annual International Conference in Rome, September 12-15, 2010!



CONGRATULATIONS TO THE 2009 CONFERENCE AWARD WINNERS

SMS BEST CONFERENCE PAPER PRIZE

Winner

Group Polarization on Corporate Boards: Theory and Evidence on Board Decisions about Acquisition Premiums
 Hongquan Zhu, Arizona State University



Selection Committee Co-Chairs Robert Nixon and Africa Ariño with winner Hongquan (David) Zhu.

Hongquan (David) Zhu obtained his PhD degree in Strategy from University of Michigan in 2009. He is currently an Assistant Professor of Management at the Arizona State University. His research interest spans the areas of strategic management, organization theory, and social psychology, with a particular emphasis on issues related to corporate governance. His dissertation examines group polarization in board decisions about acquisition premiums, executive compensation, and diversification. In other projects, he also tries to understand how social and psychological processes can influence key decisions made by corporate leaders and by other key constituents of firms.

4 Honorable Mentions by Alpha title:

Employee Mobility, Employee Entrepreneurship and the Effects on Parent Firm Performance

Benjamin Campbell, Ohio State University
 Martin Ganco, University of Illinois-Urbana Champaign
 April Franco, University of Toronto
 Rajshree Agarwal, University of Illinois-Urbana Champaign

Growth and Divestiture in a Recession: Evidence from Emerging Markets in East Asia

Abhirup Chakrabarti, McGill University

How Capital Budgeting Differs as Uncertainty and Controversy Vary: Bridging Bower and Brealey & Myers

Hyoung Goo Kang, Ewha Womans University
 Richard Burton, Duke University
 Will Mitchell, Duke University

Some Animals are More Equal than Others: What Makes Strategic Initiatives Survive the Firm's Internal Selection Environment?

Marcus Matthias Keupp, University of St. Gallen
 Steven Floyd, University of St. Gallen
 Oliver Gassmann, University of St. Gallen

SMS BEST CONFERENCE PAPER PRIZE FOR PRACTICE IMPLICATIONS

Winner

Immigrant Agglomeration, Firm Heterogeneity, and FDI Location Choice: Evidence from the United States

Exequiel Hernandez, University of Minnesota



Duncan Angwin and Joan E. Ricart congratulate winner Exequiel Hernandez.

Exequiel Hernandez is a PhD student at the Carlson School of Management, University of Minnesota. His research focuses on how social capital arising from firms' network ties to various external organizations—including firms, immigrant groups, and other stakeholders—affects firm strategy and performance. Through this theoretical lens, he studies foreign market entry, mergers and acquisitions, technological innovation, and the conditions under which network ties enable or constrain firm performance. His work has been published in *Organization Science*. He holds a BS and Masters in Accountancy from Brigham Young University.

Conference Awards continued

SMS BEST CONFERENCE PHD PAPER PRIZE

5 Recipients by Alpha title:

An Integrated Perspective on Corporate Scope, Structural Complexity, and Corporate Divestment

Joe Beck - University of California-Irvine

Margarethe Wiersema - University of California-Irvine

Growth Rings: Patterns of Resource Bundle Emergence and Dynamics in New Ventures

Renee Rottner - University of California-Irvine

Immigrant Agglomeration, Firm Heterogeneity, and FDI Location Choice: Evidence From the United States

Exequiel Hernandez - University of Minnesota



One of the winners of the SMS Best PhD Paper Prize, Renee Rottner with Margarethe Wiersema

Institutions, Entrepreneurship and the Adoption of Voluntary Standards: Evidence from the Green Building Industry

Jeffrey York - University of Virginia

Michael Lenox - University of Virginia

The Influence of Technological Interdependence on Employee Entrepreneurship and Mobility: Evidence from the Semiconductor Industry

Martin Ganco - University of Illinois-Urbana Champaign

SMS EMERGING SCHOLAR AWARD

The SMS is inviting nominations for the 2010 SMS Emerging Scholar Award. This significant annual prize is awarded to a young, emerging scholar for exemplary scholarship as demonstrated in research, education, professional service, and all related activities that seek to improve current strategic management knowledge and application.

A successful candidate will possess the potential to make fundamental contributions to the way the field thinks about knowledge essential to any organization's achievement of durable success. Especially important will be knowledge contributions that complement and extend existing strategic management theory, including those based on ideas from other disciplines and other fields of inquiry that intersect with strategic management theory and practice.

To be considered, a candidate:

- should be under the age of 40, with at least five years of post-terminal degree award experience,
- have a record of publication and professional activity that demonstrates work of significance and impact,
- be a member of the Strategic Management Society in good standing.

Nomination of a candidate requires:

- a letter of nomination by another member of the SMS, who must not be a member of the same organization/institution as the nominee,
- two additional letters of recommendation for the nominee,
- a full current vitae from the nominated individual, including any current working papers.

Nominations for the 2010 award should be sent to the SMS Executive Office and will be accepted until April 30, 2010. The selection will be made and announced in early July 2010.

The recipient of the SMS Emerging Scholar Award will:

- have the opportunity to present his/her research in a prominent setting at the SMS Annual International Conference,
- receive a prize of US \$5,000
- be appropriately recognized in the SMS journals.

The selection committee is comprised of two members of the SMS Executive Committee, two members of the SMS Board of Directors, and one additional expert chosen from the SMS membership at large. For more information about this award, please visit www.strategicmanagement.net.

PREVIOUS RECIPIENTS

2009	Michael Lenox
2008	Riitta Katila
2007	Jeff Reuer

SMS FELLOWS UPDATE

As the year comes to a close, we would like to take a few minutes to update you on the latest activities of the SMS Fellows.

As outlined in the Fellows Constitution, our annual election of new Fellows was held this Summer. We received a worthy slate of candidates, and are pleased with the results of this year's election. We are happy to welcome Raffi Amit, Charles Baden-Fuller, Vijay Govindarajan, Ranjay Gulati, Rita McGrath, Ken Smith and Sidney Winter to our ranks. Four of these individuals were able to join us at our Annual Meeting in Washington, DC this October where they were officially inducted as SMS Fellows. With their induction, they are listed as Active Fellows on our Fellows Roster.

We also spent time at our Annual Meeting discussing the launch of the Strategy Research Foundation (SRF). We are excited about the idea of the SRF coming to fruition and discussed its role and how best to establish its research agenda. We realize that the Fellows can play a crucial role in establishing the type of research that should be undertaken, how to launch the fund raising program and how to structure the group of experts that will promote and evaluate research proposals and projects. Dan Schendel, the interim Chair of the SRF, requested that the Fellows submit their ideas for SRF initiatives, as well what type of role they are willing to play in the development of the SRF. We feel that it is important for the field's senior scholars to support ideas that allow for research that helps grow the field.

This year's annual international conference was the first that hosted a panel specific to the SMS Fellows. This idea was presented at the Cologne meeting last year, and we are pleased that this panel was so warmly received. This well attended showcase panel on Strategic Management Research at the Boundary of the Field featured Mike Hitt, Richard Bettis, Will Mitchell and Edward Zajac. Due to the success of this panel, we have committed to work with the organizers of next year's conference in Rome to create another Fellows panel.

Below 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.

We are delighted with the growth the Fellows experienced in 2009, and are excited about what is to come in 2010.



Dean
Howard Thomas



Deputy Dean
Carlos Cavalle



For more information about the SMS Fellows,
please visit fellows.strategicmanagement.net.

NEW SMS FELLOWS IN 2009



Fellows Class of 2009, left to right; top to bottom:

Raffi Amit
 Charles Baden-Fuller
 Vijay Govindarajan
 Ranjay Gulati
 Rita McGrath
 Ken Smith
 Sidney Winter



SMS FELLOWS

Raffi Amit	*Bruce Henderson
*Kenneth Andrews	Michael Hitt
*H. Igor Ansoff	Robert Hoskisson
** 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
Kathleen Eisenhardt	Harbir Singh
Pankaj Ghemawat	** Ken Smith
*Sumantra Ghoshal	George Stalk Jr.
Vijay Govindarajan	John Stopford
** Ranjay Gulati	** David Teece
William Guth	Howard Thomas
Donald Hambrick	Sidney Winter
Gary Hamel	Edward Zajac
Constance Helfat	

* In Memoriam

** Elected but not inducted



For more information on the Global Strategy Journal, please visit gsj.strategicmanagement.net.

SMS NEWS

THE NEW GLOBAL STRATEGY JOURNAL

We are pleased to announce the launch of a new quarterly journal, the Global Strategy Journal (GSJ). Led by Co-Editors Steve Tallman (University of Richmond) and Torben Pedersen (Copenhagen Business School), the international editorial team seeks to publish the finest research on topics relating to global- and international, multinational, or transnational- strategy and strategic management. The first volume of the GSJ will be published in 2011 as a two part special issue. The first volume is intended to define the topical domain as well as the standards of the new journal and will do so through invited papers. All subsequent issues are intended to be of a competitive nature and the GSJ will start accepting submissions in early 2010. As a sister publication to the SMJ and SEJ, the GSJ will also be published by Wiley-Blackwell. To learn more about the journal, its editorial team and vision statement, please see the GSJ Launch Brochure included with this newsletter. The GSJ Launch Conference is scheduled for July 18-21, 2010. This invitation-only conference will be held near Chicago. Additional information regarding the launch conference will be posted on the web as it becomes available.



GLOBAL STRATEGY JOURNAL



Torben Pedersen
Copenhagen Business School



Steve Tallman
University of Richmond



save the date

Miami

SMS 31st Annual
International Conference
November 6–9, 2011





Russ Coff
Emory University



Dave Lepak
Rutgers University



Bill Hesterly
University of Utah



Pat Wright
Cornell University

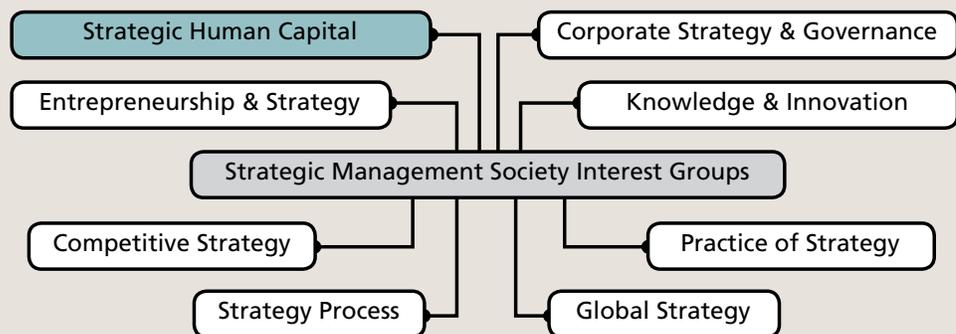
THE NEW STRATEGIC HUMAN CAPITAL INTEREST GROUP

A new interest group, Strategic Human Capital was announced at our Annual Conference this year in Washington, DC. The leadership tasked with the launch of this IG, Russ Coff (Emory University), Dave Lepak (Rutgers University), Bill Hesterly (University of Utah) and Pat Wright (Cornell University), together with a larger group vested in its success have formulated the following domain statement:

The Strategic Human Capital Interest Group of the Strategic Management Society will promote research addressing the role of human capital in firm performance. Scholarship that is interdisciplinary and/or considers human capital at multiple levels of analysis is especially welcomed. Examples of the types of questions included in this conceptual space are the following:

- How can firms purposefully create valuable firm-level human capital heterogeneity?
- What are the mechanisms that link human capital to firm-level outcomes?
- How do firms best manage the value appropriation challenges presented by “star” employees?
- To what extent can firms gain competitive advantage through “people”?
- Why and how do competitive interactions within labor markets (e.g., talent poaching) differ from competitive interactions in other strategic factor markets?
- How do management practices that enhance the strategic value of human capital diffuse?
- What factors explain differences in human capital productivity within industries?
- How does human capital emerge and interact with other forms of intellectual capital (e.g., social capital, organizational capital) to influence firm-level outcomes?

SMS members have the option to join this new IG for the first time in 2010. In addition to scholars in existing Interest Groups, the founders of the new IG anticipate that it will attract many macro or strategic HR scholars who are under-served in other existing academic organizations.



For more information on the new Strategic Human Capital Interest Group, please visit strategicmanagement.net.

INTRODUCING THE STRATEGY RESEARCH FOUNDATION

DAN SCHENDEL – In 1998 the Strategic Management Society's Board of Directors (BoD) established a not-for-profit foundation incorporated under the name of the Strategy Research Foundation (SRF). The purpose of the SRF was and is to develop new knowledge in the field of strategic management, knowledge that would advance the field's theoretical foundations, conceptual views, and applications to more effective management of organizations of all types and kinds. What had begun with the Strategic Management Journal in 1980 as a means of reporting contributions to the field, and amplified by the formation and work of the Strategic Management Society in 1981, came full

It is to the riskier, distant in resolution, but important research gains necessary to the advancement of the field that the SRF is devoted. In plainer words, the purpose of the SRF is to support important research that would not otherwise be done.



circle to a means of fostering and generating needed, riskier, and more extended research through financial support by a foundation devoted solely to that purpose.

There is substantial and growing research undertaken in our field. Missing in this work, however, is a guided, extended research program directed at the most difficult and vexing issues facing the field, issues that are more extensive than can be reached efficiently by academics working alone or in small groups, issues that are too long term in resolution to attract the support of individuals and organizations devoted to the rigors of personal gain or organizational profit. It is to the riskier, distant in resolution, but important research gains necessary to the advancement of the field that the SRF is devoted. In plainer words, the purpose of the SRF is to support important research that would not otherwise be done.

Lacking sufficient, recurring income to achieve a sustainable scale, the SRF remained dormant until 2006, when a source of recurring funds in the form of an annual royalty was made available by John Wiley & Sons, the publisher of the SMJ, SEJ, and now the new GSJ to be launched in 2011. With the generous commitment by John Wiley & Sons, the SMS Board of Directors undertook further study and discussions about launching the SRF with an endowment to help make the SRF credible and durable as an entity supporting research in our field.

Over its thirty year history, the SMS has built reserves beyond its current and planned operations. Through restrictions to ensure its use to generate new knowledge, the SMS Board decided to make available an initial amount to fund an endowment of a size believed sufficient to help ensure the successful launch of the SRF and to reassure the needed volunteers that what they would build with their time and intellectual contributions would multiply the knowledge in the field as successfully as the SMS and SMJ have already done.

To make all of this a reality, at its meeting in Washington in October, the BoD adopted unanimously, a gift agreement with the SRF, recently signed by representatives of both the SRF and SMS, and now in force. This agreement matched the generosity of John Wiley & Sons, and the BoD hopes it will attract the same generosity from other donors with interests in the field of Strategic



Strategy Research FOUNDATION

Management and its future. The major feature of the SMS gift is an outright donation of \$500,000 of reserves to establish a restricted endowment fund, the proceeds from which are dedicated and restricted to the support of research in our field. Coupled with accumulated royalty flows from John Wiley & Sons, the SRF started its active life in November, 2009 with about \$1,000,000 in endowments and unrestricted funds. Another, and, perhaps in the end, an even more significant feature of the SMS gift is a five year commitment, through 2014, to match up to \$1,300,000 in donations made to the SRF by such donors as individuals, corporations, consulting firms, and other foundations.

This year, working with the concepts of the prior board action in 1998, and the prospect of sufficient funding to start operations, formal by-laws were written, endorsed, and adopted by the SMS and initial SRF incorporators. These by-laws will be available for your examination under the SRF website now under development and soon to be activated. Look for it at this site: <http://srf.strategicmanagement.net>, along with still more detailed explanations of the SRF.

These by-laws establish an eleven member Board of Trustees (BoT), which is charged with the development and conduct of the operating organization, and is comprised of volunteers. The eleven member BoT is identified for you in the enclosed box. The BoT will hold its first formal meeting shortly after the start of 2010. By that time, specific work will have been done in identifying some of the volunteers required to populate the organization structure now under consideration. You can help by suggesting persons, including yourself, that you believe are suited to and interested in the positions or committees that will lead the work. Upwards of 70 persons or more will be needed as volunteers to do the work of the SRF. Please feel free to contact any one of the trustees with your ideas and suggestions about people, research to undertake, or even with your donations. And on the matter of donations, we are pleased to speak of our very first individual donation in the amount of \$1,000 shown being donated to the SRF and received by me as the Chairperson. Thank you Raffi Amit for this example set by your generous support!



SRF BOARD OF TRUSTEES

Jay Barney	John Keane
Carlos Cavalle	Marjorie Lyles
Bala Chakravarthy	Joan Enric Ricart
Donald Hambrick	Dan Schendel
Dieter Heuskel	Howard Thomas
Michael Hitt	



For more information about the SRF, please visit srf.strategicmanagement.net.



2010 ANNUAL INTERNATIONAL CONFERENCE: ROME

PROGRAM CO-CHAIRS



Giovanni Battista Dagnino
University of Catania



Rosario Faraci
University of Catania



Gianmario Verona
Bocconi University



Maurizio Zollo
Bocconi University

Next year marks the 30th anniversary of the Annual Conference of the Strategic Management Society. To celebrate the event, 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 Strategic Management at the Crossroads. Program Co-Chairs Giovanni Battista Dagnino and Rosario Faraci (University of Catania) and Gianmario Verona and Maurizio Zollo (Bocconi University) look forward to producing an excellent conference at the Rome Marriott Park Hotel, September 12-15, 2010!

In addition, we are particularly pleased to announce that the SMS Conference—for the first time ever—will offer four extensions, which will be held in Italian cities other than Rome. The extensions are conceived as pre- and post-conference activities aimed at furthering the scientific debate on specific topics in smaller workshop-type settings. Local committees are organizing the half-day events, which have a specific focus on topics of particular relevance in the strategic management debate.

The sessions at the 2010 conference will hearten discussions about strategies for addressing multiple crossroads unlocked by recent critical trends in globalized environments. We emphasize that we are facing a double crossroads. One is concerned with the multiple levels of analysis that the strategy field is called to consider. This range has dramatically expanded—from the microdimensions of

individual behavior, potentially down to neuroscientific inquiries of strategic thinking and leadership behavior, all the way to the macrodimensions of regional competition and the emergence of novel capitalist systems, with the more 'usual' levels of analysis of the firm, the network, and the industry in the middle of the continuum. At the other crossroads, scholars need to confront the fundamental cultural and institutional diversity that currently epitomize East-West and North-South interaction and the implications these differences have for strategic decision making and behavior. The time has come to foster deeper and broader dialogues with the frontiers of science, across all relevant domains (e.g., social, natural, medical science) and disciplines (e.g., political science, macroeconomics, ecology, neurology).

The Call for Proposals is included with this newsletter. It, and more detailed information about the 2010 conference, can be found at the conference web site.



For more information about the 2010 SMS Conference in Rome, Italy, please visit rome.strategicmanagement.net.

Strategic Management at the Crossroads



PROGRAM CO-CHAIRS
Giovanni Battista Dagnino
Rosario Faraci
University of Catania
Gianmario Verona
Maurizio Zollo
Bocconi University

in cooperation with
 **Università Commerciale Luigi Bocconi**

rome.strategicmanagement.net



CONFERENCE TRACK THEMES

Microfoundations of Strategy

Gianmario Verona

Macrofoundations of Strategy

Maurizio Zollo

Strategies at the Crossroads of Contexts and Cultures

Giovanni Battista Dagnino

General Conference Track, Integrating Strategies at the Crossroads

Rosario Faraci

INTEREST GROUP TRACKS

Competitive Strategy

Michael Leiblein

Corporate Strategy and Governance

Robert Wiseman

Global Strategy

Anil Gupta

Strategy Process

Bill Wooldridge

Knowledge and Innovation

Sharon Matusik

Practice of Strategy

Sotirios Paroutis

Entrepreneurship and Strategy

MB Sarkar

Human Capital

David Lepak

IMPORTANT DATES & DEADLINES

December 1, 2009
Submission System Opens

February 25, 2010
Submission Deadline for Proposals

Mid-April, 2010
Notification of Review Program Committee Decisions

May 14, 2010
Presenter Registration Deadline

July 2010
Conference Program Available online

September 12-15, 2010
SMS Annual International Conference, Rome, Italy



SMS 30TH ANNUAL INTERNATIONAL CONFERENCE



ROME
SEPTEMBER 12-15, 2010

management.net



SMS SPECIAL CONFERENCE FINLAND

MARCH 17-20 2010: FINLAND

SMS SPECIAL CONFERENCE

intersections

Finland

March 17-20, 2010

In March 2010 the Strategic Management Society will host a Special Conference in Finland. The unique location of Northern Lapland will bring together scholars, executives and innovation policy makers. The SMS has a strong membership base in Finland and this is our first conference on Finnish soil. While we are expecting a large number of Finnish attendees from both the public and private sectors, there has been a great deal of interest from the international community.

We are pleased to have received over 140 submissions. This number reached well beyond our expectations and submitting authors represent many different countries. This diversity will help provide a truly international conference with a global perspective.

Authors have been notified of the review committees' decisions and the Track Directors are currently working on building the program. Be sure to check finland.strategicmanagement.net for updates as the program is finalized and to register for the conference.

BACKGROUND OF AUTHORS OF SUBMITTING PROPOSALS

- 255 Unique authors of which 20% have a business/consulting background
- 35 Countries are represented



CONFERENCE THEME TRACKS

Intersections of Strategy Process and Strategy Practice Research

Managerial and Organizational Cognition in Strategy Processes and Practices

Organizational and Management Innovations in Strategy Processes and Practices

Dynamic Capabilities and Strategic Agility and Strategy Processes and Practices

Collaborative Strategizing for the Future



For more information regarding conference themes, travel to Lapland, and submitting a proposal, please visit finland.strategicmanagement.net.

SMS MEMBERSHIP RENEWAL 2010

This is a friendly reminder that SMS membership is annual and that 2009 membership ends on December 31st of this year. (For those of you who attended our Annual Conference in Washington, DC, your 2010 membership was included with the registration fees).

For the first time, we are offering special multi-year bundles. By renewing your membership for more than one year you can save on dues. A membership renewal form is included with this mailer and multi-year bundles can be purchased online or by request. **Upon purchase of a multi-year package, registration fees for the Annual Conference will be reduced as credit for the existing membership.**

Please visit our website (www.strategicmanagement.net) where you can quickly and conveniently renew your membership with the ability to view and update your contact details as well as your interest groups. You can also download and print a receipt.

MEMBERSHIP CATEGORIES

We are pleased to be able to hold dues at the same level as they were in 2008 and 2009.

REGULAR — 2010 Only:	US \$215
Two Year Bundle:	US \$430 (Lock in the current rate!)
Three Year Bundle:	US \$615 (Save \$30)
EMERITUS — 2010 Only:	US \$115
Two Year Bundle:	US \$230 (Lock in the current rate!)
Three Year Bundle:	US \$330 (Save \$15)

A special Emeritus membership status with a significantly reduced annual membership fee was introduced in 2008. To qualify for the Emeritus Status, individuals must have passed the age of 65 and have 10 or more years of SMS membership. All membership benefits and privileges remain the same.

STUDENT — 2010 Only:	US \$105*
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* Restrictions apply, please see our website for details

WE LOOK FORWARD TO WELCOMING YOU BACK FOR ANOTHER YEAR!



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SMS BOARD AND IG LEADERSHIP ELECTIONS

During the month of September, SMS Members were invited to participate in this year's online elections for the SMS Board of Directors and the leadership of the Interest Groups. The newly elected Board members are Irene Duhaime, Javier Gimeno, and Robert Hoskisson. The results of the Interest Group elections are listed on this page and posted in more detail on the SMS website www.strategicmanagement.net.

We want to sincerely thank all of the candidates willing to be on the ballots for these positions. Their willingness to serve the Society is greatly appreciated and makes the election possible. We also want to thank all of the members who voted in the election. Your voice is important.

SMS BOARD

EXECUTIVE COMMITTEE

Joan Ricart, President
Mike Hitt, Past President
Jay Barney, President-Elect
Dan Schendel, Treasurer
Niko Pelka, Executive Director

DIRECTORS

Robert Burgelman, 2008-2010
Xavier Martin, 2008-2010
Margarethe Wiersema, 2008-2010
Irene Duhaime, 2009-2011
Javier Gimeno, 2009-2011
Robert Hoskisson, 2009-2011

2009 IG LEADERSHIP

COMPETITIVE STRATEGY

Gianmario Verona, Bocconi University
Michael Leiblein, Ohio State University
Govert Vroom, IESE Business School
 REPS AT LARGE:
Karin Fladmoe-Lindquist, University of Utah
Ravi Madhavan, University of Pittsburgh
Christian Stadler, Dartmouth College
Aya Chacar, Florida International University
Donald Hatfield, Virginia Tech
Thomas Moliterno, University of South Carolina

CORPORATE STRATEGY

Mason Carpenter, University of Wisconsin-Madison
Robert Wiseman, Michigan State University
Gerry Sanders, Rice University
 REPS AT LARGE:
Brian Boyd, Arizona State University
Gerry McNamara, Michigan State University
Anja Tuschke, University of Munich
Todd Zenger, Washington University-St. Louis
Yasemin Kor, University of South Carolina
Yan Zhang, Rice University

GLOBAL STRATEGY

Bjorn Ambos, WU-Vienna
Anil Gupta, University of Maryland
Charles Dhanaraj, Indiana University
 REPS AT LARGE:
Gabriel Benito, BI Norwegian School of Management
Robert Salomon, New York University
Klaus Ulhenbruck, University of Montana
Torben Pedersen, Copenhagen Business School
Ram Mudambi, Temple University
Anniqve Un, University of South Carolina

STRATEGY PROCESS

Christoph Lechner, University of St. Gallen
Bill Wooldridge, University of Massachusetts
Cathy Maritan, Syracuse University
 REPS AT LARGE:
Tomi Laamanen, Helsinki University of Technology
Livia Markoczy, University of Texas-Dallas
Taco Reus, Erasmus University-Rotterdam
Chet Miller, Wake Forest University
Patrick Regner, Stockholm School of Economics
Bruce Lamont, Florida State University

KNOWLEDGE & INNOVATION

Maurizio Zollo, Bocconi University
Sharon Matusik, University of Colorado-Boulder
Mary-Anne Williams, University of Technology-Sydney
 REPS AT LARGE:
Lars Bengtsson, Lund University
Laura Poppo, University of Kansas
Georg Von Krogh, ETH Zurich
Carmen Weigelt, Tulane University
Peter Lane, University of New Hampshire
Teppo Felin, Brigham Young University

PRACTICE OF STRATEGY

Veronique Ambrosini, Cardiff University
Sotirios Paroutis, University of Warwick
Robert Wright, Hong Kong Polytechnic University
 REPS AT LARGE:
Ludovic Cailluet, University of Toulouse
Maureen Meadows, Open University
Timo Santalainen, Helsinki School of Economics/STRATNET
Hanna Lehtimäki, Life Works Consulting
John Pearce, Villanova University
Thomas Lawton, Cranfield University

ENTREPRENEURSHIP AND STRATEGY

David Deeds, University of St. Thomas
MB Sarkar, Temple University
Christoph Zott, IESE Business School
 REPS AT LARGE:
David Hsu, University of Pennsylvania
Sonali Shah, University of Washington
Erik Stam, Utrecht University
Gary Dushnitsky, University of Pennsylvania
Garry Bruton, Texas Christian University
David Sirmom, Texas A&M University

STRATEGIC HUMAN CAPITAL

Russ Coff, Emory University
Dave Lepak, Rutgers University
Bill Hesterly, University of Utah
Pat Wright, Cornell University

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.



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