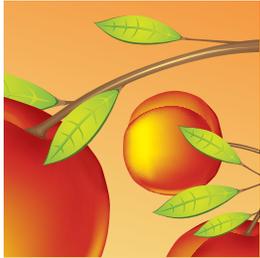


WINTER 2012 | networking | research | consultants | business practitioners | scholars



# SMS

STRATEGIC  
MANAGEMENT  
SOCIETY

## NEWSLETTER

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Linking Thoughtful Practice  
with Insightful Scholarship



## THOUGHTS FROM THE SMS PRESIDENT

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**President  
Jay Barney**  
*University of Utah*

At 12:01 AM, January 1, 2013, I will end my term as the President of the Strategic Management Society. Phew! Just in time. Definitely time to turn over the reins to Bob Hoskisson, our next president. Of course, like General MacArthur's old soldiers, SMS Presidents don't die, they just fade away—by becoming SMS Past President. So, at 12:02 AM, January 1, 2013, I will begin my two year term as SMS Past President.

At such times of transition, one is tempted to look back on what has—and has not—been accomplished. Of course, unlike politicians who run for elected office, I have the great advantage of having promised nothing in order to get elected to the office of President-Elect, and then President. Thus, since I created no expectations about what I might do, it is not difficult to evaluate my two years with respect to those expectations. I clearly exceeded them.

More seriously, the last two years have seen explosive growth in many SMS activities. For example, with respect to conferences:

- The number of special conferences sponsored or co-sponsored by the SMS has increased dramatically. We are now on pace to have two or three of these conferences each year.
- The geographic distribution of these conferences continues to increase. The SMS has now sponsored, or will shortly sponsor, special conferences in Rio de Janeiro, Brazil; San Diego, California; Singapore; Guangzhou, China; Lake Geneva, Switzerland; and Glasgow, Scotland.
- We experimented with several "extensions"—smaller workshops either before or after the main conference—beginning in Italy. This trend has continued and has enabled those unable to attend our main conference to, nevertheless, be exposed to the ideas for research and practice within the SMS.

With respect to journals:

- The *GSI* and the *SEJ* continued to grow in impact. Indeed, in its first year of eligibility, the *SEJ* was ranked in a virtual tie with other leading entrepreneurship journals in terms of citations and impact.
- The *SMJ* was able to negotiate for more pages in each of its volumes—a move that insures the timely publication of research published in that prestigious journal. The *SMJ* also announced a series of special issues that will help this journal maintain its preeminent status in the field of strategic management.

With respect to the Strategy Research Foundation:

- Since we (re)launched the SRF three years ago, the SMS has provided financial support to this foundation totaling \$1.46 million and pledged another \$1.3 million as a matching gift to help build an endowment. We were excited to see the SRF begin to implement its research program. We continue to be confident that the SRF will be a major contributor to the evolution of the field of strategic management.

With regard to the management of the SMS:

- Several new Interest Groups (IGs) were added to the SMS—including a Stakeholder IG, a Strategic Human Capital IG, a Cooperative Strategy IG, and - most recently - an IG on Behavioral Strategy. Also, a new type group—horizontal rather than vertical—was added: The Teaching Community. The proposal, evaluation, and governance of IGs were also regularized.
- In an effort to continue the professionalization of the SMS, the Society adopted a series of by-laws and other contractual changes to normalize the management of the Society. We also instituted the publication of an Annual Report which allows members to evaluate the activities and financial position of the SMS on their own.
- As part of this professionalization process, we increased the size of the SMS Board of Directors and organized the Board into several committees. This committee structure places more decision making responsibility for the SMS within the SMS Board, and less on the Executive Committee.

This is only a partial list of activities the SMS has engaged in over the last years. But hopefully it gives you some sense of the scope and scale of our activities. Clearly, the SMS is moving in a great direction.

However, let me be clear that any success that the SMS is experiencing is due primarily to my colleagues as officers, the board of directors, our staff, and—most importantly—to the members of the Society itself. This is, at its core, a volunteer organization. And while our few paid professionals do make a very important contribution to our efforts, without the dedicated service of all of our members, the SMS would not be where it is today.

So, thanks to all of you who have been so instrumental in our success. Now. . . I think it is time for me to fade away.



Jay Barney

## SMS NEWS

### THANK YOU JOAN ENRIC!

**JAY BARNEY** — Those of us who have worked with Joan Enric on the SMS Executive Committee and Board of Directors know how important he has been for the Society. I think it is fair to say that under his leadership, the SMS became a more professionally managed and strategically aligned organization. His steady hand, his patience, his willingness to do the hard things that come with this job, his wisdom, his good humor—all these things will be missed by those who have worked with him. Indeed, it is hard for me to imagine SMS management meetings without him present. As a person, I am better off for having worked with Joan Enric, and as a Society, we are much better off for having had his leadership for so long.



**Joan Enric Ricart**  
Outgoing Past President  
IESE Business School

### INTEREST GROUP UPDATES

Our IGs continue to grow and evolve! The new **Behavioral Strategy IG** merges cognitive and social psychology with strategic management theory and practice, with the aim of grounding strategic management in realistic assumptions about cognition, emotion, and social interaction. Meanwhile, the **Corporate Strategy and Governance IG** has split into two new IGs: **Corporate Strategy** and **Strategic Leadership and Governance**. Please consider joining these new IGs when renewing your 2013 membership! More details about their structure and leadership will be posted in 2013.

### GO GREEN WITH YOUR 2013 RENEWAL

Save on your 2013 membership dues by going green! We received many suggestions from our members regarding the ability to have a green membership. 2013 is the first year we are offering Green Membership: an opportunity to conserve resources by choosing online-only journal viewing. Individuals will receive a \$10 reduction in membership dues for Regular members, and a \$5 reduction for Student and Emeritus members. You can easily renew online by clicking [here](#).

### 2014 SMS SPECIAL CONFERENCE TEL AVIV



Although more than a year away, we are eager to introduce the first SMS conference to be held in the Middle East. Tel-Aviv, Israel is the city where history and tradition meet innovation and renewal and also where we look forward to seeing you March 9-11, 2014. Start developing your proposals now on the exciting conference theme "Startup and Restart Strategies." For more developments and Call for Proposals guidelines, please click [here](#).



## ELECTION RESULTS

### NEW 2013 BOARD MEMBERS

During the month of November, SMS members were invited to participate in this year's online elections for new 2013 SMS Board of Directors and leaders of the Interest Groups and Community. The results of the elections are listed here and on the [SMS website](#). Thank you to all of our members who voted and the candidates who were willing to be on the ballots for these positions. We greatly appreciate their time and dedication as the Society continues to grow and evolve.

#### PRESIDENT-ELECT, MARJORIE LYLES



**President-Elect  
Marjorie Lyles**  
*Indiana University*

Marjorie Lyles is OneAmerica Chair in Business Administration and Professor of International Strategic Management at the Indiana University Kelley School of Business. Marjorie Lyles' research addresses organizational learning and innovation, international strategies, joint ventures, and alliances, particularly in emerging economies. She has over 100 articles and chapters. Her work has appeared in top academic journals such as *SMJ*, *SEJ*, *ASQ*, *JIBS*, *OSci*, *AMR*, *JMS*

and *AMJ*. Marjorie Lyles has served SMS in many roles: 2009 Program Co-Chair of the Annual Conference in Washington, D.C., Board of Trustees of the Strategic Management Foundation; Consulting Editor for *Global Strategy Journal*; co-founder and Chair for the Knowledge and Innovation Interest Group, and over twenty years of attending and reviewing for the Annual Conference and the *Strategic Management Journal*. She is a SMS Fellow.

#### BOARD MEMBER, JAVIER GIMENO

Javier Gimeno is Professor of Strategy at INSEAD, where he holds the Aon Dirk Verbeek Chair in International Risk and Strategic Management. He received a PhD in strategic management from Purdue University and a Licenciante degree from the University of Zaragoza in Spain. His work centers on competitive strategy and entrepreneurship. He has been published in journals such as



**Javier Gimeno**  
*INSEAD*

*Academy of Management Journal*, *Administrative Science Quarterly*, *Organization Science*, and *Strategic Management Journal*. He served as Senior Editor for *Organization Science*, and on editorial boards of several leading journals in strategy and management. Javier Gimeno was Program Chair for the 2006 SMS International Conference in Vienna, chairman of the SMS Competitive

Strategy Interest Group, and currently serves on the SMS Board of Directors. He was also Program Chair and Division Chair for the Academy of Management's Business Policy and Strategy division, and member of the Board of Governors of the Academy.

#### BOARD MEMBER, COSTAS MARKIDES



**Costas Markides**  
*London Business School*

Costas Markides is Professor of Strategy and Entrepreneurship and holds the Robert P. Bauman Chair of Strategic Leadership at the London Business School. He received his BA (Distinction) and MA in Economics from Boston University, and his MBA and DBA from the Harvard Business School. He serves on the Editorial Boards of several academic journals including the *Strategic Management Journal*,

the *Academy of Management Journal* and the *Sloan Management Review*. He has done research and published several books as well as articles on the topics of diversification, strategic innovation, business-model innovation, and international acquisitions. His current research interests include the management of diversified firms and the use of innovation and creativity to achieve strategic breakthroughs.

#### BOARD MEMBER, LAURA B. CARDINAL



**Laura B. Cardinal**  
*University of Houston*

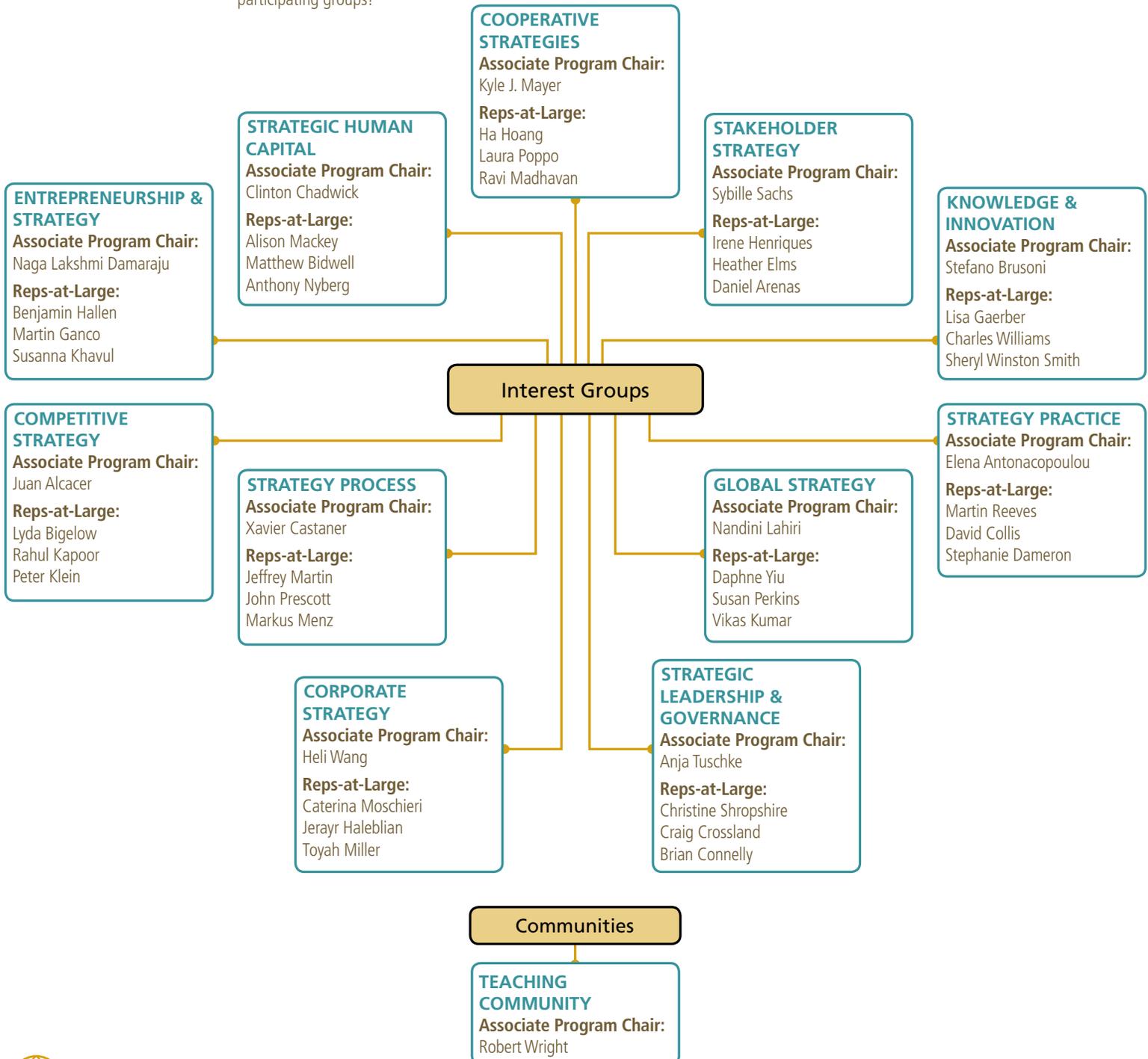
Laura Cardinal is Professor of Strategic Management at the C. T. Bauer College of Business, University of Houston. Previously, she was a faculty member at Tulane University where she served as the Exxon Professor of Strategy. Her areas of expertise include managing innovation and R&D capabilities and understanding the evolution and adaptation of control systems in founding firms. She has received awards for both research and teaching in these

areas. She earned her Ph.D. from the University of Texas at Austin where she was a National Science Foundation grant recipient. Her book, *Organizational Control* (with Sitkin and Bijlsma-Frankema), was published by Cambridge University Press in 2010. Laura Cardinal currently serves on the editorial boards of the *Strategic Management Journal* and *Organization Science*. She previously served as the Chair for the Competitive Strategy Interest Group and Track Chair for the Singapore Conference for the Strategic Management Society, and as the Chair of the Technology and Innovation Management Division at the Academy of Management.



## ELECTION RESULTS NEW 2013 IG AND COMMUNITY LEADERS

The Teaching Community and many of the IGs also held elections. Congratulations to all of the newly elected leaders from the following participating groups!



## HAPPENINGS WITH THE SMS FELLOWS

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Dean  
Carlos Cavalle

### The Fellows in Prague

At this year's annual SMS conference, the Fellows launched an initiative to create the opportunity for greater interaction between the Fellows and other members of the SMS community. Dubbed "Breakfast with the Fellows," Fellows sponsored some discussions over a very nice breakfast. We hope to continue this initiative in the future.

### Fellows Forum at Next Year's SMS

The Fellows will be putting together a proposal for a session at next year's annual SMS meeting which will highlight some of their thinking regarding the most significant issues facing the Society and the field. It will be structured similar to a symposium session and, it is hoped, will include actionable recommendations on significant issues for the field.

### UPDATES FROM SELECT FELLOWS

#### Carlos Cavalle

Carlos Cavalle is the founder and chairman of the Public - Private Sector Research Center. This independently-funded research center intends to be a reference for what concerns research addressed to the understanding of an increasing number of issues that constitute an interface between the public and the private sectors. The Center has many publications and organizes conferences, workshops and seminars of a different nature within the framework of public services that are partially funded and fully managed by the private sector. These conferences focus on issues related to competition, private funding for public services, and public and private healthcare, among others.

#### Howard Thomas

Following the publication of his book with Fernando Fraguero, *Strategic Leadership in the Business School* (Cambridge Univ. Press (CUP), 2011), he has been working with Peter Lorange and Jag Sheth on a second volume to be published by CUP in 2013.

#### Yves Doz

Over the past year, Yves Doz has focused increasingly on areas which combine research insights and practical implications of significant societal value. This has taken him to extend his strategic agility research to public policy and country governance in a comparative study of government reform in various countries. This has also led him to work on public-private alliances to solve major health issues; from better earlier diagnosis of major diseases and a shift to preventive medicine in developed countries, to basic health enablers in developing countries such as vaccination and disease eradication. He is also working on bringing peaceful, safe, and reliable nuclear energy to emerging economies. His latest book, *Managing Global Innovation* (co-authored with Keeley Wilson), will be published by HBR Press. The book draws on a survey of 170 multinational companies and on fifty case studies performed over the past few years. The continuation of his research on strategic agility has led to various extensions, such as the focus on the characteristics of the language used by firms in the strategy making process on individual leadership behaviours that foster or hamper strategic agility.

#### Richard Rumelt

In August 2011, Dick Rumelt published *Good Strategy/Bad Strategy: The Difference and Why it Matters*. The book was one of six finalists for the 2011 Goldman Sachs/Financial Times Best Business Book of the year award. He continues to teach full time at UCLA Anderson, having created a new course "Management & Strategy." He has published a series of pieces in the McKinsey Quarterly, the latest being "The Perils of Bad Strategy," (October 2011). He has been working with Dan Lovallo and David Bardolet on patterns of investment in diversified and non-diversified firms (*Industrial and Corporate Change*, 19: 591-612), with a new paper on this now in circulation. He is working with Fan Zia on decomposing corporate growth rates, and putting finishing touches on their paper together.



Deputy Dean  
Rita McGrath

## FELLOWS NEWS

### NEW DEPUTY DEAN

**Harbir Singh** was elected Deputy Dean of the Fellows and will assume that office on January 1, 2013. Rita McGrath will then replace Carlos Cavalle as Dean. Thank you to Carlos for serving in this role for the past two years!



**Harbir Singh**

**Harbir Singh** is the William and Phyllis Mack Professor of Management and Co-Director of the Mack Center for Technological Innovation at the Wharton School of the University of Pennsylvania. His main areas of research are on strategic alliance and network formation, alliance management, corporate acquisitions, management buy-outs, and corporate restructuring. He has published on these topics in journals such as the *Academy of Management Journal*, *Strategic Management Journal* and *Administrative Science Quarterly*. Harbir Singh has served on the Editorial Boards of *Strategic Management Journal* and the *Academy of Management Journal*. His research on the role of cultural distance in explaining the choice of entry mode by multinationals won the "JIBS Decade Award," presented by the *Journal of International Business Studies*.

### SMS FELLOWS ROSTER

Raffi Amit	Robert Hoskisson
Kenneth Andrews **	Duane Ireland
H. Igor Ansoff **	Bruce Kogut *
Charles Baden-Fuller	Daniel Levinthal *
Jay Barney	Marvin Lieberman
Christopher Bartlett	Peter Lorange
Richard Bettis	Marjorie Lyles
Joseph Bower	Anita McGahan
Edward Bowman **	Ian MacMillan
Robert Burgelman	John McGee
Carlos Cavallé	Rita McGrath
Bala Chakravarthy	Henry Mintzberg
Alfred Chandler **	Will Mitchell
Derek Channon **	David Norburn
Ming-Jer Chen *	Margaret Peteraf
Karel Cool	Andrew Pettigrew
Arnold Cooper **	Michael Porter
Yves Doz	CK Prahalad **
Irene Duhaime	Joan Enric Ricart
Kathleen Eisenhardt	Richard Rumelt
Pankaj Ghemawat	Dan Schendel
Sumantra Ghoshal **	Ken Smith *
Vijay Govindarajan	Harbir Singh
Ranjay Gulati *	George Stalk
Anil Gupta *	John Stopford **
William Guth	David Teece *
Donald Hambrick	Jose de la Torre *
Gary Hamel	Howard Thomas
Constance Helfat	Margarethe Wiersema
Michael Hitt	Sidney Winter
Bruce Henderson **	Edward Zajac

\* Inactive

\*\* In Memoriam



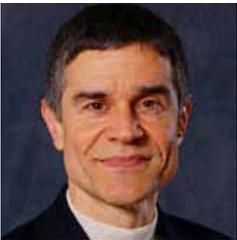
For more information on the SMS Fellows, please visit [fellows.strategicmanagement.net](http://fellows.strategicmanagement.net).

## JOURNAL UPDATES

### STRATEGIC MANAGEMENT JOURNAL



**Will Mitchell**  
Duke University



**Ed Zajac**  
Northwestern University



**Rich Bettis**  
University of North Carolina–  
Chapel Hill

It has been a very successful year for your *Strategic Management Journal*. By the end of the year, we will have received almost 1,200 new submissions and expect more in 2013. We can envision the journal one day having 5,000 annual submissions and 2,000 seem just over the hill. Many people have contributed to this success. We thank our associate editors, the editorial review board, the many ad hoc reviewers, those who submitted papers, and the Strategic Management Society. You are the people who are making such extraordinary growth possible. We specifically thank Dan and Mary Lou Schendel for their extraordinary foresight and investment of sweat equity in establishing *SMJ* and making it a top journal. We also specifically thank Lois Gast, *SMJ* Managing Editor, whose work ethic and contribution to *SMJ* can best be described as heroic. Finally, we thank Wiley-Blackwell for their help and support in continuing to grow and improve *SMJ*. Their help and support has been crucial throughout the history of *SMJ* and will continue to be in the future.

The *Strategic Management Journal* has always been international in terms of submissions, authors and subscribers, but it is now becoming a truly global institution. We are experiencing increasing submissions and acceptances from many countries, especially from various rapidly developing countries of the world. Simultaneously, we can now clearly see that electronic publication of the journal is inevitable in the near future. We are already publishing appendices and some exhibits from some papers online. Many university libraries have electronic access in PDF form to papers published in *SMJ*. We look forward to working with the Strategic Management Society and Wiley-Blackwell in transitioning to full electronic publication.

We as your editors, in cooperation with Bob Hoskisson and with support from Wiley-Blackwell, have examined possible crucial areas for *SMJ* Special Issues. This examination has resulted in the decision to move forward with two specific Special Issues oriented toward emerging and future issues in strategic management methodology and theory. You can expect “Call for Papers” and more information about these two special issues shortly. In addition, we have generated the following guidelines for those interested in submitting proposals for future special issues:

Special Issues have always been an important part of the *Strategic Management Journal*. In the future, we plan to publish one or two Special Issues a year. We will accept proposals for Special Issues at any time, but we expect to announce successful proposals, if any, semi-annually in January and July. Special issues may address a wide range of topics, with an emphasis on emerging opportunities in the field such as new or substantial reorientation of theories, questions, methods, and/or areas of practice.

Based on the number of inquiries we have been receiving about special issues, we expect to receive a large number of proposals relative to the small number we will be able to publish.

We invite your input on any *SMJ* aspect via email or at any of the SMS conferences.

See you in Atlanta next fall.

Ed, Will and Rich

## SMJ SPECIAL ISSUE

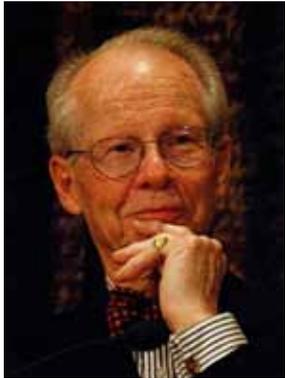
### CALL FOR PAPERS: Question-Focused Innovations in Research Methods

This special issue of *Strategic Management Journal* seeks innovations in research methods that will expand the range of questions for which strategic management scholarship can provide reliable answers. Strong research has three attributes: audience, questions, and answers. Influential work asks questions that a particular audience believes are important and provides answers that the audience believes arise from reliable research design. This special issue will help expand the audiences, questions, and answers in the discipline of strategic management scholarship by publishing papers that provide advances in research methods. The submission deadline is August 31, 2013.



For more information on the *SMJ*, please visit  
[smj.strategicmanagement.net](http://smj.strategicmanagement.net).

## THE DAN AND MARY LOU SCHENDEL BEST PAPER PRIZE



**Oliver E. Williamson**  
*University of California-Berkeley*

### Winner

#### **Strategizing, Economizing, and Economic Organization**

Published in the *SMJ*, Winter 1991 Special Issue, Volume 12

**Oliver E. Williamson**, *University of California-Berkeley*

The SMS was delighted to recognize Oliver E. Williamson with the 2012 Dan and Mary Lou Schendel Best Paper Prize Award at this past SMS Annual International Conference in Prague. Oliver Williamson's paper develops fundamental arguments concerning the basis of strategic management research and practice, focusing on the competitive advantages that accrue from effective organization of a business. On the one hand, this point is central to long standing research in the field. This importance is sometimes blurred, though, by an emphasis on basic cost advantages, without addressing the multi-faceted elements of what it takes to build an "efficient" organization. By contrast, Oliver Williamson's article provides a structured framing of efficiency, addressing how variations in choices of internal governance, as well as how relationships with multiple stakeholders and external organizations in different contexts of property rights and financial opportunities can shape a firm's ability to gain advantages based on efficiency. Perhaps the core message of the article is how a firm organizes, contingent on the technical, competitive, and social environment in which it operates, fundamentally shapes its ability to achieve complementary competitive advantages via the products and services it offers and where it positions itself in a competitive landscape.

In a recent note to us, Oliver Williamson reflected on his paper. "My paper 'Strategizing, Economizing, and Economic Organization' (1991) is the first of two articles of mine to appear in the *Strategic Management Journal*, the other being "Strategy Research: Governance and Competence Perspectives" (1999). I make the point in both that strategizing and economizing are complementary yet rival perspectives. Being persuaded that economic organization is very complex and that our understanding of it will benefit from several focused perspectives, it is and will remain instructive for both approaches to maintain their own identities. I do, however, make the point in both of these papers that TCE [transaction cost economics] has given priority to deriving refutable implications and submitting these to empirical testing. Because Strategy research is less fully developed in this respect and because "prediction is the touchstone of science," my suggestion is that prediction/empirical testing be given greater priority as this exciting field continues its development. Good hunting."

We are honored to include this paper in the list of winners of the Dan and Mary Lou Schendel Best Paper Prize.



For more information on this award, please visit  
[strategicmanagement.net/honors/smj\\_best\\_paper.php](http://strategicmanagement.net/honors/smj_best_paper.php)

## JOURNAL UPDATES

### STRATEGIC ENTREPRENEURSHIP JOURNAL



**Jay Barney**  
University of Utah

#### **Jay Barney, Mike Wright, G.T. Lumpkin, and Rajshree Agarwal**

— So, what is Strategic Entrepreneurship? This is a question that we are frequently asked in our roles as co-editors of the *SEJ*. The unstated assumption often underlying this question is that *SEJ* is all about creating a new research specialty—a field with its own unique research questions that draws on, but is distinct from, the fields of strategic management and entrepreneurship. So, when people ask us what strategic entrepreneurship is, what they are really asking us is: What unique research questions define this new field, and how are they different from research questions in strategy and entrepreneurship?



**Mike Wright**  
Imperial College London

We think this is actually the wrong question. The objective of *SEJ* is not to create an entirely new research specialty. Rather, its goal is to provide a research outlet for scholars that use the best of strategic management and entrepreneurship research to study and understand a broad class of entrepreneurial phenomena. In this sense, rather than being defined by some unique research question, strategic entrepreneurship is defined by the research that strategic management and entrepreneurship scholars actually do as they try to understand a complex and multifaceted phenomenon, namely entrepreneurship.



**Tom Lumpkin**  
Syracuse University

The diversity of this research is reflected in the original *SEJ* editorial statement. This statement—still guiding editorial decisions at the *SEJ*—lists topic areas that are likely to be of interest to strategic entrepreneurship editors, reviewers, and readers. These are organized into ten themes: Strategy vs. entrepreneurship; creativity, imagination, and opportunities; risk and uncertainty; innovation; change; technology; entrepreneurial actions, innovation, and appropriability; behavioral characteristics of entrepreneurial activity; entrepreneurship and economic growth; and the social role of entrepreneurship.



**Rajshree Agarwal**  
University of Maryland

Obviously, this is a diverse set of research questions—appropriately so, given the complexity of entrepreneurial phenomena. This is one reason we have a relatively large, and theoretically diverse, editorial team. The team nonetheless works together very well, to facilitate a timely and constructive review and publication process.

The results speak for themselves. The papers published in the *SEJ* are among the most cited research on entrepreneurship. Some of these papers are central to important debates that are emerging in entrepreneurship research. This success, in turn, has increased the

number of people submitting to the *SEJ* and increased demand for subscriptions. Indeed, the journal now has a healthy backlog of forthcoming articles that await publication.

In terms of its availability through libraries around the world, Wiley-Blackwell—the *SEJ*'s publisher—will shortly be changing the way that the *SEJ* is marketed and sold. We believe that these changes will make it much easier for scholars around the world to gain access to the *SEJ*'s content. Our expectation is that this will accelerate the journal's growth and success.

So, where do we go from here? Check out the proposed special issue topics—these cover a range of research topics that are of enduring interest and importance. Look also for articles that celebrate exceptional entrepreneurship scholars and their accomplishments; this is a featured theme that allows reflections regarding thought leadership. And of course, submit your own work to the journal. Our growth and vibrancy reflects your own commitment to understanding and unpacking the complexities of entrepreneurship, a critical engine of economic progress and social welfare.

## SEJ SPECIAL ISSUE

### CALL FOR PAPERS: Theories of Entrepreneurship

As the field of entrepreneurship has matured, research in entrepreneurship has evolved from studying the phenomena of entrepreneurship, to adopting theory from other fields, to developing new theories of entrepreneurial behavior. The purpose of this special issue of the Strategic Entrepreneurship Journal is to bring together scholarly thought from different disciplines to extend the extant paradigms and/or to develop new theoretical frameworks. The guest editors invite authors to submit theoretical papers, using appropriate discipline-specific tools of analysis, that revisit and revise existing theory, assumptions, or perspectives to more accurately reflect the challenges and realities of what we now know about entrepreneurship. The unit of observation in submitted models can either be the entrepreneur him/herself who perceives an opportunity and acts upon it or forms the opportunity through their actions, or the entrepreneurial firm that innovates. Original submissions are due by January 15, 2014.



For more information on the *SEJ*, please visit  
[sej.strategicmanagement.net](http://sej.strategicmanagement.net).

## JOURNAL UPDATES GLOBAL STRATEGY JOURNAL



**Steve Tallman**  
University of Richmond

Fall 2012 marks another milestone for *Global Strategy Journal*. The November 2012 issue, which should be in your hands by the time that you read this, or shortly after, marks two complete volumes... two years of publication under our belts. Many thanks to our contributors, reviewers, and editors and to the members of the global strategy community who have offered consistent support and positive reviews of *GSJ*.

What should you be looking for from *GSJ*? The most significant innovation, which we share with our sister publications *SMJ* and *SEJ*, is the Research Platform concept. You can read the details in the editors' introduction to the Point/Counterpoint articles in the November 2012 issue, but we offer a quick summary here. Expanding on the Research Notes section of *SMJ*, the Research Platform concept provides a strategic justification for a variety of special and invited contributions, to include Special Issues (the second of which will fill the February 2013 issue), Research Notes, Retrospectives and Perspectives, Point/Counterpoint articles (e.g., November 2012), and the like. We feel that while publishing competitive blind reviewed papers is still our overwhelming objective, a journal such as *GSJ* should also offer a degree of leadership for scholarly efforts in our field. This is a particularly important effort in an emerging area of inquiry such as global strategy. Rather than simply accumulating articles until the field is defined passively by a body of work, we hope to move the field ahead by summarizing and commenting on existing streams of relevant literature and by suggesting possible new directions of inquiry. This is not meant to restrict submissions, rather we hope to open doors to possible new directions, but will never force you to walk through.

Another important activity for *GSJ* this year has been participation in several SMS Special Conferences, including Rio, Singapore, and shortly Guangzhou. One or the other or both of your co-editors have been active participants in the paper development workshops tied to these conferences. Our objective is to do our small part to raise the quality of submissions from emerging

market nations and to bring more of their scholars into the international research community. A little more competition for us all, but in the name of improving our understanding of strategic management in emerging markets and reducing the burden on the reviewing community.

Finally, we wish to note that both the quantity and quality of submissions of regular, blind-reviewed manuscripts are increasing steadily – but we can certainly manage more of them and encourage you to submit your best work to us.

Our best wishes to the *GSJ* community of scholars,

Steve Tallman

Torben Pedersen

Co-Editors, *GSJ*



**Torben Pedersen**  
Copenhagen Business School



### GSJ SPECIAL ISSUE

#### CALL FOR PAPERS: The Mutual Impact of Global Strategy and Organizational Learning

With this special issue we set out to change the view of global strategy research as passively 'borrowing' advances made in organizational learning research. We intend to highlight that global strategy research can, in distinctive ways, actively enrich and contribute to our understanding of organizational knowing and learning. With this *GSJ* issue, we therefore aim to provide a venue for exemplary studies on global strategy that impact and advance the broader fields of organizational learning and knowledge management. The envisioned contributions in this special issue may, for instance, highlight new antecedents and important contingency factors, explore relations between learning at different levels, or critically assess and examine the universality of theories of learning and knowledge. The submission deadline is April 1, 2013.



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



## 2012 SMS ANNUAL INTERNATIONAL CONFERENCE PRAGUE RECAP

OCTOBER 6–9, 2012



We were delighted to host the 2012 Annual International Conference of the Strategic Management Society in Prague. This magical city provided a perfect backdrop for the conference theme, “Strategy in Transition.” The transition theme was reflected in four specific tracks, as well as in the content of a large number of plenary and showcase panel sessions that tackled the challenges of strategy research and teaching within the context of institutional, sectoral and business model changes taking place in the world economy. With the tremendous help of the Interest Group leaders and other SMS stakeholders we were able to put together an exciting program with 159 competitive sessions that attracted more than 1,000 participants, making this year’s meeting the largest conference in SMS history.

In terms of the conference schedule, Prague also marked the transition towards a new program structure. Activities started on Saturday with a wide number of IG-led workshops followed by the opening reception at the Congress Centre overlooking the Prague skyline. A set of stimulating IG sessions on Sunday morning set the stage for our opening plenary on the conference theme. Co-Chairs Björn Ambos (University of St. Gallen) and Igor Filatotchev (City University London) discussed the transitional challenges with executives of two western companies that pioneered the way into Central Eastern Europe, Pavel Kysilka (Erste Bank Group) and Josef Waltl (European Petroleum Industry Association). This session laid the groundwork for discussions that were continued over the next three days.

In a second plenary on Monday morning, the SMS honoured Carlos Ghosn, the CEO of Renault-Nissan, for his lifetime achievements. Carlos was delighted to receive this commendation and he shared

with the SMS audience his unique and personal insights into strategic challenges many businesses are confronted with.

In addition to these plenary sessions, a number of captivating showcase panels all revolved around the main conference theme. Highlights included:

- “Business Schools in Transition” discussed by a panel of business school deans and moderated by JT Li (HKUST)
- “Open Strategizing: Lessons from the Outliers” with Julian Birkinshaw (London Business School), Timo Santalainen (Aalto University), Markus Nordberg (CERN), Richard Whittington (Oxford University), and Luciano Oviedo (Intel Corporation).
- “Transitioning Towards Sustainable Enterprise Models” with Will Mitchell (Duke University), Joan Enric Ricart (IESE Business School), Tim Devinney (University of Technology-Sydney), Arnaldo Camuffo (Bocconi University), and Maurizio Zollo (Bocconi University).
- A highly relevant dialogue surrounding the post Euro-crisis with Michael Jacobides (London Business School), Tassos Giannitsis (University of Athens), Kyriakos Mitsotakis (the New Democracy Party of Greece), Diomidis Spinellis (Athens University of Economics and Business), and Elias Drakopoulos (OTE).
- A “Meet the Editors” session covering a broad range of issues, including reaching a balance between academic rigor and practical relevance in strategy publications and challenges associated with principles of “open access.”



## 2012 SMS ANNUAL INTERNATIONAL CONFERENCE PRAGUE RECAP

OCTOBER 6–9, 2012



Prague was also an ideal stage for our social gatherings. On Monday evening, a spectacular Gala Dinner took place in the historic Prague Castle, a seat of Bohemian kings and German emperors throughout the centuries. Two concerts in St. Vitus Cathedral followed splendid food in the Spanish Hall. On Tuesday evening, the cocktail reception offered a chance to have a farewell drink with friends and colleagues while enjoying panoramic views of old Prague.

We would like to extend our special thanks to all track chairs, as they created an exciting conference program, as well as the team at the SMS Office in Chicago and the SMS Board. Additional thanks go to the presenters, reviewers, and many other volunteers who contributed their time and support for the success of the event. We look forward to the next SMS milestone, the 33rd Annual International Conference in Atlanta, Georgia in 2013, and we would like to wish its organizers the best of luck!

Igor Filatotchev, Co-Chair

Bjorn Ambos, Co-Chair

Ondrej Landa, Co-Chair



For more information about the Prague Conference, please visit [prague.strategicmanagement.net](http://prague.strategicmanagement.net).

## CONGRATULATIONS TO THE 2012 ANNUAL CONFERENCE AWARD WINNERS



Winners Ilya Cuypers and Jeff Reuer with Jay Barney

### SMS BEST CONFERENCE PAPER PRIZE

The Strategic Management Society first presented this prize in 1998 to honor the best paper presented at the SMS Annual International Conference. Nominated authors were invited to submit a full version of their submitted proposal for consideration by a selection committee which was co-chaired by Rodolphe Durand and Robert Nixon. These papers were reviewed and 10 finalists were named prior to the conference. This year there were 51 proposals nominated for this award.

#### Winner

Board Composition in International Joint Ventures

**Ilya Cuypers**, *Singapore Management University*

**Gokhan Ertug**, *Singapore Management University*

**Jeffrey Reuer**, *Purdue University*

**Ben M. Bensaou**, *INSEAD*

#### Four Honorable Mentions (alpha by title):

Dining and Drinking with Government Officials: Organizational and Environmental Determinants of Political Networking during Transition

**Pei Sun**, *Fudan University*

**Jianjun Zhang**, *Peking University*

**Kamel Mellahi**, *University of Warwick*

Do Managers Face a Uniqueness Paradox in Crafting Corporate Strategy within Strategic Factor Markets: Evidence from Mergers and Acquisitions

**Lubomir Litov**, *Washington University - St. Louis*

**Todd Zenger**, *Washington University - St. Louis*

Hocus-Pocus: The Shareholder-Value Effects of Delusive Payouts by Specialized and Diversified Firms

**Guilhem Bascle**, *Catholic University of Louvain*

Managing Ambiguity: Growing a New Business in a Nascent Industry

**Tiona Zuzul**, *Harvard University*

**Amy Edmondson**, *Harvard University*

### SMS BEST CONFERENCE PAPER PRIZE FOR PRACTICE IMPLICATIONS

This award was inaugurated in 2007 following the initiative of the Strategy Practice Interest Group. Nominated authors were invited to submit a full version of their submitted proposal for consideration by the selection committee. These papers were reviewed and 5 finalists were named prior to the conference. The selection committee, which was chaired by Sotirios Paroutis, announced the winner during the conference. This year there were 31 proposals nominated for this award.

#### Winner

Do Firms Really Allocate Capital So Inefficiently?

**Carl Vieregger**, *Washington University-St. Louis*



Jay Barney congratulates Carl Vieregger

## PAPER PRIZE WINNERS & LIFETIME ACHIEVEMENT AWARD



*Wei Guo accepts her award from Jay Barney*

### SMS BEST CONFERENCE PHD PAPER PRIZE

The SMS created this award in 2000 in recognition of a PhD candidate's presentation of an outstanding paper at the SMS Annual International Conference. The formal criteria for PhD candidates who submitted their work for this award included being the primary author of a presented proposal for the conference (either sole author or first author on a paper that included no more than one faculty co-author) and being enrolled full-time and in-residence as a PhD student during the 2012/2013 academic year. PhD candidates were invited to submit a full paper version of their proposal for consideration by the review committee. These were reviewed and 10 finalists were named prior to the conference. This year there were a total of 81 full papers uploaded for review by the selection committee. The selection committee was co-chaired by Tomi Laamanen and Sarah Kaplan.

### Winners (in alpha order by title)

Being Too Positive? The Effect of Positive Emotions on Stock Market Reaction

**Wei Guo**, *Hong Kong Polytechnic University*

Executive Learning in Corporate Development: Evidence from Corporate Acquisitions

**Philipp Meyer-Doyle**, *University of Pennsylvania*

Failure of Competitor Firms and the Mobility and Entrepreneurship of Employees of Healthy Organizations

**Seth Carnahan**, *University of Maryland*

Making Sense of Performance Heterogeneity Among Entrepreneurial Spinoffs: A Natural Experiment Involving a Complete Population

**Richard Hunt**, *University of Colorado-Boulder*

**Daniel Lerner**, *University of Colorado-Boulder*

The Paradox of Static and Dynamic Ambidexterity

**Johannes Luger**, *University of St. Gallen*

**Sebastian Raisch**, *University of Geneva*

### LIFETIME ACHIEVEMENT AWARD PREVIOUS RECIPIENTS

2011

**Romano Prodi**

*Former President of the European Commission*

2003

**Herb Kelleher**

*Former CEO of Southwest Airlines*

2001

**Andrew S Grove**

*Former CEO of Intel Corporation*

### SMS LIFETIME ACHIEVEMENT AWARD



*Honoree Carlos Ghosn with Jay Barney*

This award is intended to honor the highest level of achievement in Strategic Management by a business leader. It is not an annual award and is only given when an appropriate honoree is available. The recipient of this award has demonstrated sustained strategic leadership and innovation that significantly

altered strategy practice and is recognized as influencing the scholarly debate in leading academic institutions.

**CARLOS GHOSN** is the Chairman and Chief Executive Officer of Nissan Motor Co., Ltd. He joined the company as its Chief Operating Officer in June 1999, became its President in June 2000 and was named Chief Executive Officer in June 2001. Carlos Ghosn was named President and Chief Executive Officer of Renault in May 2005 in addition to his current responsibilities at Nissan. In May 2009, he was appointed Chairman and Chief Executive Officer of Renault. As head of the Renault-Nissan Alliance, he is responsible for two separate companies with a combined annual global sales of 7.2 million vehicles. Prior to joining Nissan, Carlos Ghosn served as Executive Vice President of the Renault Group, a position he had held since December 1996.

## A CONVERSATION WITH DOVEV LAVIE

### SMS EMERGING SCHOLAR AWARD RECIPIENT



**Dovev Lavie**  
2012 SMS Emerging Scholar

*Dovev Lavie is the winner of the 2012 SMS Emerging Scholar Award. The following interview was conducted by Peter Smith Ring, member of the Awards and Honors Committee.*

**Ring:** If you can recall, when did you get the idea to become an academic, and what led you to decide on studying in the US and at Wharton?

**Lavie:** I was exposed to strategy research early in my career as an undergraduate student who engaged in a research project under the supervision of the late Avi Fiegenbaum. Avi was also my advisor for the Master's thesis that investigated the entry of multinational corporations to Israel, and which served as the basis for several publications. Since Avi and I resided in the same town, I used to walk over to his house on weekends and discuss research ideas. I was working in the aerospace and defense industry, and took a day off every week to advance our research projects. Going back to school for my PhD was the natural next step. I got invites from Wharton and Kellogg and eventually opted for the more interdisciplinary program. The Wharton School proved extremely useful for my academic training. I had the fortune of working with Harbir Singh, Lori Rosenkopf, and Ranjay Gulati, whom together with Sid Winter and Nicolaj Siggelkow served on my dissertation committee. Seven years since arriving in the U.S., after a few years as an assistant professor at the University of Texas at Austin, I returned to Israel, this time, as Avi's colleague. I guess he was the catalyst for my academic career.

**Ring:** As you reflect on your research program, where do you see your work on alliances (or what I would call inter-organizational collaborations) going -- what kinds of research questions will pique your interest?

**Lavie:** My research bridges the resource-based view, organizational learning, and social network literatures in studying the evolution and performance implications of alliance portfolios. I have studied how technological change triggers the coevolution of a firm's strategy and the configuration of its alliance portfolio, which in turn shapes the firm's various inter-organizational relationships. I have also examined how firms strive to balance exploration and exploitation across various domains of their alliances, which enhances their performance. Nevertheless, my main focus has been on the role of network resources in driving value creation and appropriation in alliance portfolios. I have demonstrated how the complementary resources of a firm's partners create value to the firm whereas the partners' relative bargaining power undermines it, especially when

allying with competitors. Still, I found that the firm can enhance value appropriation when its partners compete with each other. I have also demonstrated how inter-organizational differences among partners undermine performance by weakening relational mechanisms, yet firms leverage their partnering experience and alternative governance modes to overcome such impediments. In related work I further show how partner-specific experience is more beneficial than general partnering experience and how the interplay of network resources and internal resources drives innovation.

Research on inter-organizational collaboration has evolved significantly in the past decade. We know much about the evolution of alliance portfolios and their contribution to firm performance. I believe that future work will offer better integration of structural and relational embeddedness while highlighting the role of network resources. I also expect to see more simultaneous consideration of competition and collaboration within and across organizational boundaries. Scholars may want to consider how alliances shape other organizational phenomena and perhaps underscore different levels of analysis. For instance, one may study the motivation and behavior of alliance managers that maintain "dual citizenship" as representatives of their firm and its partner. It may be interesting to study how organizational restructuring, e.g., following a merger, influences relationships with alliance partners. Empirically, I would like to see more work that examines alliances from the standpoint of both partners in an effort to understand divergence in the partners' perceptions of their alliance. At the macro level, there is still room for examining the role of alliances in shaping industry structure and economic development.

**Ring:** You have been extremely productive in dealing with issues related to alliances. Do you have any ideas on what other kinds of research streams you might find yourself pursuing in the future? Why that (or those) topics?

**Lavie:** My current research focuses on the phenomenon of alliances, drawing on the resource-based view and extending work on exploration and exploitation. Some would say that these fast-growing literatures have all reached maturity. I believe that the next step for me would be to leverage network perspectives to study the emergence and implications of competition. My current

## A CONVERSATION WITH DOVEV LAVIE

### CONTINUED

#### PREVIOUS RECIPIENTS

**Dovev Lavie**  
(2012)

**David Sirmon**  
(2011)

**Yan Anthea Zhang**  
(2010)

**Michael Lenox**  
(2009)

**Riitta Katila**  
(2008)

**Jeff Reuer**  
(2007)

research already reveals that firms can leverage competition to create value via alliances and that alliances can serve a role in enhancing a firm's competitive position. Nevertheless, I believe that there are more fundamental mechanisms driving these effects. On the one hand, strategy research has traditionally focused on the firm and industry levels of analysis when studying competition even though firms are mostly affected by the competitive moves of their direct competitors irrespective of industry boundaries. On the other hand, scholars have applied network research to study collaborative relations among firms, without fully considering the implications of competitive relations. Ultimately it is essential to study the interplay of competitive and collaborative relations since firms' behavior and performance depend on both. In the next few years I intend to invest in theory development and collect data that can enable me to shed new light on this important phenomenon, which is central to the field of strategic management.

**Ring:** What advice do you have for PhD students and junior scholars involved in the SMS that you draw from your own success in developing such an impressive track record in such a short time in your academic career?

**Lavie:** My first advice is not to try to be productive. Instead, focus on research questions that you feel passionate about and enjoy the research process. When you are excited about a topic, the ideas flow. When you are committed to a research program, the papers follow.

My second suggestion is to work hard and never give up. If you are told that a certain research project is impossible or has never been attempted before, this is a reason to pursue it rather than abandon it. Don't refrain from studying challenging research questions that are central to the field. This is your opportunity to make an impact. I think that productive scholars are not necessarily smarter or luckier than others, but they are certainly more persistent. Don't be discouraged by journal rejects. This is part of the process. If you get an R&R, try to exceed your reviewers' expectations. Avoid shortcuts. Go the extra mile. For instance, integrate archival data with fieldwork to enhance rigor and relevance. Self-criticism and critical peer review of your work are virtues rather than nuisance. Time-to-print should not be the priority.

My third suggestion is to build a research program rather than a collection of research projects. Related diversification of your

#### CALL FOR NOMINATIONS

Nominations are being accepted for the 2013 Emerging Scholar Award until April 30, 2013. This 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. For more information about this award, please [click here](#).

##### Criteria for Selection:

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. Especially considered are contributions that complement existing strategic management theory with ideas from the arts and sciences. Eligible to be nominated are members of the SMS.

##### The likely winner of the award will:

- be within 5-8 years of active academic work from the date of his/her dissertation
- have a record of publication and professional activity that has demonstrated their work to be significant and with impact.

To submit a nomination for the 2013 award please include the following:

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

research will maximize your productivity. When you design a study, think about how you can leverage it for multiple follow-up projects. Every paper should build conceptually on a prior paper that you have previously written. Don't take on projects that are too remote from your research program. To the extent possible, leverage and extend your data instead of developing a new dataset from scratch. Such an approach will not only facilitate research productivity but also ensure that your research portfolio is coherent and impactful.



## SMS SPECIAL CONFERENCE CHINA DECEMBER 14–16, 2012



**Yan Anthea Zhang**  
*Rice University*  
Conference Co-Chair

Dear colleagues,

We are looking forward to welcoming you to Guangzhou in December at the SMS Special Conference on “Competing and Cooperating in and for China.”

A number of important transitions provide the context and motivation for this special conference. China recently overtook Japan to become the world’s second-largest economy. Yet, China has been experiencing significant changes. GDP growth is no longer the only important target for the government. How to build a harmonious society has become an important political target, which can have significant impact on the government’s economic policies. Fast growing indigenous demand has made China one of the most attractive markets across many sectors. For example, China now is the world’s largest auto market and the biggest consumer of energy. The 2008-2009 global financial crisis, while adversely affecting China’s economy and many Chinese firms, provided an unprecedented opportunity for Chinese firms to expand into global markets. For instance, Chinese firms are significant strategic investors in the natural resource sectors, especially in Australia, Africa, and Latin America. Chinese firms have also acquired some well-known western companies. All of this points to China becoming an even more important part of the global economy and Chinese firms becoming more prominent in global markets.

All of these developments make it an opportune time for academics, businesspersons, and consultants to revisit and rethink China strategy—what does this mean for western multinationals and for Chinese domestic firms? We believe the competitive landscape has fundamentally changed. On the one hand, western multinationals no longer just use China as a manufacturing base for their global markets. They are tailoring their products, services, and strategies for the Chinese markets. More importantly, many of them are conducting R&D activities in China and the resultant innovation is not just used domestically but also for their global markets. On the other hand, Chinese firms are no longer just suppliers to western multinationals. Many of them are moving up the value chains of their industries and becoming direct competitors to their western counterparts. In short, China has entered into an era when Chinese domestic firms and western multinationals compete and cooperate simultaneously in China and globally.



**Jeff Reuer**  
*Purdue University*  
Conference Co-Chair



**Shujun Zhang**  
*Sun Yat-Sen University*  
Conference Co-Chair



This special conference will feature a number of plenary sessions on such topics that you will find to be exciting and interesting. A keynote plenary will discuss the implications of changes in China for strategy management scholarship as well as practice. Plenary sessions will also highlight presentations and discussions on collaborative strategies in China, corporate governance and executive leadership, and the future of strategic management research. Executives from GE and Philips will reflect on innovation strategies in China. In addition to many interesting parallel paper sessions, consortia for doctoral students and faculty will enrich the program and provide opportunities for conversations and the development of research. In addition to a stimulating conference program, there will be wonderful opportunities for conversations and sightseeing, including a special dinner cruise on the Pearl River.

We would like to close by thanking all of the sponsoring institutions that have made this conference become a reality. First, please join us in expressing our sincere appreciation to our host institution, Sun Yat-Sen Business School (SYSBS) in Guangzhou. We would also like to express our gratitude to the other sponsors of this conference, including Australian School of Business, Jilin University School of Management, Fudan University, and University of Macau. Special thanks also go to the many individuals who serve as reviewers, workshop organizers, session chairs and facilitators, and other volunteers, in addition to the staff of the SMS Executive Office.

We hope you have a wonderful time at this special conference and that you find it to be thought-provoking and enjoyable.

Yan (Anthea) Zhang  
Jeffrey Reuer  
Shujun Zhang



For more information about the China Conference, please visit [china.strategicmanagement.net](http://china.strategicmanagement.net).



## SMS SPECIAL CONFERENCE GENEVA

MARCH 20–23, 2013

For this Special Conference, the SMS is partnering with CERN and IMD to bring strategy, management, and business scholars and practitioners together to discuss and develop strategies for how “outlier” organizations are developing practices that enable large-scale, transformative innovation. The program also includes a visit to CERN and exclusive access to the ATLAS underground facilities (space is limited; benefit from early registration!)

**REGISTRATION IS NOW OPEN**

### PLENARIES

#### Inside Outliers

Robert Burgelman  
Marina Gorbis  
Liisa Valikangas

#### Can Research Save us?

Sidney Winter

#### Key Drivers Behind “Big Bang” Science and Open Innovation

Henry Chesbrough

#### Why we Need to Learn from Outliers – and Often Fail to Do So

Julian Birkinshaw  
Costas Markides

#### Across the Great Divide: the Role of Theory as a Bridge Between Academia and Practice

Clayton Christensen

#### Three Views of the Elephant

Martin Reeves  
George Stalk



Planned in Partnership with CERN and IMD



PROMO VIDEO! INTERESTED IN LEARNING MORE ABOUT THIS SPECIAL CONFERENCE AND OUR PARTNER, CERN? [CLICK HERE!](#)



For more information about the Geneva Conference, please visit [geneva.strategicmanagement.net](http://geneva.strategicmanagement.net).



## SMS SPECIAL CONFERENCE GLASGOW JUNE 20-22, 2013



**J Ignacio Canales**  
*University of Glasgow*  
Conference Co-Chair



**Robert MacIntosh**  
*University of Glasgow*  
Conference Co-Chair



**Donald Maclean**  
*University of Glasgow*  
Conference Co-Chair

We look forward to welcoming as many of you as possible to the forthcoming SMS Special Conference in Glasgow June 20-22, 2013. We came up with the idea of hosting a special conference while walking up and down the hill between our hotel and the conference venue at the SMS meeting in Rome. We are happy that it has become a reality! The conference theme, Strategy in Complex Settings, signals a growing interest in the development of strategy in relation to complex, multi-stakeholder and often multi-organisational problems. Such "wicked problems" challenge us to develop new methodologies for framing and engaging. This conference offers a chance to examine new theories that aid our understanding as well as new ways of gauging outcomes. The more pressing problems facing us include the economic crisis, climate change, globalisation and the proliferation of social media. The time is ripe for our field to make a major contribution by engaging in new ways with new types of problem. We hope that the Glasgow special conference will represent a real milestone in that regard. The conference will feature keynotes from Jean Bartunek, Ian Mitroff and Roy Suddaby. In addition to the normal academic activities, the middle day of the conference will feature contributions from senior practitioners and parallel sessions aimed at practitioners. Finally, the conference is being hosted in one of the most historic cities in one of the most beautiful countries in the world. You'll be assured of a warm Scottish welcome.

Warm regards,

J Ignacio Canales, Robert MacIntosh, and Donald MacLean



### IMPORTANT DATES AND DEADLINES

**November 30, 2012**  
Submission Deadline for Proposals

**December 7, 2012**  
Co-Author Confirmation Deadline

**End of January, 2013**  
Notifications of Program Review Committee Decisions

**February 28, 2013**  
Early Registration and Presenter Registration Deadline

**June 20-22, 2013**  
SMS Special Conference Glasgow



Hear more from our Glasgow Co-Chairs and preview the city of Glasgow by visiting [glasgow.strategicmanagement.net/downloads.php](http://glasgow.strategicmanagement.net/downloads.php).



For more information about the Glasgow Conference, please visit [glasgow.strategicmanagement.net](http://glasgow.strategicmanagement.net).

## 2012 SMS ANNUAL INTERNATIONAL CONFERENCE ATLANTA SEPTEMBER 28 – OCTOBER 1, 2013



**Pam Barr**  
Georgia State University  
Conference Co-Chair



**Frank Roathermel**  
Georgia Institute of  
Technology  
Conference Co-Chair

We are looking forward to welcoming you to the 33rd Annual International Conference in Atlanta. In today's challenging global economic, environmental and social climate, questions about sustainability in all its dimensions have captured the attention of organization leaders, academics and consultants alike. The theme of the 2013 conference, Strategy and Sustainability, will provide a forum for considering emerging and evolving notions of sustainability in strategy research and practice.

The history of Atlanta reflects the multi-faceted nature of sustainability and provides an ideal context for exploring issues surrounding competitive, environmental and social sustainability and how the three can and should influence one another. Atlanta found itself at the center of two of the country's most pivotal events, the U.S. Civil War and the U.S. civil rights movement, and both strongly influenced the city's development and eventual rise to becoming "The Capital of the New South." It is now a thriving and diverse city that is known as the site of the world headquarters of multiple global companies including Coca-Cola, CNN, UPS, and Delta Airlines and as home to a large and growing population comprised of a mix of races, ethnicities, religions, and personal lifestyles. In addition to continuing to sustain economic growth and development in the face of significant environmental change, like all cities, Atlanta's government, business, and social leaders are challenged by issues of environmental and social sustainability that surround economic prosperity. They, like many of us, are actively seeking to better understand the nature of sustainability in all of its dimensions.

We are planning an exciting program that will bring together thought leaders in industry and academia alike to discuss strategy and sustainability. The city of Atlanta offers many attractions and diversions including the Rev. Martin Luther King, Jr. National Historic Site, the Jimmy Carter Library and Museum, the Georgia Aquarium, CNN, World of Coca-Cola and Centennial Olympic Park. Please plan to join us for what promises to be a stimulating and engaging conference.

Sincerely,

Pam Barr  
Frank Roathermel



### IMPORTANT DATES AND DEADLINES

**February 27, 2013**

Submission Deadline for Proposals

**Mid April, 2013**

Notifications of Review Program Committee Decisions

**May 15, 2013**

Presenter Registration Deadline

**September 28 - October 1, 2013**

SMS 33rd Annual International Conference



For more information and to view the Call for Proposals, please visit the conference website:  
[atlanta.strategicmanagement.net](http://atlanta.strategicmanagement.net).



## SMS SPECIAL CONFERENCE INDIA DECEMBER 17 – 19, 2013



**Jay Anand**  
*Ohio State University*  
Conference Co-Chair

### WE LOOK FORWARD TO WELCOMING YOU TO MOHALI IN DECEMBER 2013!

Following a successful special conference in India in December 2008, we are pleased to announce the second Special India Conference in partnership with the Indian School of Business to be hosted at their Mohali campus, close to New Delhi, during December 17-19, 2013.

The conference will provide an opportunity for academics, scholars, managers, entrepreneurs and consultants to develop and share their insights on strategic challenges and opportunities relating to India and other emerging markets. These new growth engines of the global economy offer rich opportunities to innovate on not only theoretical and empirical domains of strategy research, but also on business practices. Within this context, India is playing an increasingly significant role as a large market, as a provider of increasingly higher-end services and products, and as a source of novel and innovative business models aimed at addressing some of the world's most pressing problems. Resource constraints and unique institutional environments make not only policy direction volatile and unpredictable, but also highlight the need for inclusive growth and sustainable business models. The goal, therefore, is to provide a platform for academics and practitioners to share their perspectives in traditional paper presentation sessions, interactive sessions, panels and plenaries - all this in a colorful and temperate north Indian winter!

The conference theme is "Strategic Leadership: An Emerging Market Perspective." There will be four tracks at the conference:



**Charles Dhanaraj**  
*Indiana University*  
Conference Co-Chair



**Prashant Kale**  
*Rice University*  
Conference Co-Chair



**MB Sarkar**  
*Temple University*  
Conference Co-Chair

- A. Leadership and Governance**  
Track Chair: Nandini Rajagopalan (*University of Southern California*)
- B. Emerging Country Multinationals**  
Track Chair: Ravi Ramamurti (*Northeastern University*)
- C. BOP and Reverse Innovations**  
Track Chair: Sougata Ray (*Indian Institute of Management-Calcutta*)
- D. Strategies to Reinvent the Western Multinational**  
Track Chair: Ram Mudambi (*Temple University*)

Jay Anand, Charles Dhanaraj, Prashant Kale, MB Sarkar



SMS SPECIAL CONFERENCE  
DEC 17-19, 2013 • MOHALI, INDIA

### IMPORTANT DATES AND DEADLINES

#### April 5, 2013

Submission Deadline for Proposals

#### Late May, 2013

Notification of Program Committee Review Decisions

#### June 17, 2013

Early Registration and Presenter Registration Deadline

#### Late August, 2013

Program Schedule Available Online

#### December 17 - 19, 2013

SMS Special Conference India



For more information about the India Conference and to view the Call for Proposals, please visit:  
[india2013.strategicmanagement.net](http://india2013.strategicmanagement.net).

## SMS MEMBERSHIP RENEWAL



Happy Holidays from all of us at the SMS! We truly appreciate your involvement with our organization.

Please remember that SMS membership is annual and will end on December 31, 2012. We hope you will continue supporting the field of strategic management by renewing for 2013. If you attended our Annual Conference in Prague, your 2013 membership was included with your registration fees.

We are pleased to inform you that for the fourth year in a row, we have been able to maintain the cost of membership. You can also receive a reduction by choosing to become a "Green" member. By selecting to view the journals online only, you will receive a further reduction (\$10 Regular Membership/\$5 Student & Emeritus Membership) from your membership dues.

Please visit our [website](http://www.strategicmanagement.net) where you can quickly and conveniently renew your membership while viewing and updating your contact details as well as your Interest Groups.



To renew your membership, visit [strategicmanagement.net](http://strategicmanagement.net) and click on membership.

## MEMBERSHIP CATEGORIES

### REGULAR

2013:	US \$215
Two Year Bundle:	US \$430 (Lock in the current rate!)
Three Year Bundle:	US \$615 (Save \$30)

### EMERITUS

2013:	US \$115
Two Year Bundle:	US \$230 (Lock in the current rate!)
Three Year Bundle:	US \$330 (Save \$15)

*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

2013:	US \$105*
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\* Restrictions apply, please see our website for details

**WE LOOK FORWARD TO WELCOMING YOU BACK FOR ANOTHER YEAR!**



Linking  
Thoughtful  
Practice with  
Insightful  
Scholarship

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**SMS Strategic Management Society**  
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