



SMS Corporate Strategy and Governance Interest Group
NEWSLETTER
Summer 2009

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From Our IG Chairs

Dear Friends and Colleagues,

SMS 2009 in Washington DC is just around the corner. Regarding the main conference, our IG received 115 submissions (the most of any IG) of which 77 were accepted, resulting in 10 paper sessions, 6 CG sessions, and one panel. This gives us the most sessions at the conference. That is the good news. The bad news is that our IG has the second lowest reviewer-to-submission ratio among the 11 IGs, at less than one reviewer for every two manuscripts submitted. You can bet that we will be seeking broader reviewer participation from our IG members next year!

At the same time, we wanted to give you information about some of the exciting preconference activities in the works. Specifically, let's take a look at the three preconference workshops sponsored by the Corporate Strategy and Governance Interest Group.

The first workshop is designed as a writing workshop for doctoral students and junior faculty. Participants will submit working papers and be provided with informal feedback on how to improve the manuscript for submission to the top tier journals in our field. The feedback will be done in person during the workshop in a round-table format in which each reviewer will meet with all the authors assigned to them and discuss how each manuscript could be improved. This workshop is organized by Robert M. Wiseman (*wiseman@bus.msu.edu*), and members include Bryan Boyd, Mason Carpenter, Robert Hoskisson, William Q. Judge, Gerry McNamara, Gerry Sanders, and Margarethe Wiersema.

The second workshop, titled "Shareholder Primacy and Corporate Policy," aims to examine this topic by exploring the motives of different investor groups, and how these differences may affect corporate policy, strategy, and performance. Some of the issues addressed in this workshop consider the extent to which corporate "poison pill" bylaws limiting voting rights of large shareholders may affect blockholder dynamics, whether the presence of specific investor groups can in fact influence corporate policy, firm strategy, governance structure or performance, and how different investor groups should be identified and measured. This panel is organized by Robert M. Wiseman (*wiseman@bus.msu.edu*), and panel members include Len Bierman, Parthiban David, Yuri Mishina, and Christine Schropshire.

The third workshop, titled "The Role of Government in M&A Activity," is intended to address the need to expand strategic management research to investigate business/government interaction within the realm of acquisition strategy. This workshop, which consists of a panel and small group discussions, is organized by Kimberly M. Ellis (*kellis15@fau.edu*), and will include Duncan Angwin, Michael D. Lord, Taco H. Reus, Rick Vanden Bergh, and a representative of the FTC.

Attendance at SMS DC 2009 looks like it might set new records – great to see in this challenging economy. Also be on the lookout for our IG elections in the coming months – you will have an opportunity to elect a new Associate Program Chair (Gerry Sanders or Zeki Simsek) and three new at-large representatives (Guoli Chen, Cynthia Devers, Scott Graffin, Yasmin Kor, Todd Zenger, or Anthea Zhang). We look forward to seeing you in DC! Warm regards,

Harry G Barkema, Chair
Mason Carpenter, Program Chair
Robert Wiseman, Associate Program Chair

IG Pre-Conference Program on Sunday, October 11, 2009

This year's pre-conference sessions provide opportunities for scholars to discuss ongoing research and important topics in corporate strategy and governance. These sessions offer a range of discussion topics, including a developmental session offering junior scholars the chance to discuss their current research ideas with a senior scholar as well as discussions on shareholder primacy in corporate governance and the role of government in mergers and acquisitions. We look forward to your participation in these sessions in Washington, DC.

Writing Workshop for Doctoral Students and Junior Faculty

Panelists: Brian Boyd, Mason Carpenter, Robert Hoskisson, William Q. Judge, Gerry McNamara, Gerry Sanders, Margarethe Wiersema, and Robert M. Wiseman (session chair).

Time: 10:00-11:30

In this workshop several members of the editorial boards of *AMJ*, *AMR*, *SMJ* and *OS*, will review manuscripts submitted by doctoral candidates or junior faculty and provide informal feedback on how to improve the manuscript for submission to the top tier journals in our field. The feedback will be done in person during the workshop in a round-table format in which each reviewer will meet with all the authors assigned to them and discuss how each manuscript could be improved.

Requirements for Submission: First, you must be registered for the SMS conference. Second, only complete manuscripts which are **NOT** co-authored by senior faculty will be accepted. Third, manuscripts related to corporate strategy or corporate governance will be given preference over manuscripts dealing with other areas. Since space is limited, submissions will be accepted on a first-come first-served basis. Submissions will be through the SMS conference web site. The deadline for submissions is August 15. You will be notified by August 25 if your submission was accepted into this workshop.

Shareholder Primacy and Corporate Policy

Panelists: Len Bierman (session chair), Parthiban David, Yuri Mishina, Christine Shropshire.

Time: 1:00-2:30

This workshop examines shareholder primacy by exploring the motives of different investor groups, and how these differences may affect corporate policy, strategy and performance. Corporate governance research in the management literature has largely focused on the role of incentive structures and board monitoring, giving some but limited attention to the possible influence of investors on corporate policy and performance. Some of the issues addressed in this workshop consider the extent to which corporate "poison pill" bylaws limiting voting rights of large shareholders may affect blockholder dynamics, whether the presence of specific investor groups can in fact influence corporate policy, firm strategy, governance structure or performance, and how different investor groups should be identified and measured.

Participation: Given the space typically provided for workshops, we ask that you indicate your intention of attending by emailing wiseman@bus.msu.edu with the word "Shareholder" in the subject line of the email. This allows us to better plan for this event.

The Role of Government in M&A Activity

Panelists: Kimberly Ellis (organizer), Duncan Angwin, Michael D. Lord, Taco H. Reus, Rick Vanden Bergh, and an FTC representative.

Time: 3:00-4:30

This workshop explores the role of government in M&A activity and examines how this involvement affects different stages of the M&A decision-making process and ultimately firm performance. The involvement of government regulatory agencies is increasingly affecting the structuring of M&A deals, the nature of preliminary planning initiatives, and time elapsed from announcement to completion among other attributes of the M&A process.

The purpose of this workshop is to address the need to expand strategic management research to investigate business/government interaction within the realm of acquisition strategy. This workshop brings together a variety of scholars with different theoretical perspectives to achieve three primary goals: (1) to gain a better understanding of how government involvement affects different stages of the M&A decision-making process; (2) outline theoretically grounded models that can be tested to examine whether government involvement is productive or counter-productive to firm performance/survival; and (3) develop a collaborative research agenda for scholars interested in pursuing this line of inquiry.

Participation: Given the space typically provided for workshops, we ask that you indicate your intention of attending by emailing kellis15@fau.edu with the word "Government" in the subject line of the email. This allows us to better plan for this event.

Corporate Strategy and Governance IG Domain Statement

This Interest Group focuses on questions concerning corporate strategy and governance. For example, which businesses should be included in a firm's portfolio? How should the resulting "family" be managed for coherence? How should the portfolio be restructured/diversified? How should the firm diversify – mergers and acquisitions versus organic growth? What are the roles of the corporate center and the board of directors in managing a firm's stakeholders and shareholders? How do they ensure a firm's ethical and socially responsive behavior? How does the market for corporate control function? How should internal corporate governance mechanisms be designed to ensure managers ethically pursue the interests of shareholders?

The SMS Elections Process

I am hoping that you, unlike me, already have a good understanding of the SMS Interest Group (IG) officer election process. This year's election of new leaders for the Interest Groups is just around the corner (their names are on page 1, please thank them for their willingness to be nominated!), and I wanted to take this opportunity to create shared awareness of how this process unfolds. The current IG officers are members of the nomination committee for the IG part, and SMS looks to us for help in getting the election on the road. The elections are scheduled for September 1-30, and they will coincide with the elections for SMS Board positions. We invite you to participate in this important election process. We'll have elections for the following positions.

*** Associate Program Chair ***

Following this year's Annual International Conference in October and as part of the rotation foreseen in the SMS Bylaws, the current Program Chair becomes the Chair of the Interest Group and the current Associate Program Chair will move to the Program Chair position. To complete the officer positions, a new Associate Program Chair will be elected. He/she will take office following this year's conference and then rotate through the three officer positions in the coming three years. For the ballot, we put forward two candidates willing to stand for election for this position for our IG.

*** Representatives at Large ***

In addition, the terms of three of our six reps at large will also expire this year. As with the other positions, the new term will start following the Washington Conference and will run for two years. For these positions we put forward two candidates per opening, for a total of six candidates willing to stand for election for our IG.

*** Ballot Information ***

As default SMS assumes that it will be the current Chairperson of the IG who will lead the development of the list of candidates for and IG. In your IG, the three of us work together, in addition to soliciting input from our at-large representatives. We do so because it is the two remaining officers who will be working with the newly elected Associate Program Chair.

Eligible candidates for associate program chair or at large representative are SMS members who have signed up for our Interest Group for this year. SMS uses an electronic voting platform, and prior to August 1 we sent the SMS office our slate of candidates (two nominees for Associate Program Chair and six candidates for Representative), a digital picture in print quality for each candidate, and a 150 word bio summary for each candidate

I hope this information is useful to you in some way. I am also hopeful that it helps build interest in contributing to SMS in the future through such valuable service, as well as assistance to those who have agreed to be nominated and elected (by us and YOU) to serve. Let any of us know if you want to run for one of these positions in future years.

Thank you, and see you in DC. Mason A. Carpenter, Program Chair (mcarpenter@bus.wisc.edu)

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Volunteer to Be a Reviewer for the Corporate Strategy and Governance IG for the 2010 SMS Conference

Robert Wiseman, Associate Program Chair (Michigan State University, wiseman@bus.msu.edu) will serve as our interest group's Program Chair for next year's conference. We are excited about the growth of this IG and the quality of the submissions we receive for the conference, but we have not yet developed the number of reviewers needed to support the IG. While our IG received the largest number of submissions of any IG this year, our reviewer pool is one of the smallest when looking at the number of manuscripts per reviewer. Looking at it from another perspective, only **nine percent** of the IG members serve as reviewers for the conference. We are asking that you contact Professor Wiseman to volunteer to review. He will also be contacting IG members to solicit their involvement in the review process.

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*Please send your news to **CSGIG Newsletter Editor, Gerry McNamara**
(Michigan State University; mcnamara@bus.msu.edu)*