



LETTER FROM THE CHAIR

Welcome to the Fall 2014 Newsletter of the Corporate Strategy Interest Group! In this newsletter, our team would like to give you a brief summary of the SMS Annual Conference in Madrid, acknowledge those officers who organized the sessions and activities of our IG, thank the IG members who served as reviewers, and introduce the candidates for leadership positions in the upcoming election.

2014 was our second year as an independent SMS interest group. We are happy to report that, as of mid October, our IG has 543 members. This number represents a 36 percent increase from the same time last year. We are a medium-size interest group or the 5th largest IG within SMS. Our IG's membership consists of 386 regular, 137 student, 17 emeritus, and 3 founding members. We believe these numbers present some very promising opportunities for our IG in 2015.

We had an interesting and exciting conference in Madrid. More than 200 of our members attended, reviewed proposals, presented papers, organized and chaired sessions, and helped with different events. Please find details of the conference on the following pages of this newsletter.

I would like to thank Heli Wang (Program Chair) and Doug Miller (Associate Program Chair), who organized our program in Madrid. It was a pleasure working with them. I know they will do an outstanding job as IG Chair and Program Chair next year. I also appreciate the support of Don Bergh, Past IG Chair. Don's leadership last year provided a strong foundation for this year's conference organizing and other IG activities.

I want to thank our six Representatives-at-Large for their service, including Todd Alessandri, John Haleblan, Toyah Miller, Caterina Moschieri, Mario Schijven, and Brian Wu. Toyah and Todd volunteered to serve as editors of our newsletters this year. Caterina organized our social event in the Real Café in the Santiago Bernabéu (Real Madrid) Stadium, which was a great success. Thank you, Toyah, Todd, and Caterina!

Thanks also to the professional leadership and staff of the Strategic Management Society, especially Anna Shires, who worked closely with us on our different projects and events this year.

In closing, I would like to ask for your continued support of the Corporate Strategy Interest Group in 2015. Please vote in the upcoming election, submit your proposals to and volunteer as a reviewer for the 2015 SMS Annual Conference in Denver, and help our IG and its members in different ways.

Sincerely,

Laszlo Tihanyi
Texas A&M University

IN THIS ISSUE:

- SMS 2014 Madrid Pre-Conference Program
- SMS 2014 Madrid Social Event
- SMS 2014 Elections
- Corporate Strategy IG Team
- Corporate Strategy IG Domain Statement

Madrid Pre-Conference Program

The pre-conference program consisted of three panel sessions on Sunday.

Teaching Corporate Strategy: Insights and Opportunities

Panelists covered multiple aspects of teaching, particularly at the MBA level. Gianvito Lanzolla (City University, London) explained how he teaches about corporate decisions in a world of industry convergence, including an overview of a case he is willing to share. Next, Anju Seth (Virginia Tech) presented her framework for guiding students to think critically about M&A. Doug Miller (Rutgers University) showed how he uses role play for case discussion of managing the multidivisional firm, with some tips and suggested cases. Then Evan Rawley (Columbia University) walked through his two-case sequence for teaching vertical integration, and offered to share the second case, which he and coauthors have written. For more information, presentation slides, or free case studies, please contact the presenters directly.

Research Synergies in Corporate Strategy and Entrepreneurship

Janet Bercovitz (University of Illinois) began the session by noting that both knowledge domains share an interest in firm growth, then described several issues identified from her informal survey of other Entrepreneurship scholars with an interest in Corporate Strategy. Second, Sea-Jin Chang (National University of Singapore) explained that business groups are pervasive in all large economies, and offer opportunities to study both Entrepreneurship and Corporate Strategy. Third, Igor Filatotchev (City University, London) described how the multiple legitimacy challenges identified in Entrepreneurship deserve consideration in Corporate Strategy research. Fourth, James Robins (Vienna Univ.) called for putting Entrepreneurship in context through greater analysis of competition and cooperation between entrepreneurial firms and existing businesses. This panel session included extensive, engaging Q&A. Thanks to all who attended!

Corporate Strategy and Corporate Finance: Continuing the Research Conversation

Asli Arikan organized this session, chaired by Todd Alessandri, as an opportunity for several scholars to briefly describe multiple intersections between these literatures. Asli and Jay Barney (University of Utah) each addressed issues about corporate diversification and acquisitions. Tim Devinney (University of Leeds) highlighted several areas of finance that strategy scholars have yet to address, including Information Economics, which Jeff Reuer explained as a possible core theory for strategic management. Metin Sengul (Boston College) spoke to three aspects of research on internal capital markets, and Javier Gimeno (INSEAD) expanded on the aspect of corporate governance. Finally, Ed Zajac (Northwestern University) used examples from both published research and work in progress to summarize several points of distinction between the two literatures. The presentations made clear that Corporate Strategy and Corporate Finance can learn from each other, and research on topics at this intersection could have tremendous impact on business and society.

Madrid Conference Program

Our Interest Group received 68 proposals for the Annual Conference in Madrid. Each proposal was evaluated by at least two reviewers. Most reviewers provided authors with comments in addition to their ratings of the proposals. The 36 accepted proposals were presented in six paper sessions, two common ground sessions, and one panel session. Each paper session included four related proposals and each common ground session included six related proposals. The full Madrid Conference Program was included in our Summer 2014 Newsletter and is archived on the SMS website.

We thank those members who served as reviewers in Madrid! The reviewers in our IG included:

Daniel Albert	University of Pennsylvania	Joonmahn Lee	Purdue University
Todd Alessandri	Northeastern University	Elizabeth Lim	Georgia State University
Luis Almeida Costa	Nova School of Business and Economics	Mani Mamik	Management Development Institute
Mishari Alnahedh	University of Florida	Caterina Moschieri	IE Business School
Mathias Arrfelt	Arizona State University	Seemantini Pathak	University of Missouri
Donald Bergh	University of Denver	Taco Reus	Erasmus University - Rotterdam
David Boss	Ohio University	Joan E Ricart	IESE Business School
Matthias Brauer	University of St. Gallen	W Glenn Rowe	University of Western Ontario
Rhett Brymer	Miami University	Mario Schijven	University of Illinois-Urbana Champaign
Andrew Campbell	Ashridge Business School	Metin Sengul	Boston College
Joanna T. Campbell	University of Cincinnati	Andrew Shipilov	INSEAD
Saikat Chaudhuri	University of Pennsylvania	Sujit Sur	Dalhousie University
Brian Connelly	Auburn University	Katalin T. Haynes	University of Delaware
Li Dai	Loyola Marymount University	Laszlo Tihanyi	Texas A&M University
Kimberly Ellis	Florida Atlantic University	Marc van Essen	University of South Carolina
Sanjay Goel	University of Minnesota	Elena Vidal	Duke University
Maria Goranova	University of Wisconsin-Milwaukee	Carl Vieregger	University of Illinois Urbana-Champaign
Niccolò Gordini	University of Milan-Bicocca	Richard D. Wang	University of Minnesota
John Haleblan	University of Georgia	William Wan	City University of Hong Kong
Kathryn Harrigan	Columbia University	Sharon Watson	University of Delaware
Donald Hatfield	Virginia Tech	Adam Wowak	University of Notre Dame
Kenneth Huang	Singapore Management University	Brian Wu	University of Michigan
Sharon James	Arkansas State University	Daphne Yiu	Chinese University of Hong Kong
Richard Johnson	University of Missouri	Michele E. Yoder	University of Michigan-Dearborn
Apalak Khatua	XLRI Xavier School of Management	Pei-Li Yu	National Cheng Kung University
Hicheon Kim	Korea University	Man Zhang	Singapore Management University
Kalin Kolev	Marquette University	Yue Maggie Zhou	University of Michigan
Bruce Lamont	Florida State University	Hongjin Zhu	McMaster University

We also thank Asli Arikan, Mathias Arrfelt, Laurence Capron, Tomi Laamanen, Jiatao Li, Jane Lu, Doug Miller, Bill Newbury, and Yongwook Paik, who served as chairs of the nine Madrid conference sessions!

In addition to recognizing all of our reviewers at the SMS IG Business Meeting as well as in the Fall Newsletter, two reviewers are selected each year to receive the Corporate Strategy IG Best Reviewer Award. The first recipients of this award are:



Kathryn Rudie Harrigan
Columbia University

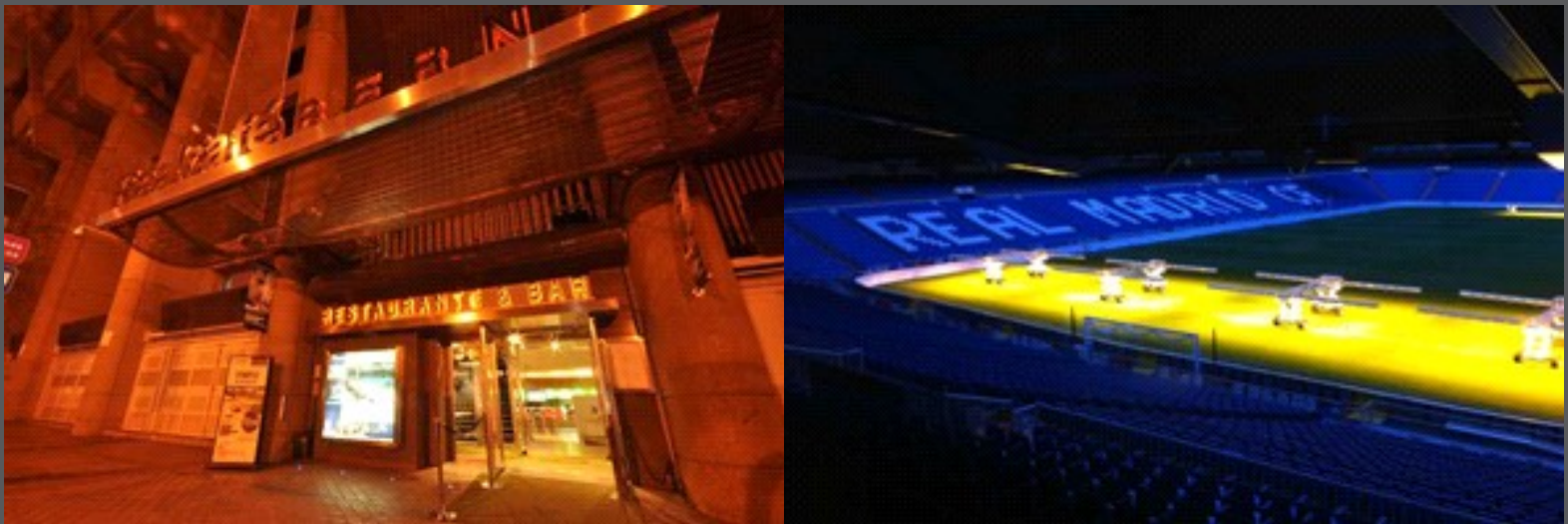


Metin Sengul
Boston College

Congratulations to Kathy and Metin!

Madrid Social Event

Our off-site social event in Madrid was a cocktail reception in the Real Café in the Santiago Bernabéu Stadium Sunday night. We almost had a full house with 45 IG members. Some of us returned to the stadium on Tuesday night to watch the Real Madrid—Elche game (5:1), including Cristiano Ronaldo's four goals. The second and third pictures below from Sunday and Tuesday nights are the courtesy of fellow IG members, Daphne Yiu and Bill Wan.



Elections

We have eight excellent candidates for the upcoming election of new IG leaders. Please find information on each candidate below. You will receive the online ballot with instructions from the SMS Office in November. We hope you will participate in this important election!

Associate Program Chairs:



Guoli Chen

Guoli Chen is Assistant Professor of Strategy at INSEAD. His research focuses on the influence of CEOs, top executives, and boards of directors on strategic choices and organizational outcomes, as well as the dynamics in CEO-board relationships and corporate governance. He is also interested in organizational growth, renewal and corporate development activities, such as M&As, IPOs and innovation. He has published in several top academic journals including Strategic Management Journal, Administrative Science Quarterly, Academy of Management Journal, and Organization Science, among others. He was a representative-at-large at the Corporate Strategy and Corporate Governance interest group of Strategic Management Society and serves on the editorial board of Academy of Management Journal. Guoli received his Ph.D. in strategic management from the Pennsylvania State University. Prior to academia, he worked as an investment banker at Daiwa Securities.



John Haleblan

John Haleblan is an Associate Professor at the University of California-Riverside, and an Adjunct Associate Professor at the University of Georgia. He received his Ph.D. from the University of Southern California. His research focuses on strategic decisions and their performance outcomes in the context of mergers and acquisitions. He has also done work on the influence of boards of directors on CEO selection and firm oversight. His research has been published in Administrative Science Quarterly, Academy of Management Journal, Strategic Management Journal, and Organization Science. His research on mergers and acquisitions has been abstracted in the New York Times, The Economist, and Business Week. He presently serves on the Editorial Board of the Academy of Management Journal, and the Strategic Management Journal.

Representatives-at-Large:



Markus Fitza

Markus Fitza is an Assistant Professor at Texas A&M University. He holds a Ph.D. in Strategy and Entrepreneurship from the University of Colorado at Boulder, an MBA from the University of Oxford and a Master in Molecular Biology from the University of Texas at Austin. His research centers on origins of firm performance in uncertain and knowledge-rich environments. He especially explores two aspects in this environment: How ownership arrangements and uncertainty affect performance differences across firms and how firms manage stakeholder expectations about their performance. He explored these questions in a variety of contexts, such as Fortune 500 firms, venture capital investments, IPO underpricing or in emerging economies such as China.



Elizabeth Lim

Elizabeth Lim is Assistant Professor at the Robinson College of Business, Georgia State University. Her research interests include corporate strategy, behavioral strategy, corporate governance, and firm risk-taking. Her work has been published in several leading journals including Strategic Management Journal, Organization Science, and Strategic Entrepreneurship Journal. Her research papers have also been recognized as a winner, finalist, or nominee for Best Conference Paper Awards in the SMS and AOM. She currently serves on multiple editorial boards including Strategic Management Journal, Journal of Management, and Journal of Management Studies. Elizabeth has been an active member of SMS since 2008, presenting her research annually at the Society, participating in IG pre-conference workshops, and serving as reviewer, chair, and discussant. She has also served as research committee member in the OMT Division of the AOM, and as the Chair for the preconference research development workshop at the highly-regarded Atlanta Competitive Advantage Conference (ACAC).



Sharon Watson

Sharon Watson is an Associate Professor of Management in the Lerner College of Business & Economics at the University of Delaware. She received her Ph.D. in International Business from the University of South Carolina. Her research focuses on the strategy of multinational corporations, including cross-border mergers and acquisitions and the management of foreign subsidiaries. Her work has been published in journals such as Academy of Management Journal, Strategic Management Journal, Journal of Management Studies, Management International Review, Journal of International Management, and Cross-Cultural Management. Her research has won the Academy of Management's Best International Paper Award and twice received Emerald Publishing's Highly Commended Article Award. She has served on the editorial board of Journal of Management and Journal of International Management.



Jorge Tarzijan

Jorge Tarzijan is a Full Professor of Strategy at the School of Management, Pontificia Universidad Catolica de Chile. He received his Ph.D. in Managerial Economics and Strategy from the Kellogg G.S.M. Northwestern University and a Master degree from Katholieke Universiteit Leuven (Belgium). He does research on Corporate Strategy, with particular emphasis on firms' boundaries, relational contracts, and the determinants of the firm's internal organization. He has published in Strategic Management Journal, Journal of Economic Behavior and Organization, Industrial and Corporate Change, Journal of Business Research, B.E. Journal of Economic Analysis and Policy, and Harvard Business Review, among others. He is the Co-Chair of the Santiago SMS Conference (March, 2015). He is also the author of two Strategy textbooks (in their third and fourth editions) and has been a Visiting Scholar and Instructor at Harvard University.



William Wan

William Wan is a Professor in the Department of Management, City University of Hong Kong. Professor Wan's research focuses on corporate strategy, international strategy, M&A, corporate governance, and entrepreneurship. His research has appeared or will appear in journals such as Academy of Management Journal, Journal of International Business Studies, Journal of Management, Journal of Management Studies, Organization Science, and Strategic Management Journal. He is currently serving as an associate editor of Journal of Management, and was a consulting editor of Management and Organization Review. He is also on the editorial boards of Academy of Management Journal, Group & Organization Management, Journal of International Business Studies, Journal of Management Studies, and Journal of World Business. He has industry experiences in Hong Kong and California. Prior to joining City University of Hong Kong, he was Trinity Company Professor of Management at Texas Tech University. Previously, he was an associate professor at Thunderbird School of Global Management. He received his Ph.D. in strategic management from Texas A&M University.



Metin Sengul

Metin Sengul is an Associate Professor of Management & Organization at Boston College. He received his Ph.D. in strategy from INSEAD. His research focuses on the interdependence of organization design and competitive strategy in multiunit firms. He studies those managerial choices that structure the organization, define the nature of power and influence, and shape the firm's competitive stance. His work has appeared in Academy of Management Review, Administrative Science Quarterly, Journal of International Business Studies, Journal of Management and other leading academic journals and received several distinctions including the Emerald Citation of Excellence Award, an honorable mention for the SMS Best Conference Paper Prize, and was a finalist for the Carolyn Dexter Best International Paper Award, AOM HR Division's Scholarly Achievement Award, and the BPS division Outstanding Dissertation Award. Prior to joining academia, he worked as a consultant in the healthcare industry and also co-founded an advertisement agency, wherein he served as a managing-partner. He currently serves on the editorial boards of Academy of Management Journal, Academy of Management Review, and Global Strategy Journal.

CORPORATE STRATEGY INTEREST GROUP 2014 TEAM

IG Chair



Laszlo Tihanyi
Texas A&M University
ltihanyi@mays.tamu.edu

Program Chair



Heli Wang
Singapore Management University
hlwang@smu.edu.sg

Associate Program Chair



Douglas Miller
Rutgers University
dmiller@business.rutgers.edu

2014 Representatives at Large:



Caterina Moschieri
IE Business School, Madrid



John Haleblan
University of California, Riverside

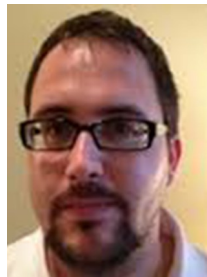


Toyah Miller
University of Texas at Dallas

2015 Representatives at Large:



Brian Wu
University of Michigan



Mario Schijven
University of Illinois at Urbana Champaign



Todd Alessandri
Northeastern University

Corporate Strategy Domain Statement

This Interest Group considers the decisions, actions and outcomes associated with an organization's portfolio of business lines. The research and practice of corporate strategy considers actions associated with changing the firm's scope and profile of business lines including vertical integration, mergers and acquisitions, divestitures, corporate diversification strategy/organization, implementation and performance. Recent research considers how resources shape a firm's scope and relatedness of business lines, how firm resource composition influence merger and acquisition outcomes, how diversified firms are managed most effectively and why and when divestiture becomes viable. Other areas of interest include how a firm's resources impact upon its growth and divestment decisions, when different modes of growth and reduction are used, and what tradeoffs exist among various types of diversification strategy and its organization alternatives. Corporate strategy draws from a wide range of theories and methods to help explain the determinants and performance outcomes of managing the scope and boundaries of the diversified firm.

Contact Us:

If you have any questions about the Corporate Strategy IG, contact Laszlo Tihanyi at: ltihanyi@tamu.edu.