

Amsterdam Business Research Institute

Theoretical Foundations of Strategy and Entrepreneurship

Course Manual – Preliminary version 25 January 2024
Academic Year 2023 - 2024



Faculty

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Course Objectives

Upon completion of this course, students will have:

- Developed knowledge of, and insight into, theories in the field of strategy and entrepreneurship
- Acquired the ability to critically analyze and evaluate theories and empirical evidence in the field of strategy and entrepreneurship
- Developed the ability to synthesize the literature and integrate knowledge in the field of strategy and entrepreneurship
- Developed the ability to make an original scholarly contribution to the field of strategy and entrepreneurship
- Developed the ability to effectively communicate with other experts about current theories and research on strategy and entrepreneurship

Course Content

This PhD seminar takes the form of a research seminar where the literature that students have read before each class is discussed and critically assessed. The seminar aims to give students a solid understanding of the main theories of strategy and entrepreneurship, as well as insights into some of the latest conceptual and methodological developments in these two interconnected fields.

Teaching Methods

Classes are held on campus and you are expected to attend each session. Preparation for and involvement in class discussion is an important prerequisite for a high-quality seminar: we expect all students to be well prepared to participate in and contribute to the class discussion.

Readings

This course has a heavy reading load. You will read several papers for each session. You are asked to analyze and be prepared to discuss the readings that are assigned for each class. All students should arrive at class with their analyses of the readings, ready to go. A good analysis means that you will think about the "big story" -what are the core research problems or questions addressed by the theory? - as well as the details of the articles – e.g. how convincing is the empirical evidence?

Assessment and Grading

The final grade consists of:

- Individual examination (75%): written exam with open questions;
- Individual paper presentations (25%): see below

A primary aspect of a doctoral level course is the emphasis on discussing the readings. Research articles can be understood in different ways and evaluated on a variety of papers already discussed dimensions. The most important part of a doctoral course is the collective sensemaking and social construction of meaning that takes place during class discussion. Thus, class discussion time is probably the most valuable part of a doctoral course and must be taken extremely seriously.

To prepare for each class, students individually prepare a brief **presentation** about one of the assigned papers, including the core argument/insight of the paper and a critical reflection on its theory (and possibly the methods, in case of an empirical paper). The presentation should last about 10 minutes and allow for a group of discussion of 15 minutes. As presenter you prepare 3 questions or (provocative) statements that can serve as an effective starting point for a high-quality group discussion.

Presentations are graded as pass/fail; getting a pass on all presentations means you score 10.0 for this part of the course.

Effective **class participation** cannot be achieved without a deep preparation of the readings. Students are expected to attend class fully prepared to discuss all the readings.

Conditions to pass the course

- The score for the exam must be 5.0 or higher
- The overall score for the course must be 5.5 or higher
- Attending the sessions is mandatory; only one can be missed

Resit

In the case of a resit, only the exam can be retaken. Results obtained for the assignments will remain valid if the course is retaken in another academic year.

Course Schedule and Session Overview

Session 1: History and Progress of the Strategy and Entrepreneurship Field

Mon April 8 | 11:00-12:45 | HG-01A58 | Wouter Stam

Hitt, M. and Duane Ireland, R. (2017). The Intersection of Entrepreneurship and Strategic Management Research. In *The Blackwell Handbook Of Entrepreneurship* (eds. D.L. Sexton and H. Landström). <https://doi.org/10.1002/9781405164214.ch3>

Low, M. B., & MacMillan, I. C. (1988). Entrepreneurship: Past research and future challenges. *Journal of Management*, 14(2), 139-161.

Hoskisson, R. E., Hitt, M. A., Wan, W. P., & Yiu, D. (1999). Theory and research in strategic management: Swings of a pendulum. *Journal of Management*, 25(3), 417-456.

Session 2: Entrepreneurial Action and Entry

Wed April 15 | 11:00-12:45 | NU-5B43 | Wouter Stam

Alvarez, S. A., & Barney, J. 2007. Discovery and creation: Alternative theories of entrepreneurial action. *Strategic Entrepreneurship Journal*, 1: 11-26

Shane, S., Locke, E. A., & Collins, C. J. (2003). Entrepreneurial motivation. *Human Resource Management Review*, 13(2), 257-279.

Sørensen, J. B. (2007). Bureaucracy and entrepreneurship: Workplace effects on entrepreneurial entry. *Administrative Science Quarterly*, 52(3), 387-412.

Session 3: Interfirm Collaboration and Innovation

Mon April 15 | 11:00-12:45 | HG-01A44 | Victor Gilsing

Sampson, R.C., 2007. R&D alliances and firm performance: the impact of technological diversity and alliance organization on innovation. *Academy of Management Journal*, 50, 364 – 386.

Srivastava, M.K. & D.R. Gnyawali, 2011. When do relational resources matter? Leveraging portfolio technological resources for breakthrough innovation. *Academy of Management Journal*, 54, 797-810.

Gilsing, V., B. Nooteboom, W. Vanhaverbeke, G. Duysters & A. van den Oord, 2008. Network embeddedness and the exploration of novel technologies: technological distance, betweenness centrality & density. *Research Policy*, 37, 1717-1731.

Session 4: Effectuation, Bricolage and Entrepreneurial Resourcefulness

Wed April 17 | 11:00-12:45 | NU-5B43 | Elco van Burg

Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. *Administrative Science Quarterly*, 50(3), 329–366.

Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. *Academy of Management Review*, 26(2), 243–263.

Van Burg, E., & Vermeire, J. (2022). Necessity as the Mother of Imitation? Scarcity and The Role of Spatiotemporal Separation. Working Paper (under Review, Do Not Distribute or Cite).

No Class on April 22!

Session 5: Managerial Cognition, Strategic Decision Making & Organizational Renewal

Wed April 24 | 11:00-12:45 | NU-2B18 | Victor Gilsing

Tripsas, M., Gavetti, G., 2000. Capabilities, cognition and inertia: evidence from digital imaging. *Strategic Management Journal*, 21, 1147 – 1161.

Eggers, J.P., Kaplan, S., 2009. Cognition and renewal: comparing CEO and organizational effects on incumbent adaptation to technical change. *Organization Science*, 20, 461 – 477.

Helfat, C.E., Peteraf, M., 2015. Managerial cognitive capabilities and the microfoundations of dynamic capabilities. *Strategic Management Journal*, 36, 6, 831-850.

No Class on April 29!

Session 6: Managerial Cognition, Strategic Entrepreneurship and Innovation

Mon May 6 | 11:00-12:45 | HG-01A58 | Victor Gilsing

Gilsing, V.A, Walrave, B., 2023. Game of skill or game of luck? Distant search in response to

performance feedback. *Technovation*, 121: <https://doi.org/10.1016/j.technovation.2022.102681>

Gilsing, V.A., Walrave, B., Wal, van der N., 2022. Search across time or across space? The role of top managers' human capital and their propensity to adjust standing beliefs. Working paper.

Raffaelli, R., Glynn, M. A., & Tushman, M. (2019). Frame flexibility: The role of cognitive and emotional framing in innovation adoption by incumbent firms. *Strategic Management Journal*, 40(7), 1013-1039.

No Class on May 8!

Session 7: Venture Creation Processes and Growth

Mon May 13 | 11:00-12:45 | HG-01A58 | Wouter Stam

Baum, J. R., Locke, E. A., & Smith, K. G. (2001). A multidimensional model of venture growth. *Academy of Management Journal*, 44(2), 292-303.

Aldrich, H. & Fiol, M. 1994. Fools rush in? The institutional context of industry creation. *Academy of Management Review*, 19: 645-670.

Davidsson, P., & Honig, B. (2003). The role of social and human capital among nascent entrepreneurs. *Journal of Business Venturing*, 18(3), 301-331.

Session 8: Strategy in Platforms and Ecosystems

Wed May 15 | 11:00-12:45 | NU-2B18 | Saeed Khanagha

Hannah, D. P., & Eisenhardt, K. M. (2018). How firms navigate cooperation and competition in nascent ecosystems. *Strategic Management Journal*, 39(12), 3163-3192.

Dattée, B., Alexy, O., & Autio, E. (2018). Maneuvering in poor visibility: How firms play the ecosystem game when uncertainty is high. *Academy of Management Journal*, 61(2), 466-498.

Rietveld, J., & Schilling, M. A. (2021). Platform competition: A systematic and interdisciplinary review of the literature. *Journal of Management*, 0149206320969791.

Session 9: Investors, Accelerators and Other Entrepreneurship Supporters

Mon May 20 | 11:00-12:45 | HG-01A58 | Wouter Stam

Armanios, D. E., Eesley, C. E., Li, J., & Eisenhardt, K. M. (2017). How entrepreneurs leverage institutional intermediaries in emerging economies to acquire public resources. *Strategic Management Journal*, 38(7), 1373-1390.

Drover, W., Busenitz, L., Matusik, S., Townsend, D., Anglin, A., & Dushnitsky, G., 2017. A review and road map of entrepreneurial equity financing research: Venture capital, corporate venture capital, angel investment, crowdfunding, and accelerators. *Journal of Management*, 43(6), 1820-1853.

Hallen, B. L., Cohen, S. L., & Bingham, C. B., 2020. Do accelerators work? If so, how? *Organization Science*, 31(2), 378-414.

Session 10: Ambidexterity, Entrepreneurial Orientation and Corporate Entrepreneurship

Wed May 22 | 11:00-12:45 | NU-2B18 | Wouter Stam

Dess, G. G., & Lumpkin, G. T. (2005). The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. *Academy of Management Perspectives*, 19(1), 147-156.

Gibson, C. B., & Birkinshaw, J. (2004). The antecedents, consequences, and mediating role of organizational ambidexterity. *Academy of management Journal*, 47(2), 209-226.

Sebastian Raisch, Michael L. Tushman (2016). Growing New Corporate Businesses: From Initiation to Graduation. *Organization Science*, 27(5):1237-1257. <https://doi.org/10.1287/orsc.2016.1081>