

MSIN0080: Corporate Strategy: Christopher Voisey

[View Online](#)

1

Puranam P, Vanneste B. Corporate strategy: tools for analysis and decision-making. Cambridge: Cambridge University Press 2016.

2

Osegowitsch T, Madhok A. Vertical integration is dead, or is it? Business Horizons. 2003;46:25–34. doi: 10.1016/S0007-6813(03)00006-5

3

Jacobides MG, Hitt LM. Losing sight of the forest for the trees? Productive capabilities and gains from trade as drivers of vertical scope. Strategic Management Journal. 2005;26:1209–27. doi: 10.1002/smj.501

4

Gulati R, Lawrence PR, Puranam P. Adaptation in vertical relationships: beyond incentive conflict. Strategic Management Journal. 2005;26:415–40. doi: 10.1002/smj.458

5

Madhok A. Reassessing the fundamentals and beyond: Ronald Coase, the transaction cost and resource-based theories of the firm and the institutional structure of production. Strategic Management Journal. 2002;23:535–50. doi: 10.1002/smj.247

6

Argyres N. Evidence on the role of firm capabilities in vertical integration decisions. *Strategic Management Journal*. 1998;17:129–50.

7

Grant RM. *Contemporary strategy analysis: text and cases*. Ninth edition. Chichester, West Sussex, United Kingdom: Wiley 2016.

8

Hax AC. Customer segmentation and customer value proposition: The first critical task of strategy. *The Delta Model: Reinventing Your Business Strategy*. New York, NY: Springer 2010:33–73.

9

Saloner G, Shepard A, Podolny JM. Competitive advantage. *Strategic management*. New York: John Wiley 2001:39–63.

10

Schein EH. How to define culture in general. *Organizational culture and leadership*. Hoboken, New Jersey: Wiley 2017:3–16.

11

Puranam P, Vanneste B. *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press 2016.

12

Casadesus-Masanell R, Ricart JE. From Strategy to Business Models and onto Tactics. *Long Range Planning*. 2010;43:195–215. doi: 10.1016/j.lrp.2010.01.004

13

Roberts J. *The modern firm: organizational design for performance and growth*. Oxford:

Oxford University Press 2004.

14

Ahern KR, Weston JF. M&As: The Good, the Bad, and the Ugly. *Journal of Applied Finance*. 2007;17:5-20.

15

Collis DJ, Montgomery CA. *Corporate strategy: a resource-based approach*. 2nd ed. Boston, Mass: McGraw-Hill/Irwin 2005.

16

Puranam P, Vanneste B. *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press 2016.

17

Argyres NS, Zenger TR. Capabilities, Transaction Costs, and Firm Boundaries. *Organization Science*. 2012;23:1643-57. doi: 10.1287/orsc.1110.0736

18

Wu B. Opportunity costs, industry dynamics, and corporate diversification: Evidence from the cardiovascular medical device industry, 1976-2004. *Strategic Management Journal*. 2013;34:1265-87. doi: 10.1002/smj.2069

19

Zhou YM. Synergy, coordination costs, and diversification choices. *Strategic Management Journal*. 2011;32:624-39. doi: 10.1002/smj.889

20

Puranam P, Vanneste B. *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press 2016.

21

Harreld JB, O'Reilly CA, Tushman ML. Dynamic Capabilities at IBM: Driving Strategy into Action. *California Management Review*. 2007;49:21–43. doi: 10.2307/41166404

22

O'Reilly CA, Harreld JB, Tushman ML. Organizational Ambidexterity: IBM and Emerging Business Opportunities. *California Management Review*. 2009;51:75–99. doi: 10.2307/41166506

23

Hoskisson RE, Turk TA. Corporate Restructuring: Governance and Control Limits of the Internal Capital Market. *The Academy of Management Review*. 1990;15:459–77.

24

Gulati R, Singh H. The Architecture of Cooperation: Managing Coordination Costs and Appropriation Concerns in Strategic Alliances. *Administrative Science Quarterly*. 1998;43. doi: 10.2307/2393616

25

Geyskens I, Steenkamp J-BEM, Kumar N. Make, buy, or ally: A transaction cost theory meta-analysis. *Academy of Management Journal*. 2006;49:519–43.

26

Helfat CE, Peteraf MA. The dynamic resource-based view: capability lifecycles. *Strategic Management Journal*. 2003;24:997–1010. doi: 10.1002/smj.332

27

Kale P, Singh H. Managing Strategic Alliances: What Do We Know Now, and Where Do We Go from Here? *Academy of Management Perspectives*. 2009;23:45–62.

28

Kale P, Puranam P. Choosing Equity Stakes in Technology-Sourcing Relationships: An Integrative Framework. *California Management Review*. 2004;46:77-99. doi: 10.2307/41166222

29

King DR, Dalton DR, Daily CM, et al. Meta-analyses of post-acquisition performance: indications of unidentified moderators. *Strategic Management Journal*. 2004;25:187-200. doi: 10.1002/smj.371

30

Puranam P, Vanneste B. *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press 2016.

31

Alcacer J, Oxley J. Learning by supplying. *Strategic Management Journal*. 2014;35:204-23. doi: 10.1002/smj.2134

32

Buckman R. Outsourcing With a Twist; Indian Phone Giant Bharti Sends Jobs to Western Firms In Multinational Role Switch. *Wall Street Journal*.

33

Su N, Levina N, Ross JW. The Long-Tail Strategy of IT Outsourcing. *MIT Sloan Management Review*. ;57:81-9.

34

Geyskens I, Steenkamp J-BEM, Kumar N. Make, buy, or ally: A transaction cost theory meta-analysis. *Academy of Management Journal*. 2006;49:519-43.

35

Puranam P, Vanneste B. Corporate strategy: tools for analysis and decision-making. Cambridge: Cambridge University Press 2016.

36

Grant RM. Contemporary strategy analysis: text and cases. Ninth edition. Chichester, West Sussex, United Kingdom: Wiley 2016.

37

Nadler D, Tushman M, Nadler MB. Competing by design: the power of organizational architecture. New York: Oxford University Press 1997.

38

Puranam P, Vanneste B. Corporate strategy: tools for analysis and decision-making. Cambridge: Cambridge University Press 2016.

39

Gawer A, Cusumano MA. Industry Platforms and Ecosystem Innovation. Journal of Product Innovation Management. 2014;31:417-33. doi: 10.1111/jpim.12105

40

From headquarters to ahead-quarters: How corporate functions can add more value – Key findings of the study Corporate Headquarters 2014" Roland Berger.
https://www.rolandberger.com/en/Publications/pub_headquarters_to_ahead_quarters.html

41

Gawer A, Cusumano MA. How Companies Become Platform Leaders. MIT Sloan Management Review. ;49:28-35.

42

Lex in depth: Alibaba. Financial Times. 10 AD;11-11.

43

Campbell A, Kunisch S, Müller-Stewens G. To centralize or not to centralize? McKinsey Quarterly. 2011;97-102.

44

Campbell A, Kunisch S, Müller-Stewens G. To centralize or not to centralize? McKinsey Quarterly. 2011;97-102.

45

Boston Consulting Group. Designing the corporate center: how to turn strategy into structure.

46

Corporate headquarters: Developing value adding capabilities to overcome the parenting advantage paradox — Roland Berger.
https://www.rolandberger.com/en/Publications/pub_corporate_headquarters.html

47

Boston Consulting Group. First do no harm: How to be a good corporate parent.

48

Boston Consulting Group. A New Perspective on the Role of the Center: Lean and Active.
https://www.bcgperspectives.com/content/articles/role_of_center_lean_lean_and_active_new_perspective_on_role_of_center/#chapter1

49

Boston Consulting Group. The Parenting Advantage: How to Make It Work. 29 AD.
<https://www.bcgperspectives.com/content/interviews/corporate-development-corporate-strategy-portfolio-management-parenting-advantage/>

50

Founder of Alibaba Jack Ma Interview by Charlie Rose - YouTube.

51

Puranam P, Vanneste B. Corporate strategy: tools for analysis and decision-making. Cambridge: Cambridge University Press 2016.

52

Haspeslagh PC, Jemison DB. Managing acquisitions: creating value through corporate renewal. Toronto: Free Press 1991.

53

Capron L, Guillén M. National corporate governance institutions and post-acquisition target reorganization. *Strategic Management Journal*. 2009;30:803–33. doi: 10.1002/smj.768

54

Karim S, Capron L. Reconfiguration: Adding, redeploying, recombining and divesting resources and business units. *Strategic Management Journal*. 2016;37:E54–62. doi: 10.1002/smj.2537

55

Tushman ML, O'Reilly C. Managerial problem solving: A congruence approach. *Winning through innovation: a practical guide to leading organizational change and renewal*. Boston, Massachusetts: Harvard Business School Press 2002:567–77.

56

Bartlett CA, Sumantra G. Managing across Borders: New Organizational Responses. Sloan Management Review. 1987;29:43-53.

57

Eisenmann T, Parker G, Van Alstyne M. Platform envelopment. Strategic Management Journal. 2011;32:1270-85. doi: 10.1002/smj.935

58

Gulati R. Why and how to bridge and bust organizational silos? - YouTube. 2010.

59

Hagiu A. Strategic Decisions for Multisided Platforms. MIT Sloan Management Review. ;55:71-80.