

MSIN0080: Corporate Strategy: Christopher Voisey

View Online



[1]

P. Puranam and B. Vanneste, *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press, 2016. Available:
https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[2]

T. Osegowitsch and A. Madhok, 'Vertical integration is dead, or is it?', *Business Horizons*, vol. 46, no. 2, pp. 25–34, 2003, doi: 10.1016/S0007-6813(03)00006-5

[3]

M. G. Jacobides and L. M. Hitt, 'Losing sight of the forest for the trees? Productive capabilities and gains from trade as drivers of vertical scope', *Strategic Management Journal*, vol. 26, no. 13, pp. 1209–1227, 2005, doi: 10.1002/smj.501

[4]

R. Gulati, P. R. Lawrence, and P. Puranam, 'Adaptation in vertical relationships: beyond incentive conflict', *Strategic Management Journal*, vol. 26, no. 5, pp. 415–440, May 2005, doi: 10.1002/smj.458

[5]

A. Madhok, '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*, vol. 23, no. 6, pp. 535–550, June 2002, doi:

10.1002/smj.247

[6]

N. Argyres, 'Evidence on the role of firm capabilities in vertical integration decisions', *Strategic Management Journal*, vol. 17, no. 2, pp. 129-150, 1998, Available: <http://www.jstor.org/stable/2486853>

[7]

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

[8]

A. C. Hax, 'Customer segmentation and customer value proposition: The first critical task of strategy', in *The Delta Model: Reinventing Your Business Strategy*, New York, NY: Springer, 2010, pp. 33-73. Available: <http://libproxy.ucl.ac.uk/login?url=https://www.dawsonera.com/guard/protected/dawson.jsp?name=https://shib-idp.ucl.ac.uk/shibboleth&dest=http://www.dawsonera.com/depp/reader/protected/external/AbstractView/S9781441914804>

[9]

G. Saloner, A. Shepard, and J. M. Podolny, 'Competitive advantage', in *Strategic management*, New York: John Wiley, 2001, pp. 39-63. Available: <https://contentstore.cla.co.uk/secure/link?id=2f033bd9-66ae-e711-80cb-005056af4099>

[10]

E. H. Schein, 'How to define culture in general', in *Organizational culture and leadership*, 5th Edition. Hoboken, New Jersey: Wiley, 2017, pp. 3-16. Available: <https://contentstore.cla.co.uk/secure/link?id=565597c2-7dbd-e711-80cb-005056af4099>

[11]

P. Puranam and B. Vanneste, *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press, 2016. Available: <https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveServ>

ice&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[12]

R. Casadesus-Masanell and J. E. Ricart, 'From Strategy to Business Models and onto Tactics', *Long Range Planning*, vol. 43, no. 2-3, pp. 195-215, 2010, doi: 10.1016/j.lrp.2010.01.004

[13]

J. Roberts, *The modern firm: organizational design for performance and growth*. Oxford: Oxford University Press, 2004. Available: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=nlebk&AN=264879&site=ehost-live&scope=site>

[14]

K. R. Ahern and J. F. Weston, 'M&As: The Good, the Bad, and the Ugly.', *Journal of Applied Finance*, vol. 17, no. 1, pp. 5-20, 2007, Available: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=bth&AN=28066258&site=ehost-live&scope=site>

[15]

D. J. Collis and C. A. Montgomery, *Corporate strategy: a resource-based approach*, 2nd ed. Boston, Mass: McGraw-Hill/Irwin, 2005.

[16]

P. Puranam and B. Vanneste, *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press, 2016. Available: https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[17]

N. S. Argyres and T. R. Zenger, 'Capabilities, Transaction Costs, and Firm Boundaries',

Organization Science, vol. 23, no. 6, pp. 1643–1657, 2012, doi: 10.1287/orsc.1110.0736

[18]

B. Wu, 'Opportunity costs, industry dynamics, and corporate diversification: Evidence from the cardiovascular medical device industry, 1976-2004', Strategic Management Journal, vol. 34, no. 11, pp. 1265–1287, 2013, doi: 10.1002/smj.2069

[19]

Y. M. Zhou, 'Synergy, coordination costs, and diversification choices', Strategic Management Journal, vol. 32, no. 6, pp. 624–639, 2011, doi: 10.1002/smj.889

[20]

P. Puranam and B. Vanneste, Corporate strategy: tools for analysis and decision-making. Cambridge: Cambridge University Press, 2016. Available:
https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[21]

J. B. Harreld, C. A. O'Reilly, and M. L. Tushman, 'Dynamic Capabilities at IBM: Driving Strategy into Action', California Management Review, vol. 49, no. 4, pp. 21–43, 2007, doi: 10.2307/41166404

[22]

C. A. O'Reilly, J. B. Harreld, and M. L. Tushman, 'Organizational Ambidexterity: IBM and Emerging Business Opportunities', California Management Review, vol. 51, no. 4, pp. 75–99, 2009, doi: 10.2307/41166506

[23]

R. E. Hoskisson and T. A. Turk, 'Corporate Restructuring: Governance and Control Limits of the Internal Capital Market', The Academy of Management Review, vol. 15, no. 3, pp. 459–477, 1990, Available:

<http://www.jstor.org/stable/258018?sid=primo&origin=crossref>

[24]

R. Gulati and H. Singh, 'The Architecture of Cooperation: Managing Coordination Costs and Appropriation Concerns in Strategic Alliances', *Administrative Science Quarterly*, vol. 43, no. 4, 1998, doi: 10.2307/2393616

[25]

I. Geyskens, J.-B. E. M. Steenkamp, and N. Kumar, 'Make, buy, or ally: A transaction cost theory meta-analysis', *Academy of Management Journal*, vol. 49, no. 3, pp. 519-543, 2006, Available:
<http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=bth&AN=21794670&site=ehost-live&scope=site>

[26]

C. E. Helfat and M. A. Peteraf, 'The dynamic resource-based view: capability lifecycles', *Strategic Management Journal*, vol. 24, no. 10, pp. 997-1010, 2003, doi: 10.1002/smj.332

[27]

P. Kale and H. Singh, 'Managing Strategic Alliances: What Do We Know Now, and Where Do We Go from Here?', *Academy of Management Perspectives*, vol. 23, no. 3, pp. 45-62, 2009, Available: <http://www.jstor.org/stable/27747525>

[28]

P. Kale and P. Puranam, 'Choosing Equity Stakes in Technology-Sourcing Relationships: An Integrative Framework', *California Management Review*, vol. 46, no. 3, pp. 77-99, 2004, doi: 10.2307/41166222

[29]

D. R. King, D. R. Dalton, C. M. Daily, and J. G. Covin, 'Meta-analyses of post-acquisition performance: indications of unidentified moderators', *Strategic Management Journal*, vol. 25, no. 2, pp. 187-200, Feb. 2004, doi: 10.1002/smj.371

[30]

P. Puranam and B. Vanneste, *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press, 2016. Available:
https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[31]

J. Alcacer and J. Oxley, 'Learning by supplying', *Strategic Management Journal*, vol. 35, no. 2, pp. 204–223, 2014, doi: 10.1002/smj.2134

[32]

R. Buckman, 'Outsourcing With a Twist; Indian Phone Giant Bharti Sends Jobs to Western Firms In Multinational Role Switch', *Wall Street Journal*, Available:
https://search.proquest.com/docview/398894968?rfr_id=info%3Axri%2Fsid%3Aprimo

[33]

N. Su, N. Levina, and J. W. Ross, 'The Long-Tail Strategy of IT Outsourcing', *MIT Sloan Management Review*, vol. 57, no. 2, pp. 81–89, Available:
<https://search.proquest.com/docview/1753248781/71891F6C430F489EPQ/1?accountid=14511>

[34]

I. Geyskens, J.-B. E. M. Steenkamp, and N. Kumar, 'Make, buy, or ally: A transaction cost theory meta-analysis', *Academy of Management Journal*, vol. 49, no. 3, pp. 519–543, 2006, Available:
<http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=bth&AN=21794670&site=ehost-live&scope=site>

[35]

P. Puranam and B. Vanneste, *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press, 2016. Available:
<https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService>

ice&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[36]

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

[37]

D. Nadler, M. Tushman, and M. B. Nadler, *Competing by design: the power of organizational architecture*. New York: Oxford University Press, 1997. Available: <http://libproxy.ucl.ac.uk/login?url=http://www.oxfordscholarship.com/view/10.1093/acprof:oso/9780195099171.001.0001/acprof-9780195099171>

[38]

P. Puranam and B. Vanneste, *Corporate strategy: tools for analysis and decision-making*. Cambridge: Cambridge University Press, 2016. Available: https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[39]

A. Gawer and M. A. Cusumano, 'Industry Platforms and Ecosystem Innovation', *Journal of Product Innovation Management*, vol. 31, no. 3, pp. 417-433, 2014, 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'. Available: https://www.rolandberger.com/en/Publications/pub_headquarters_to_ahead_quarters.html

[41]

A. Gawer and M. A. Cusumano, 'How Companies Become Platform Leaders', MIT Sloan

Management Review, vol. 49, no. 2, pp. 28–35, Available:
<https://search.proquest.com/docview/224966345?OpenUrlRefId=info:xri/sid:primo&accountid=14511>

[42]

'Lex in depth: Alibaba', Financial Times, pp. 11–11, 10 AD, Available:
<https://www.ft.com/content/88e06be8-3775-11e4-bd0a-00144feabdc0#slide0>

[43]

A. Campbell, S. Kunisch, and G. Müller-Stewens, 'To centralize or not to centralize?', McKinsey Quarterly, no. 3, pp. 97–102, 2011, Available:
<http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=bth&AN=63527860&site=ehost-live&scope=site>

[44]

A. Campbell, S. Kunisch, and G. Müller-Stewens, 'To centralize or not to centralize?', McKinsey Quarterly, no. 3, pp. 97–102, 2011, Available:
<http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,shib&db=bth&AN=63527860&site=ehost-live&scope=site>

[45]

Boston Consulting Group, 'Designing the corporate center: how to turn strategy into structure'. Available:
http://image-src.bcg.com/Images/BCG_Designing_the_Corporate_Center_May_2013_tcm9-97479.pdf

[46]

'Corporate headquarters: Developing value adding capabilities to overcome the parenting advantage paradox — Roland Berger'. Available:
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'. Available:

http://image-src.bcg.com/Images/First_Do_No_%20Harm_Mar_2012_tcm9-106817.pdf

[48]

Boston Consulting Group, 'A New Perspective on the Role of the Center: Lean and Active'. Available:

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.

Available:

<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'. Available:

<https://www.youtube.com/watch?v=rUwmakdaye4>

[51]

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

https://ucl.userservices.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService&package_service_id=7343594190004761&institutionId=4761&customerId=4760

[52]

P. C. Haspeslagh and D. B. Jemison, *Managing acquisitions: creating value through corporate renewal*. Toronto: Free Press, 1991.

[53]

L. Capron and M. Guillén, 'National corporate governance institutions and post-acquisition target reorganization', *Strategic Management Journal*, vol. 30, no. 8, pp. 803–833, 2009, doi: 10.1002/smj.768

[54]

S. Karim and L. Capron, 'Reconfiguration: Adding, redeploying, recombining and divesting resources and business units', *Strategic Management Journal*, vol. 37, no. 13, pp. E54-E62, Dec. 2016, doi: 10.1002/smj.2537

[55]

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

[56]

C. A. Bartlett and G. Sumantra, 'Managing across Borders: New Organizational Responses', *Sloan Management Review*, vol. 29, no. 1, pp. 43-53, 1987, Available: https://search.proquest.com/docview/1302962953?rfr_id=info%3Axri%2Fsid%3Aprimo

[57]

T. Eisenmann, G. Parker, and M. Van Alstyne, 'Platform envelopment', *Strategic Management Journal*, vol. 32, no. 12, pp. 1270-1285, 2011, doi: 10.1002/smj.935

[58]

R. Gulati, 'Why and how to bridge and bust organizational silos? - YouTube'. 2010. Available: <https://www.youtube.com/watch?v=cvvptKXEHuc>

[59]

A. Hagi, 'Strategic Decisions for Multisided Platforms', *MIT Sloan Management Review*, vol. 55, no. 2, pp. 71-80, Available: [https://search.proquest.com/docview/1475566445?OpenUrlRefId=info:xri/sid:primo&aaccountid=14511](https://search.proquest.com/docview/1475566445?OpenUrlRefId=info:xri/sid:primo&accountid=14511)