



Competitive Strategy Newsletter



Spring Issue

Competitive Strategy Interest Group • Strategic Management Society

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A Word From the CSIG Chair

Laura B. Cardinal
Competitive Strategy Interest Group Chair
Tulane University

Welcome to our fourth newsletter (volume 2, issue 2) of the Competitive Strategy Interest Group (CSIG) of the Strategic Management Society. This spring newsletter focuses on ideas and opportunities that matter for Competitive Strategy researchers and practitioners. In the pages that follow you will find a provocative thought piece about emerging issues and trends

in strategy, and a series of announcements pertaining to events and accomplishments within our community.

The first set of items in this newsletter cover updates about the 2009 conference in Washington D.C. USA. For the overall D.C. conference, a record number of submissions were sent to SMS for consideration. Program Chair Gianmario Verona tells us about the planning of the main conference program (October 11-14). I join him in thanking the authors and reviewers whose work will make the final program possible. Assistant Program Chair Michael Leiblein provides a glimpse of the pre-conference program (Sunday, October 11). Finally, Jay Barney, SMS's President Elect, offers a few thoughts on the overall program.

Following from our successful launch last year, the CSIG will offer the Junior Faculty and Paper Development Workshop again. This session, scheduled on Saturday, October 10, will combine a paper development workshop with elements of a junior faculty consortium. It represents one of our IG's efforts to reach out to members, especially recent graduates, and offer them research and career support at a critical career stage.

Together, the Saturday workshop, the Sunday preconference and the regular conference

(Monday through Wednesday) promise to make for an exciting overall program for CSIG members. Please do not forget to register soon if you have not already. You will notice upon registering this year that you have several registration options (a new feature by SMS). We look forward to seeing you in the vibrant city of Washington D.C.!

This newsletter contains one thought piece about important issues for future research and practice in competitive strategy. We are most grateful to this contribution by our distinguished scholar, Javier Gimeno (INSEAD). Professor Gimeno takes a provocative look at our role as strategy scholars in examining the formation of strategy in environments ripe with risk and uncertainty.

In this installment of the newsletter, we are also delighted to have a report from Idie Kesner (Indiana U.) and Paul Friga (U. of North Carolina) about the SMS Teaching Initiative. I encourage all IG members to read their important report and take part in the Teaching Initiative when we gather in Washington D.C.

In additional CSIG news, Govert Vroom (IESE) will be completing his term as our Newsletter Editor. We are most grateful to Govert's generous service to the Competitive Strategy IG. When you see Govert in Washington D.C., please be sure to thank him in person! Tom Moliterno (U. of South Carolina) is our Incoming Newsletter Editor. We are thankful to Tom for stepping up in this important IG role.

Looking forward, Irene Henriques (York U.) and Todd Alessandri (Providence College) will be conducting a survey about the possibility of

creating a web initiative for the Competitive Strategy IG. Please be on the look out for this survey and please take a few minutes to provide the IG with your feedback.

Warren Miller (Beckmill Research LLC) and Hugh Courtney (U. of Maryland) will continue to serve as our "practice representatives" for the IG bridging the academic, business, and consulting audiences. Upcoming this fall we will be looking for additional members that can join this practice initiative and build on the contributions and work by Warren and Hugh.

Last but not least, this newsletter contains a Call for Nominations for future leaders of the CSIG. The future of the CSIG depends on members who volunteer to serve as Representatives-at-Large and as Officers of the IG. Check out the call for nominations, and I look forward to hearing from all interested.

As the pages that follow will show, the Competitive Strategy IG is vibrant, with active members and a subject area at the forefront of strategic management. I wish you a wonderful spring and summer with new beginnings, and look forward to seeing you in Washington D.C. coming this fall.

Cordially,

Laura B. Cardinal
Tulane University



CSIG Conference Program

Gianmario Verona
CSIG Conference Program Chair
Bocconi University

It is my distinct honor and pleasure to give you an update on the forthcoming program of the Competitive Strategy Interest Group. Following the successful tradition of our IG, this year we received 106 submissions, one of them being a symposium. This is a great success particularly when we consider that this year's conference theme tracks speak directly to the Competitive Strategy community.

In order to select the best proposals to be presented at the D.C. conference a team of 41 reviewers have worked hard in the months of January, February and March. A complete list of the reviewers is below.

We are currently composing the sessions for the conference. We estimate that around 66% of submissions will be accepted and that the presentations will take place in roughly 16 sessions. These figures are in line with both Cologne 2008 and San Diego 2007. Building on the submissions, our intention is to offer classic themes combined with new emerging topics.

I would like to thank all of you for actively contributing either as authors or reviewers to our Interest Group and I do look forward to updating you about the final program in the next newsletter and, most importantly, to meeting most of you in D.C. later this year.

Arrivederci!

Gianmario Verona
Bocconi University



2009 Competitive Strategy IG Reviewers

Todd Alessandri (Providence College)	Douglas Miller (U. of Illinois-Urbana Champaign)
Asli Musaoglu Arikan (Georgia State U.)	Thomas P. Moliterno (U. of South Carolina)
Stefano Brusoni (Bocconi U.)	Elena Novelli (Bocconi U.)
Giovanni Battista Dagnino (U. of Catania)	Emanuela Prandelli (Bocconi U.)
Luigi Mario De Luca (Aston U.)	Frank Piller (RWTH Aachen U.)
Giada Di Stefano (Bocconi U.)	Efthimios Poulis (Bournemouth U.)
Rodolphe Durand (HEC-Paris)	Richard Priem (U. Wisconsin-Milwaukee)
Boris Durisin (Bocconi U.)	Davide Ravasi (Bocconi U.)
Karin M. Fladmoe-Lindquist (U. of Utah)	Carlo Salvato (Bocconi U.)
Andrea Fosfuri (U. of Carlos III-Madrid)	Karen Schnatterly (U. of Missouri)
Marco Giarratana (U. of Carlos III-Madrid)	Jamal Shamsie (Michigan State U.)
Robert Grant (Bocconi U.)	Alexander Sleptsov (Tulane U.)
Donald E Hatfield (Virginia Tech)	Maurizio Sobrero (U. of Bologna)
Joachim Henkel (Munich Technical U.)	Christian Stadler (Dartmouth College)
Irene Henriques (York U.)	Karynne Turner (Georgia State U.)
Andrea Lanza (U. of Calabria)	Scott Turner (U. of South Carolina)
Sergio Giovanetti Lazzarini (Ibmec São Paulo)	Hans Van Kranenburg (Radboud U. Nijmegen)
Michael Leiblein (The Ohio State U.)	Giovanni Valentini (Bocconi U.)
Andrea Lipparini (Bologna U.)	Salvatore Vicari (Bocconi U.)
Kurt Matzler (U. of Innsbruck)	Govert Vroom (IESE Business School)
	Antoinette Weibel (U. of Liechtenstein)

CSIG Pre-Conference Program

Michael Lieblein
Associate Program Chair
The Ohio State University

The Competitive Strategy Interest Group (CSIG) is planning a series of exciting pre-conference sessions during the 2009 Annual Meeting of the Strategic Management Society. These sessions will be held on Sunday, October 11, 2009 at the Renaissance Washington hotel in Washington D.C.

The objective of the pre-conference sessions is to enhance scholarship by providing a forum for academics, business practitioners and consultants with similar interests to exchange ideas. The CSIG has designed three sessions to address a broad range of topics aimed at: (1) pushing discipline-based theories of organization and competitive advantage, (2) linking existing theories of organization and competitive advantage, and (3) applying our theories of strategy and organization to important practice areas, such as healthcare, poverty, the management of energy and other scarce natural resources, and the financial crisis. In particular, our pre-conference sessions will include:

“The Theory of the Firm Revisited.” This session will consist of a panel discussion led by academic scholars with different disciplinary approaches to the theory of the firm. The primary objective of the session is to elicit discussion regarding the problems or tasks that challenge or enrich a theory of firm, such as the use of incentives, the allocation of decision rights, or the transfer of information or knowledge. The hope is that we will take steps toward articulating a *strategic* theory of the firm in which the firm pursues competitive advantage over time and markets.

“The Influence of Problem Formulation on Competitive Strategy and Performance.” This session will be co-sponsored with the SMS Knowledge and Innovation interest group. The intent of the session is to suggest how cognitive, economic, and organizational perspectives of strategy, management, and organization influence problem formulation. A broader objective is to stimulate discussion regarding the manner in which different choices affect problem formulation in environments that vary in complexity and ambiguity.

“Applying Competitive Strategy to the Global Healthcare Industry.” This session will engage leading academics and senior business practitioners in a discussion regarding the application of strategic management principles to challenges currently experienced in the global healthcare system. The session will be organized around the questions such as whether the concept of firm-specific competitive advantage is appropriate for the health care industry. A broader objective is to explore how strategic management research may address major issues facing executives in the health care industry.

If you wish to contribute to the Competitive Strategy portion of the 2009 SMS pre-conference, please contact Michael Lieblein at leiblein.1@osu.edu. If you are not able to contribute I hope you will join us in Washington D.C. for these and many other interesting Pre-conference sessions!

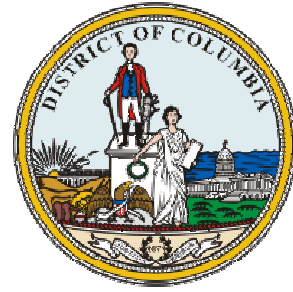
With best regards,

Michael Lieblein
The Ohio State University



A Note from the SMS Board

Jay Barney
SMS President Elect
The Ohio State University



Was it good planning or good luck? First, the organizers of this year's SMS annual conference—Jeff Reuer and Marjorie Lyles—choose what turns out to be one of the most appropriate conference theme ever: “Strategies in an Uncertain World.” And then, the SMS chooses to hold its annual conference in Washington D.C.—a city that is playing an increasingly important role in the midst of the current economic crisis.

Whatever the reason—and I suspect that lots of it was good planning—the confluence of this theme, the conference location, and the timing of the economic crisis has made this year's annual conference even more exciting than usual—an excitement reflected in the large number of abstracts that have been submitted to this year's conference. In addition, Jeff and Marjorie are putting the final touches on a truly outstanding program of plenary speakers and panels—drawn from consulting firms, business, academics, and government—that will wonderfully complement the scholarly

presentations that are always a highlight of the conference.

In this context, the involvement of the SMS Interest Groups—and especially our larger IGs like the Competitive Strategy Interest Group—continues to be essential for the growth and development of the Society and the field of strategic management, more generally. The IGs now “own” much of the program at the annual meeting, and thus the quality of your work—your reviews, the panels you put together, your papers—goes a long way to determining the quality of the annual conference and the overall progress in our field.

I appreciate all your efforts, and look forward to seeing many of you in Washington, D.C. And hopefully, the world will be a little less uncertain by then.



Jay Barney
The Ohio State University

Call for Participants

Competitive Strategy Junior Faculty and
Paper Development Workshop
Saturday, October 10, 2009

The Competitive Strategy Interest Group is offering a research focused junior faculty and paper development workshop at the 2009 Strategic Management Society meetings in Washington D.C., USA. Although all members of the Competitive Strategy IG are invited to participate, preference will be given to junior faculty who defended their dissertations after September 2004.

This workshop will include panel discussions and breakout sessions. Senior faculty panels will discuss critical aspects of the research and publication process, ways to craft a successful research program, and future directions in competitive strategy research. A breakout session will provide opportunities for participants to discuss and receive feedback on their work in an informal setting.

The co-chairs of the faculty panel are Karin Fladmoe-Lindquist (U. of Utah) and Christian Stadler (Dartmouth College). Please note that space will be limited in order to ensure a high level of interaction among all participants. To participate, individuals should email one five-page abstract proposal to Karin Fladmoe-Lindquist (karin.lindquist@business.utah.edu) by July 31, 2009 as an attachment in a message with the header "Competitive Strategy Workshop Application". In the body of this e-mail please include a statement committing to attend the workshop if accepted, permission to distribute submitted works to session participants, and a commitment to prepare a one-page review of other papers in your assigned breakout session.

Applicants will be informed by August 21, 2009 whether their proposal was accepted. The workshop organizers will group accepted pro-

posals with others that are similar in topic and/or methodology and distribute them to conference participants. Prior to the workshop, participants in each group will prepare written comments and feedback on the other papers in their group. They will exchange feedback during the paper development portion of the workshop, with each group's discussion being facilitated by one or more experienced scholar(s) familiar with the topic or method in question.

Call for Nominations

Competitive Strategy Interest Group
Representatives-at-Large & Officer

The Competitive Strategy Interest Group of the Strategic Management Society invites nominations for three Representative-at-Large positions. The Representatives-at-Large will serve two-year terms starting after the SMS Annual Conference in Washington D.C. They will be expected to serve the Interest Group's executive committee in furthering Competitive Strategy research and practice activities. The Executive Committee is expected to meet at least once per year, normally at the annual international Strategic Management Society conference site; thus, candidates should plan on attending the 2010 and 2011 conferences (dates and places TBA). Attendance at the 2009 conference in Washington D.C. (Oct. 11-14, 2009), and specifically the Interest Group's business meeting there, is also desirable so the electees may receive the latest information and meet with other Representatives-at-Large and Officers before starting their terms.

Nominations, including nominations of others and self-nominations, may be sent via e-mail to the Interest Group Chair, Laura Cardinal (cardinal@tulane.edu). Please use the subject heading "CSIG nomination" in your message, and include a brief description of the candidate's suitability for the position.

Subject to slots on the election slate, experienced candidates may be considered for the position of Officer of the Interest Group. This position entails a three-year term whereby the electee will serve as Assistant Program Chair (primarily arranging the 2010 preconference program), then Program Chair (arranging the 2011 conference program), and then Interest Group Chairperson (during 2012). Please indicate in your nomination message if you specifically deem the candidate suitable for the Officer position, and if so why.

The deadline for all nominations is June 16, 2009. Candidates will be informed no later than end of August of their selection for inclusion in the ballot. A condition for inclusion on the ballot is that the candidate must be a member in good standing of the Interest Group.

Questions regarding the Competitive Strategy Interest Group elections may be sent to Laura Cardinal (cardinal@tulane.edu) with the heading "CSIG election questions."

Incoming Newsletter Editor

Tom Moliterno
University of South Carolina

"Tom, could you tell us something about the research that you are doing? Could you tell us something about a current project you are working on?"

My research is largely focused at the intersection of Strategy and Organizational Theory. In particular, I'm interested in exploring how insights from the Behavioral Theory of the Firm can help us understand organizational resource-level decision making. So, for example, I've done some work looking at how firm-level performance feedback relates to changes in the resource portfolio. Recently, my work in this area has me thin-

king about the integration of behavioral and strategic factor market theories.

"What about your teaching? What class do you enjoy teaching most?"

I teach the "capstone" strategy course in both the MBA and undergraduate core programs. While both student populations are challenging and enjoyable, I particularly enjoy working with the MBA students. I know I'm not the first to make this connection, but I find their backgrounds, experiences, and insights both interesting and exciting to integrate during case discussions.

"You are going to take over the role of Newsletter Editor and Interest Group Secretary. Do you already have any ideas, anything you want to change or add?"

I hope that we will be able to continue including not only IG news, but also thoughtful and insightful articles from academics, business practitioners, and consultants. One thing I would like to try to incorporate is some dialogue with the other IGs. We all have limited time at the SMS conference, and while we may have interests in what goes on in the other IGs, we may not be able to "keep up" with everything. So I would like to make some space in the newsletter to occasionally hear from other IGs that may be of interest to CSIG members.

"Tom, thank you very much for your willingness to take on this task!"



Finding research opportunities in the financial crisis

Javier Gimeno
INSEAD

Amidst the gloom of the current economic crisis, strategic thinking dictates that we seek the opportunities that emerge in this difficult environment. Business schools have been particularly impacted at three levels: program revenues, endowment values, and perhaps most critically, social legitimacy. Yet, we also have an opportunity (and a responsibility) to demonstrate intellectual leadership in understanding and explaining what went wrong, and helping to avoid similar crises in the future.

In this context, what lessons can we, competitive strategy academics, practitioners and consultants, draw from the current crisis? For instance, as we focus on the crisis that triggered the downturn some lessons come to mind, such as the implicit risks of vertical disintegration in markets with high information asymmetry, or the unintended consequences of high-powered incentives.

A review of the press shows much blame assigned to the opportunism and incompetence of some banking executives. After the fact, we will find that many of these banks lacked appropriate risk management practices, had ineffective incentive systems, and focused excessively on short-term market and financial objectives to the detriment of the long-term sustainability of the business.

I believe, however, that the current focus on managerial opportunism and incompetence, while an easy scapegoat, leaves out some impor-

tant elements of the story. Opportunism and incompetence are particularistic explanations (at the level of the individual manager or company). If these were the main explanations, we would expect to see some more variance in outcomes between well-managed and badly-managed companies.

Yet, the problems appear to be surprisingly widespread – few banks have come out unscathed. To me, this situation calls for a more systemic explanation, one that examines how the behaviours that proved risky after the fact (such as subprime lending, or investments in mortgage-backed securities) were diffused and adopted within the population. Even if some executives were reckless, opportunistic or incompetent, why would other, more competent and responsible executives follow their lead and create an industry-wide risk-taking bandwagon?



Lehman Brothers, New York

In my opinion, the current crisis calls for a better understanding of how strategies are formed and evaluated in the context of risk and uncertainty. Because strategies are built upon assumptions about the future, risk and uncertainty will be inherent in all strategic decisions to some degree. Some business entities practis-

ing particularly risky decision making are those banks that offered subprime mortgages. However, their decisions were not taken in a vacuum: A fundamental interdependence exists in the way firms evaluate these risky decisions, which may lead to a collective escalation of risk-taking.

Under conditions of uncertainty, firms tend to rely on vicarious learning and mimetic behaviour in selecting their actions. Yet, under uncertainty, it is particularly hard to assess the quality of a decision simply by looking at individual outcomes. Bad decisions may get lucky (at least, for some of the time), and good ones may suffer from bad luck.

Therefore, learning may be particularly sensitive to the sampling of observations and outcomes. Selective sampling of success stories, and survivor bias, may lead firms to systematically overestimate the benefits of more risky strategies. Competitive pressures further accentuate the escalation of collective risk-taking, since firms that do not match their rivals' risk-taking behaviour fear losing market position.



Financial pressures may also aggravate the behaviour. Although investors generally look for attractive risk-return profiles, the true risk exposure of a firm cannot be perfectly observed by outsiders. If some firms are able to increase their financial returns by increasing their risk exposure or by another unobserved means, other

competitors are pressured into following. For example, evidence in accounting research suggests that when companies are committing accounting fraud (e.g., WorldCom, Enron) their rivals face increased earnings pressures, which leads to lower managerial compensation and a higher likelihood of accounting manipulation.

Competitive strategy scholars are uniquely positioned for understanding the systemic mechanisms by which individual cases of risk-taking behaviour escalate into a collective risk-taking industry bandwagon. Such an understanding could then lead to prescriptive advice about how to effectively counteract mimetic pressures. We know how it is all too easy to go with the flow.



Javier Gimeno
INSEAD



U.S. Capitol, Washington D.C.

SMS Teaching Initiative

Idie Kesner
Indiana University
&
Paul Friga
University of North Carolina

It may seem difficult to believe, but with the 2009 SMS Conference in Washington D.C., the SMS Teaching Initiative will celebrate its 3rd year of programming. For many SMS members, this initiative may still represent something new and unknown. For others who have participated in one or more sessions, the initiative is familiar and hopefully helpful. We felt it would be useful to share a short history of the initiative and to share our perspective of what lies ahead.

How did the SMS Teaching Initiative begin?

The teaching initiative first took shape in discussions among SMS Executive Board members. The idea, which was to complement the research focus of the annual conferences with a focus on teaching, was launched with the 2007 SMS Conference held in San Diego. At this conference we held 4 regular program sessions and a business meeting to encourage participation in planning for the future. Our first sessions included the following: (1) Case Teaching Tips: Little Things Can Make a Big Difference, (2) Teaching Across Borders: What You Need to Know When Teaching Strategy Across International Environments, (3) Strategic Management & the B-School Curriculum: A Panel of Deans, and (4) Strategy Simulations: A Second Life Using Second Life? Attendance at the sessions was excellent, confirming a high level of interest in the teaching initiative among SMS members.

What did we learn from our early experiences?

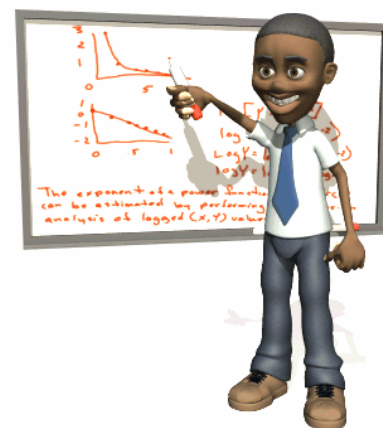
At the 2007 SMS Conference, we collected data from attendees about their interest in the new teaching initiative. What we learned was excit-

ing. Most members wanted to see at least the same level of activity in the future with many participants asking for an increased level. All respondents were positive about including programming on teaching in future SMS conferences. While we learned that most attendees felt teaching demonstrations were the most valuable, respondents suggested that a variety of sessions was important too.

We took this useful information and used it when programming for 2008. We offered 1 pre-conference session (Using Experiential Exercises in the Strategy Classroom) and 5 regular conference sessions at SMS's meeting in Cologne: (1) Teaching Strategy in an E-Learning Environment, (2) Trends & Challenges in Building Content of the Strategy Core: Using Interdisciplinary Approaches to Teaching Strategy, (3) Teaching Strategy in Non-Degree Executive Programs, (4) Field Studies and Case Competitions: Contemporary Pedagogies for the Strategy Course, and (5) Teaching Entrepreneurship. Again, attendance was strong with members expressing enthusiasm for the topics covered.

What does the future hold for the SMS Teaching Initiative?

As we enter Year 3 of the teaching initiative, it is important to turn our attention beyond start-up and focus on growing the initiative in a way that best serves SMS members. Our current pri-



Announcements

CALL FOR APPLICATIONS

LUISS Guido Carli University of Rome offers 5 grants for the Ph.D. program in Management

The Ph.D. program aims to educate scholars in the field of management within a global scenario and with an international perspective. The program encompasses research in Strategic Management, Marketing, Business Organization and Organizational Behavior, Management and Financing of Technological Innovation, Information Systems, Corporate Governance, International Business, and Public Management.

Students enrolling in the program are expected to significantly contribute to the knowledge progress and research development within the managerial disciplines and to develop deep analytical skills to deal with complex business problems. Moreover, the students will be strongly encouraged to spend at least one semester in a primary foreign academic institution.

Luiss - Libera Università Internazionale degli Studi Sociali Guido Carli - is an independent private University (<http://www.luiss.edu/>) located at the very heart of Rome.

Applicants must hold a Master degree awarded prior to July 1, 2009 or equivalent, and have a working knowledge of English. The deadline for applications is September 4, 2009. For further information, contact Prof. Paolo Boccardelli (pboccard@luiss.it), Prof. Raffaele Oriani (roriani@luiss.it), Post-Doc Fellow Maria Isabella Leone (mleone@luiss.it), or Post-Doc Fellow Matteo De Angelis (mdeangelis@luiss.it).

orities are: (i) to recruit outstanding strategy teachers to be part of the task force; (ii) to continue to offer valuable SMS sessions; and (iii) to offer input to the debate related to the content and delivery of strategy curricula. We are excited to announce the 2009 SMS Strategy Teaching Task Force Members: *Idie Kesner* (Co-Chair; Indiana University), *Paul Friga* (Co-Chair; University of North Carolina); *Brian Boyd* (Arizona State University), *Rachel Davis* (National University of Singapore Business School), *Jay Dial* (Ohio State University), and *Kim Warren* (London Business School). Our goal was to seek top strategy professors with diverse backgrounds to enhance the offerings and dialogue.

We will be working over the next few months to finalize the agenda for the teaching task force at the SMS Conference in October. Our preliminary plans include more strategy teaching best practice examples, a deep dive in real options strategy curricula, and a full-fledged debate on the relevance and usefulness of traditional strategy courses. We also seek to increase the participation of consultants and practitioners in this initiative as well.

As Co-Chairpersons, we are interested in your thoughts and ideas. If you have suggestions about how we can enhance this initiative to better serve SMS members, we hope you will write to us.



Idie Kesner
Indiana University



Paul Friga
University of North Carolina

Upcoming Conferences

The 3rd Israel Strategy Conference

December 27-29, 2009

Be'er Sheva, Israel

Join us in Tel Aviv, Israel for the 3rd Israel Strategy Conference (ISC 2009). The tentative program features keynote speakers Jay Barney (Ohio State), Michael Hitt (Texas A&M), Anita McGahan (Toronto) and Harbir Singh (Wharton). Sponsored by the Guilford Glazer School of Business & Management at Ben-Gurion University of the Negev, ISC 2009 will offer a unique opportunity to present ideas and explore recent developments and emerging issues in strategic management, receive feedback on work-in-progress, and network with colleagues.

Paper proposals may include topics such as Strategy formulation and implementation, Strategic planning and decision processes, managing risk and uncertainty, strategic control and reward systems, resource development and allocation, knowledge management, internationalization and multinational corporations, strategic alliances and networks, diversification and portfolio strategies, competitive strategy, selection and behavior of general managers, corporate venturing, entrepreneurship, and corporate governance.

ISC will consider unpublished original paper proposals relating to the above topics of interest. International and global perspectives are encouraged. Proposals can be conceptual or empirical, quantitative or qualitative. ISC will accept a relatively small number of high-quality papers that target top tier academic journals. Submitted paper proposals will go through a

double blind review and evaluated based on their academic rigor, relevance, and contribution to the field of strategic management. Accepted papers will be assigned to paper sessions or interactive sessions.

The ISC Best Paper Award winners will receive a plaque and a \$1,000 cash prize sponsored by Rotem Strategy. For more information visit the ISC website at www.isc.org.il or email the conference organizers at info@isc.org.il.

Explore the wonders of The Holy Land. Tour the Negev desert. Visit Eilat and the Red Sea!



6th Annual

Atlanta Competitive Advantage Conference

May 19-21, 2009, Atlanta, GA

Come to the 6th annual Atlanta Competitive Advantage Conference (ACAC). Speakers will include Rajshree Agarwal, Juan Alcacer, Bruce Kogut, Marvin Lieberman, Joe Porac, and many others. The complete program will be posted shortly. For further information see www.bus.emory.edu/Rmakadok/ACAC. Accommodations are limited so please make your plans early. Questions? Contact the conference organizers at ACAC@bus.emory.edu.

Upcoming Conferences (continued)

Creating and Sustaining Competitive Advantage: Implications of the Environment AOM PDW (Washington, D.C.)

Please consider attending the Professional Development Workshop, "Creating and Sustaining Competitive Advantage: Implications of the Environment," at the 2009 AOM meeting. In this 4th year of the highly popular workshop series, we draw on the expertise of a panel of prominent scholars to explore the current state of research on competitive advantage. We will explore the relationship between research on competitive advantage and the implications of uncertain external environments and environmental sustainability.

The workshop will begin with a series of brief presentations by distinguished panelists concerning the most pressing questions/issues in the field. Panelists include Tom Brush (Purdue U.), Russell Coff (Emory U.), Erwin Danneels (Worcester Polytechnic Institute), Glenn Hoetker (U. of Illinois), Michael Leiblein (The Ohio State U.), Jeffrey Martin (U. of Texas at Austin), Steven Postrel (UCLA), and Richard Reed (Washington State U.). Following the presentations, each panelist will lead a round table breakout discussion of specific questions and issues of interest to the workshop participants.

Due to the popularity and high demand for workshops, pre-registration via the AOM registration system is strongly encouraged. In order to facilitate rich discussions, we ask that prospective participants submit questions for the panelists about competitive advantage topics by July 15. Please contact workshop organizers Craig Armstrong (carmstro@cba.ua.edu), Paul Drnevich (dren@ua.edu), or Scott Newbert (scott.newbert@villanova.edu) with any questions.

New Books

La Dirección Estratégica de la Empresa. Teoría y Aplicaciones

Casos de Dirección Estratégica de la Empresa

These new books may be of interested to Spanish, Latin-American and English members of SMS interested in Spanish textbook and cases. Covering strategy analysis, formulation, and implementation, these books are focused on large Spanish firms. The companies featured in these volumes were selected based on their strategies and performance in Spain, as well as their increasingly more frequent international development.

The material presented in these books are used as a basis for the elaboration of the case studies was obtained from several sources: specific bibliography, annual firm reports, web pages and articles from the specialized press.

The relatively broad selection of case studies makes it possible to consider different aspects, variables and behaviours carried out by different firms. It is therefore possible to study aspects such as the definition of the mission and objectives, industry analysis, internal analysis, definition of strategies and competitive advantages, technological strategies, diversification and multibusiness firm management, restructuring strategy, external growth, alliances, internationalization, strategy implementation, organizational design and change and strategic planning and control. For more information, see: www.guerrasynavas.com.

Guerras-Martin, L.A.; Navas-Lopez, J.E. (2007, 2008): (*Casos de*) *La Dirección Estratégica de la Empresa. Teoría y Aplicaciones*, Madrid, Thomson-Civitas, 4th Edition.



Aerial view of Washington, D.C.

Competitive Strategy Interest Group Officers & Reps (Until October 2009)

- **Chair:** *Laura B. Cardinal*
cardinal@tulane.edu
- **Program Chair:** *Gianmario Verona*
gianmario.verona@unibocconi.it
- **Associate Program Chair:**
Michael Leiblein
leiblein_1@fisher.osu.edu
- **Reps at Large:**

<i>Rodolphe Durand</i>	2007-2009
<i>Irene Henriques</i>	2007-2009
<i>Michael Jacobides</i>	2007-2009
<i>Karin Fladmoe-Linquist</i>	2008-2010
<i>Ravi Madhavan</i>	2008-2010
<i>Christian Stadler</i>	2008-2010
- **Newsletter Editor:**

<i>Govert Vroom</i>	2007-2009
<i>Tom Moliterno</i>	2009-2011

csig.news@gmail.com

Important Dates

SMS Conference Registration:

- ♦ Early registration (presenters & reviewers):
May 15, 2009
- ♦ Regular registration: August 31, 2009
- ♦ Late registration: October 5, 2009

CSIG Nominations: June 16, 2009

SMS Conference: October 11-14, 2009

Colophon

The next issue of the Competitive Strategy newsletter will be distributed in September 2009.

Please send all your contributions, suggestions, feedback, or comments to Tom Moliterno (csig.news@gmail.com). The deadline for contributions for the next issue is September 5, 2009.

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