

## **ADM9983**

### **Organizational and strategic dynamics (companies, projects and startups)**

**-- Course outline--**

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**The seminar is given both in English and in French  
Le séminaire se donne en français et en anglais.**

#### **STUDENTS WHO CAN BENEFIT FROM THIS COURSE**

This course can greatly benefit students enrolled in various concentrations of the Ph.D. in administration.

Students majoring in *management*, *strategy*, and *organization theory* are directly targeted by the course. In addition to giving students an overview of some basic theories in their disciplines, the course focuses on organizational and strategic phenomena typical for the turbulent environments of today's economy. Thus, students will have the opportunity to discuss strategic and organizational approaches that can help firms renew their competitive advantage in such environments.

In turn, students in *project management*, *technology and innovation management*, and *entrepreneurship* will have an opportunity to address similar topics, such as action and resource evolution in dynamic environments, but will do so in specific contexts such as

complex projects, innovation projects or startups. They will have the opportunity to deepen the understanding, for example, of the life cycle of these organizations, of the nature of uncertainties and risks they face, of the capabilities and resources they need, and so on.

## COURSE DESCRIPTION

This course is built around an original vision of the strategic process called “dynamic leverage.” The process model of dynamic leverage and the overall vision of the course, as well as the logic of theme selection for each session, are presented in detail to students during the first lecture.

The second course covers the first theme: a series of fundamental contributions in sociology, economics, organizational theory and strategy that will enable students, especially those who have not taken a course in fundamentals of administrative thought, to understand the assumptions underlying the readings discussed later.

The next two themes address schools of thought that could be called static: the positioning and the resource-based views. The two schools account for the sustainability of competitive advantage by way of structures that reinforce initial differences in competitiveness between organizations. These two themes create a backdrop for the discussion of more dynamic perspectives. The fourth theme addresses the debate between those who ascribe the emergence of competitive advantage to either the anticipative abilities of managers, to luck, or to an evolutionary search process. This theme is important for understanding how an active role of leaders and managers in developing a competitive advantage could be conceptualized.

The fifth theme illustrates the relatively recent realization of the fact that organizations compete in very dynamic environments, which, among other things, accelerates the erosion of their competitive advantage. The fact that the competitive advantage becomes temporary puts forward the need to understand how organizations renew the advantage. To enable students to understand the theoretical developments that have taken place in response to this awareness, the sixth theme offers several fundamental contributions regarding time as well as strategic and organizational processes.

The seventh theme focuses on a series of contributions suggesting that the solution for addressing dynamic environments and ensuring the continuity of the strategic advantage is structural in nature. In particular, it discusses modular and ambidextrous organizations as well as the dynamic capabilities of organizations.

The remaining seven themes of the course follow the sequence of the dynamic leverage process, which assumes that the leaders and managers of organizations, rather than their structures, play a central role in the construction of the new competitive advantage. Thus, the eighth theme addresses the problem of the origin of strategic renewal initiatives, addressing the theories that focus on individual but also organizational aspects. The ninth

theme addresses meaning-creating and symbolic strategies as tools used by managers to advance strategic initiatives. The tenth theme then presents different concrete avenues that leaders can take to develop a new competitive advantage, but also the risks associated with each of these avenues.

The eleventh theme brings the discussion back on a structural ground, by addressing the topic of the organizational inertia and resistance to change that renewal initiatives are likely to encounter. The twelfth theme provides an answer of sorts to this type of problem, by putting forward articles that portray strategic initiatives as lengthy development and institutionalization processes. Because initiatives confront structural logics, they go through specific life cycles. The thirteenth theme turns to the market and social structures that can be found outside an organization, and presents articles that discuss how leaders and organizations can influence the formation or transformation of these structures in ways that support the creation and appropriation of value.

Finally, the fourteenth theme takes a longer-term perspective, which would include several cycles of competitive advantage erosion and renewal, and discusses the conditions that would allow a company to maintain its advantage throughout these cycles.

For each theme, suggested readings combine, on the one hand, "classic" articles, which are the source of the respective research streams and are widely cited, and, on the other hand, articles published in the last decade, which outline the current state of thinking in these streams, provide empirical evidence for theoretical assertions, or suggest new perspectives that challenge and stimulate the thinking about the same research topics.

All proposed contributions aim at broadening the students' horizons. Thus, the articles to be discussed come from several perspectives on organizational and strategic dynamics, including economic, sociological and psychological perspectives. The selected empirical articles use different qualitative and quantitative methods and cover a wide range of sectors such as information technologies, biopharmaceutical, services etc.

## COURSE OBJECTIVES

1. Provide students detailed knowledge of the key literatures that address organizational and strategic dynamics (including the phenomena of stability and inertia).
2. Train students to identify, understand and compare the research questions, the deep assumptions, the theoretical frameworks, the hypotheses and the empirical results advanced by these streams of research.
3. Help students identify gaps in current knowledge to enable them to formulate new research questions.
4. Accustom students to integrate different schools of thought in order to enable them to produce original insights and better theoretical frameworks for their research.

5. Familiarize students with the process of developing coherent theoretical arguments and accustom them to synthesize these in texts of the size of a journal article.

### TEACHING APPROACH

This seminar favors class discussions with the active participation of students rather than lectures. Past experience shows that classes which bring together students whose main language is English and students who speak primarily French can sustain captivating discussions.

Students also will work autonomously, supervised by the professor, to prepare a theoretical paper (see next section).

### GRADING

- 15% for participation in class discussions (students must demonstrate a familiarity with all the readings for each theme without having to thoroughly read each of these readings)
- 35% for brief reviews of seven (7) research articles or book chapters among those proposed in the syllabus. Students will prepare a review of maximum two pages, which they will read in class and will then submit to the professor. For each review, a student will receive a maximum of 5% of the final grade.
- 50% an in-depth literature review of contributions that address one of the 14 themes of the course, presented in conference paper format (25-30 pages double-spaced).

## SUGGESTED READINGS BY THEME

### **Theme 1: Fundamentals I: structure, resources and action**

- Hayek, F. A. 1945. The use of knowledge in society. *American Economic Review*, 35: 519-530.
- Ansoff, H. I. 1956. Strategies for diversification. *Harvard Business Review*, (September –October): 113-124.
- Child, J. 1972. Organization structure, environment and performance: The role of strategic choice. *Sociology*, 6: 1-22.
- Meyer, J. W., & Rowan, B. 1977. Institutionalized organizations: Formal structure as myth and ceremony. *American Journal of Sociology*, vol. 83, p. 340-363.
- Hannan, M. T. & Freeman J. 1977. The Population Ecology of Organizations. *American Journal of Sociology*, 82(5), 929-964.
- Granovetter, M. 1985. Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, vol. 91, no 3, p. 481-510.
- Callon, M. 1986. Éléments pour une sociologie de la traduction. La domestication des coquilles Saint-Jacques et des marins pêcheurs en baie de Saint-Brieuc. *L'Année Sociologique*, 36 : 169-208.
- Emirbayer, M. & Mische, A. 1998. What is agency? *American Journal of Sociology*, 103(4): 962-1023.

### **Theme 2 Sources of advantage: market structures and networks**

- Caves, R. E., & Porter, M. E. 1977. From entry barriers to mobility barriers: Conjectural decisions and contrived deterrence to new competition, *Quarterly Journal of Economics*, 91(2) : 241-262. (Ou livre de Porter, 1980, « *Competitive strategy* »)
- Burt, R. S. 1992. *Structural Holes: The Social Structure of Competition*. Cambridge, Mass. : *Harvard University Press*. (Chapter 1 : Structural Holes, p. 8-49)
- McGee, J. & Thomas, H. 1986. Strategic groups: Theory, research and taxonomy. *Strategic Management Journal*, 7(2): 141–160.
- Podolny, J. M., Stuart, T. E., & Hannan, M. T. 1996. Networks, knowledge, and niches. *American Journal of Sociology*, 102: 659–89.
- Gulati, R., Nohria, N., & Zaheer, A. 2000. Strategic Networks. *Strategic Management Journal*, 21(3): 203-215.
- Adner, R., & Zemsky, P. 2006. A demand-based perspective on sustainable competitive advantage. *Strategic Management Journal*, 27: 215–239.
- DeSarbo, W. S., Grewal, R. & Wang, R. 2009. Dynamic strategic groups: Deriving spatial evolutionary paths. *Strategic Management Journal*, 30(13): 1420–1439.
- Short, J. C., Ketchen, D. J., Palmer, T. B. & Hult, G. T. M. 2007. Firm, strategic group, and industry influences on performance. *Strategic Management Journal*, 28(2): 147–167.

### **Theme 3: Sources of advantage: resources, knowledge and capabilities**

- Wernerfelt, B. 1984. A resource-based view of the firm. *Strategic Management Journal*, 5(2): 171-180.
- Prahalad, C. K. & Hamel, G., 1990. The core competence of the corporation. *Harvard Business Review*. 68(3):79-91.
- Barney, J. B. 1991. Firm resources and sustainable competitive advantage. *Journal of Management* 17(1): 99-120.
- Kogut, B., & Zander, U. 1992. Knowledge of the firm, combinative capabilities and the replication of technology. *Organization Science*, 3(3): 383-397
- Roberts, P. W. & Dowling, G. R. 2002. Corporate reputation and sustained superior financial performance. *Strategic Management Journal*, 23(12) : 1077–1093.
- Miller, D. 2003. An asymmetry-based view of advantage: Towards an attainable sustainability. *Strategic Management Journal*, 24: 961–976.
- Smith, K. G., Collins, C. J., & Clark, K. D. 2005. Existing knowledge, knowledge creation capability, and the rate of new product introduction in high-technology firms. *Academy of Management Journal*, 48(2), 346-357.
- Crook, T. R., Ketchen, D. J., Combs, J. G., & Todd, S. Y. 2008. Strategic resources and performance: A meta-analysis. *Strategic Management Journal*, 29(11) : 1141-1154.

### **Theme 4: Origins of the advantage: anticipation, chance or evolutionary search**

- Campbell, D. T. 1960. Blind variation and selective retention in creative thought as in other knowledge processes. *Psychological Review*, 67(November): 380-400.
- Barney, J. B. 1986. Strategic factor markets: Expectations, luck, and business strategy, *Management Science*, 32(10): 1231-1241.
- March, J. G. 1991. Exploration and exploitation in organizational learning. *Organization Science*, 2: 71-87.
- Cockburn, I. M., Henderson, R. M., & Stern S. 2000. Untangling the origins of competitive advantage. *Strategic Management Journal*, 21: 1123–1145.
- Gavetti, G., & Levinthal, D. 2000. Looking forward and looking backward: Cognitive and experiential search. *Administrative Science Quarterly*, 45: 113–137.
- Mackey, A. 2008. The effect of CEOs on firm performance. *Strategic Management Journal*, Vol. 29, Issue 12, p. 1357–1367.
- Adegbesan, J. A. 2009. On the origins of competitive advantage: Strategic factor markets and heterogeneous resource complementarity. *Academy of Management Review*, 34(3): 463-475.
- Gary, M. S., & Wood, R. E. 2011. Mental models, decision rules, and performance heterogeneity. *Strategic Management Journal*, 32(6): 569–594.

### **Theme 5: Change, competition and the erosion of competitive advantage**

- Bettis, R. A., & Hitt, M. A. 1995. The new competitive landscape. *Strategic Management Journal*, 16: 7-19.
- D'Aveni, R. A., Canger J. M. & Doyle, J. J. 1995. Coping with hypercompetition: Utilizing the new 7S's framework. *Academy of Management Executive*, 9(3) : 45-60. (ou le livre de D'Aveni, 1994, « *Hypercompetition* »).
- Ferrier, W. J., Smith, K. G. & Grimm, C. M. 1999. The role of competitive action in market share erosion and industry dethronement: A study of industry leaders and challengers. *Academy of Management Journal*, 42 (4): 372-388.
- Roberts, P. W. 1999. Product innovation, product-market competition and regular profitability in the U.S. pharmaceutical industry. *Strategic Management Journal*, 20: 655-670.
- Ketchen, D. J., Snow, C. C., & Hoover, V. L. 2004. Research on competitive dynamics: Recent accomplishments and future challenges. *Journal of Management*, 30(6) : 779-804.
- Wiggins, R. R. & Ruefli, T. W. 2005. Schumpeter's ghost: Is hypercompetition making the best of times shorter? *Strategic Management Journal*, 26(10) : 887-911.
- Derfus, P. J., Maggitti, P. G., Grimm, C. M. & Smith, K. G. 2008. The Red Queen Effect: Competitive actions and firm performance. *Academy of Management Journal*, 51(1) : 61-80.
- D'Aveni, R. A., Dagnino, G. B., & Smith, K. G. 2010. The age of temporary advantage. *Strategic Management Journal*, 31(13) : 1371-1385.

### **Theme 6: Fundamentals II: Time and organizational and strategic processes**

- Bluedorn, A. C. & Denhardt, R. B. 1988. Time and organizations. *Journal of Management*, 14: 299-320.
- Porter, M. E. 1991. Towards a dynamic theory of strategy. *Strategic Management Journal*, 12: 95-117.
- Van de Ven, A. H. & Poole, M. S. 1995. Explaining development and change in organizations. *Academy of Management Review*, 20(3) : 510-540.
- Ancona, D. G. & Chong, C.-L. 1996. Entrainment: Pace, cycle, and rhythm in organizational behaviour. *Research in Organizational Behavior*, 18 : 251-284.
- Mintzberg, H. & Lampel, J. 1999. Reflecting on the strategy process. *MIT Sloan Management Review*, 40(3): 21-30.
- Ancona, D. G., Goodman, P. S., Lawrence, B. S., & Tushman, M. L. 2001. Time: A new research lens. *Academy of Management Review*, 26(4) : 645-663.

- Quy, N. H. 2001. Time, Temporal Capability, and Planned Change. *Academy of Management Review*, 26(4) : 601-623.
- Orlikowski, W. J., & Yates, J. 2002. It's about time: Temporal structuring in organizations. *Organization Science*, 13(6) : 684-700.

**Theme 7: Structural capabilities for organizational and strategic change**

- Sanchez, R., & Mahoney, J. T. 1996. Modularity, flexibility, and knowledge management in product and organization design. *Strategic Management Journal*, vol. 17, Winter Special Issue, p. 63-76.
- Teece, D. J., Pisano, G., & Shuen, A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7): 509-533.
- Eisenhardt, K.E., and Martin, J.A. 2000. Dynamic capabilities: What are they? *Strategic Management Journal*, 21: 1105–1121.
- Rindova, V. P., & Kotha, S. 2001. Continuous ‘morphing’: Competing through dynamic capabilities, form and function. *Academy of Management Journal*, 44(6): 1263-1280.
- Winter, S. G. 2003. Understanding dynamic capabilities. *Strategic Management Journal*, 24(10): 991-995.
- Hoetker, G. 2006. Do modular products lead to modular organizations? *Strategic Management Journal*, 27(6): 501 – 518.
- O’Reilly, C. A. & Tushman, M. L. 2008. Ambidexterity as a dynamic capability : Resolving the innovator's dilemma. *Research in Organizational Behavior*, 28 : 185-206.
- Schreyögg, G., & Sydow, J. 2010. Organizing for fluidity? Dilemmas of new organizational forms. *Organization Science*, 21(6), 1251-1262.

**Theme 8: The origins of organizational and strategic change initiatives**

- Hambrick, D. C. & Mason, P. A. 1984. Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2) : 193-206.
- Cohen, W. M., & Levinthal, D. A. 1990. Absorptive capacity: A new perspective of learning and innovation. *Administrative Science Quarterly*, 35: 128-152.
- Burgelman, R. A. 1991. Intraorganizational ecology of strategy making and organizational adaptation: Theory and field research. *Organization Science*, 2(3): 239-262.
- Zahra, S. A., & George, G. 2002. Absorptive capacity: A review, reconceptualization, and extension. *Academy of Management Review*, 27(2): 185-203.
- Ireland, R., Hitt, M. A., & Sirmon, D. G. 2003. A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29(6), 963.



- Jarzabkowski, P. 2004. Strategy as practice: Recursiveness, adaptation, and practices-in-use. *Organization Studies*, 25(4): 529-560.
- Chen, M.-J., Su, K.-H., & Tsai, W. 2007. Competitive tension: The awareness-motivation-capability perspective. *Academy of Management Journal*, 50(1), 101-118.
- Nadkarni, S., & Barr, P. S. 2008. Environmental context, managerial cognition, and strategic action: an integrated view. *Strategic Management Journal*, Vol. 29, Issue 13, p. 1395–1427.

**Theme 9: Meaning and symbolism in advancing the strategic initiatives**

- Dutton, J. E., & Jackson, S. E. 1987. Categorizing strategic issues: Links to organizational action. *Academy of Management Review*, 12(1): 76–90.
- Baker, T., & Nelson, R. E. 2005. Creating something from nothing: Resource construction through entrepreneurial bricolage. *Administrative Science Quarterly*, 50(3): 329-366.
- Suddaby, R., & Greenwood, R. 2005. Rhetorical Strategies of Legitimacy. *Administrative Science Quarterly*, 50(1) : 35-67.
- Martens, M. L., Jennings, J. E., & Jennings, P. D. 2007. Do the stories they tell get them the money they need? The role of entrepreneurial narratives in resource acquisition. *Academy of Management Journal*, 50(5) : 1107-1132.
- Fiss, P. C. & Zajac, E. J. 2006. The symbolic management of strategic change: Sensegiving via framing and decoupling. *Academy of Management Journal*, 49(6) : 1173-1193.
- Zott, C., & Quay, N. H. 2007. How Entrepreneurs Use Symbolic Management to Acquire Resources. *Administrative Science Quarterly*, 52(1): 70-105.
- Rindova, V., Ferrier, W. J., & Wiltbank, R. 2010. Value from gestalt: How sequences of competitive actions create advantage for firms in nascent markets. *Strategic Management Journal*, 31(13) : 1474–1497.
- Denis, J., Dompierre, G., Langley, A., & Rouleau, L. 2011. Escalating indecision: Between reification and strategic ambiguity. *Organization Science*, 22(1) : 225-244.

**Theme 10: Strategic actions and their risks**

- Hamel, G., & Prahalad, C. K. 1989. Strategic Intent. *Harvard Business Review*, 67(3) : 63-78
- Florice S. & R. Miller. 2001. Strategizing for Anticipated Risks and Turbulence in Large-Scale Engineering Projects. *International Journal of Project Management*, 19(8): 445-455.

- Baker, T., & Nelson, R. E. 2005. Creating Something from Nothing: Resource Construction through Entrepreneurial Bricolage. *Administrative Science Quarterly*, 50(3), 329-366.
- Rothaermel, F. T. & Deeds, D. L. 2004. Exploration and exploitation alliances in biotechnology: A system of new product development. *Strategic Management Journal*, 25(3): 201–221.
- Villalonga, B. & McGahan, A. M. 2005. The choice among acquisitions, alliances, and divestitures. *Strategic Management Journal*, Vol. 26, Issue 13, p. 1183–1208.
- Stieglitz, N. and Heine, K. 2007. Innovations and the role of complementarities in a strategic theory of the firm. *Strategic Management Journal*, 28(1) : 1–15.
- Koka, B. R. and Prescott, J. E. 2008. Designing alliance networks: the influence of network position, environmental change, and strategy on firm performance. *Strategic Management Journal*, Vol. 29, Issue 6, p. 639–661.
- Sommer, S. C., Loch, C. H., & Dong, J. 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. *Organization Science*, 20(1): 118-133.

#### **Theme 11: Strategic initiatives and organizational inertia**

- Henderson, R. M., & Clark, K. B. 1990. Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. *Administrative Science Quarterly*, 35: 9-30.
- Leonard-Barton, D. 1992. Core capabilities and core rigidities: A paradox in managing new product development. *Strategic Management Journal*, 13(S1): 111–125.
- Dougherty, D. & Hardy, C. 1996. Sustained product innovation in large, mature organizations: Overcoming innovation-to-organization problems. *Academy of Management Journal*, 39(5) : 1120-1153.
- Pettigrew, A. M., Woodman, R. W. & Cameron, K. S. 2001. Studying organizational change and development: Challenges for future research. *Academy of Management Journal*, 44(4) : 697-713
- Gilbert, C. G. 2005. Unbundling the structure of inertia: Resource versus routine rigidity. *Academy of Management Journal*, 48(5) : 741-763.
- Ford, J. D, Ford, L. W., & D'Amelio, A. 2008. Resistance to change: The rest of the story. *Academy of Management Review*, 33(2): 362-377.
- Sydow, J., Schreyogg, G. & Jochen Koch. 2009. Organizational path dependence: Opening the black box. *Academy of Management Review*, 34(4): 689-709.
- Agarwal, R., & Helfat, C. E. 2009. Strategic renewal of organizations. *Organization Science*, 20(2): 281-293.

## **Theme 12: Organizational processes of development and institutionalization**

- Burgelman, R. A. 1983. A process model of corporate venturing. *Administrative Science Quarterly*, 28: 223-244.
- Nonaka, I. 1994. A dynamic theory of organizational knowledge creation. *Organization Science*, Vol. 5, p. 14-37.
- Ahuja, G. & Lampert, C. M. 2001. Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*, 22(6-7): 521–543.
- Helfat, C. E. & Peteraf, M. A. 2003. The dynamic resource-based view: Capability lifecycles. *Strategic Management Journal*, 24(10): 997-1010.
- Vohora, A., Wright, M. & Lockett, A. 2004 Critical junctures in the development of university high-tech spinout companies. *Research Policy*, 33(1): 147-175.
- Danneels, E. 2002. The dynamics of product innovation and firm competences. *Strategic Management Journal*, 23: 1095–1121.
- Jarzabkowski, P. 2008. Shaping strategy as a structuration process. *Academy of Management Journal*, 51(4): 621–650.
- Ambos, T. C., and Birkinshaw, J. 2010. How Do New Ventures Evolve? An Inductive Study of Archetype Changes in Science-Based Ventures. *Organization Science*, 21(6), 1125-1140.

## **Theme 13: Produce and capture value with the new sources of advantage**

- Teece, D.J. 1986. Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. *Research Policy*, 15: 285–305.
- Aldrich, H. E., & Fiol, C. M. 1994. Fools Rush in? The institutional context of industry creation. *Academy of Management Review*, 19(4) : 645-670.
- Suchman, M. C. 1995. Managing Legitimacy: Strategic and Institutional Approaches. *Academy of Management Review*, 20(3): 571-610.
- Lippman, S. A., & Rumelt, R. P. 2003. A bargaining perspective on resource advantage. *Strategic Management Journal*, 24(11): 1069–1086.
- Zott, C., & Amit, R. 2007. Business model design and the performance of entrepreneurial firms. *Organization Science*, 18(2): 181-199.
- Miller, R., & Floricel, S. 2007. Games of innovation: A new theoretical perspective. *International Journal of Innovation Management*, 11(1) : 1-36.
- Maurer, C. C., Bansal, P., & Crossan, M. M. 2011. Creating Economic Value Through Social Values: Introducing a Culturally Informed Resource-Based View. *Organization Science*, 22(2), 432-448.
- Aggarwal, V. A. and Hsu, D. H. 2009. Modes of cooperative R&D commercialization by start-ups. *Strategic Management Journal*, Vol. 30, Issue 8, p. 835–864.

**Theme 14: Environmental change and advantage renewal in the long term**

- Eisenhardt, K.M. 1989. Making fast strategic decisions in high-velocity environments. *Academy of Management Journal*, 32: 543–576.
- Brown, S. L., & Eisenhardt, K. M. 1997. The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations. *Administrative Science Quarterly*, 42: 1-34.
- Zajac, E. J., Kraatz, M. S. & Bresser, R. K. F. 2000. Modeling the dynamics of strategic fit: A normative approach to strategic change. *Strategic Management Journal*, 21(4): 429–453.
- Baum, R. J. & Wally, S. 2003. Strategic decision speed and firm performance. *Strategic Management Journal*, 24(11) : 1107–1129.
- Meyer, A. D., Gaba, V., & Colwell, K. A. 2005. Organizing far from equilibrium: Nonlinear change in organizational fields. *Organization Science*, 16(5), 456-473.
- Suarez, F. F. & Lanzolla, G. 2007. The role of environmental dynamics in building a first mover advantage theory. *Academy of Management Review*, 32(2): 377-392.
- Pérez-Nordtvedt, L., Payne, G., Short, J. C., & Kedia, B. L. 2008. An entrainment-based model of temporal organizational fit, misfit, and performance. *Organization Science*, 19(5): 785-801.
- Florichel, S. & Ibanescu, M. 2008. Using R&D portfolio management to deal with dynamic risk. *R&D Management*, 38(5): 452-467.