

Strategic Alliances (ST18): Papers & Teams

1 Theories

Paper 1: Dacin, M. T., Oliver, C., & Roy, J. P. 2007. The legitimacy of strategic alliances: An institutional perspective. *Strategic Management Journal*, 28(2): 169-187.

Paper 2: Das, T. K. & Teng, B.-S. 2000. A resource-based theory of strategic alliances. *Journal of Management*, 26(1): 31-61.

Paper 3: Mesquita, L. F., Anand, J., & Brush, T. H. 2008. Comparing the resource-based and relational views: Knowledge transfer and spillover in vertical alliances. *Strategic Management Journal*, 29(9): 913-941.

Paper 4: Argyres, N. & Mayer, K. J. 2007. Contract design as a firm capability: An integration of learning and transaction cost perspectives. *Academy of Management Review*, 32(4): 1060-1077.

Team A (Paper 1+2)

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Team B (Paper 3+4)

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2 Basics of Alliance Research

Paper 1: Gomes, E., Barnes, B. R., & Mahmood, T. 2016. A 22 year review of strategic alliance research in the leading management journals. *International Business Review*, 25(1), 15-27.

Paper 2: MacAvoy, S. F. I. I., Robert, E., Theodore, M., Lynn, A., & Thomas, C. 1998. Alliance management: A view from the past and a look to the future. *Journal of Management Studies*, 35(6), 747-772.

Team

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3 Alliance Formation

Paper 1: Eisenhardt, K. M., & Schoonhoven, C. B. 1996. Resource-based view of strategic alliance formation: Strategic and social effects in entrepreneurial firms. *Organization Science*, 7(2), 136-150.

Paper 2: Belderbos, R., Gilsing, V., & Lokshin, B. 2012. Persistence of, and Interrelation Between, Horizontal and Vertical Technology Alliances. *Journal of Management*, 38(6): 1812–1834.

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4 Soft Facts as Groundwork for Alliance Formation

Paper 1: Krishnan, R., Martin, X., & Noorderhaven, N. G. 2006. When does trust matter to alliance performance? *Academy of Management journal*, 49(5): 894-917.

Paper 2: Chung, S., Singh, H., & Lee, K. 2000. Complementarity, status similarity and social capital as drivers of alliance formation. *Strategic Management Journal*, 1-22.

Paper 3: Cullen, J. B., Johnson, J. L., & Sakano, T. 2000. Success through commitment and trust: The soft side of strategic alliance management. *Journal of World Business*, 35(3), 223-240.

Team

5 Management of Alliances

Paper 1: Lavie, D., Lechner, C., & Singh, H. 2007. The performance implications of timing of entry and involvement in multipartner alliances. *Academy of Management Journal*, 50(3): 578-604.

Paper 2: White, S. & Lui, S. S.-Y. 2005. Distinguishing costs of cooperation and control in alliances. *Strategic Management Journal*, 26(10): 913.

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6 Alliance Portfolios

Paper 1: Lavie, D. 2009. Capturing value from alliance portfolios. *Organizational dynamics*, 38(1): 26-36.

Paper 2: Lavie, D. & Miller, S. R. 2008. Alliance portfolio internationalization and firm performance. *Organization Science*, 19(4): 623-646.

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7 Coopetition

Paper 1: Rai, R. K. 2013. A Co-opetition-Based Approach to Value Creation in Interfirm Alliances Construction of a Measure and Examination of Its Psychometric Properties. *Journal of Management*, 42(6): 1663-1699.

Paper 2: Bouncken, R. B., Fredrich, V., Ritala, P., & Kraus, S. 2017. Coopetition in New Product Development Alliances: Advantages and Tensions for Incremental and Radical Innovation. *British Journal of Management*.

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8 Dynamics in Alliances

Paper 1: Das, T. K., Teng, B.-S. 2000. Instabilities of strategic alliances: An internal tensions perspective. *Organization Science*, 11(1): 77-101.

Paper 2: Khanna, T., Gulati, R., & Nohria, N. 1998. The dynamics of learning alliances: Competition, cooperation, and relative scope. *Strategic Management Journal*, 19(3): 193-210.

Paper 3: Reuer, J. J., Zollo, M., & Singh, H. 2002. Post-formation dynamics in strategic alliances. *Strategic Management Journal*, 23(2), 135-151.

Team

9 Alliances and Firm Success

Paper 1: Mitsuhashi, H., Greve, H. R. 2009. A matching theory of alliance formation and organizational success: Complementarity and compatibility. *Academy of Management Journal*, 52(5), 975-995.

Paper 2: Kale, P., Dyer, J. H., & Singh, H. 2002. Alliance capability, stock market response, and long-term alliance success: the role of the alliance function. *Strategic Management Journal*, 23(8), 747-767.

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10 Co-development and Innovation Ecosystems

Paper 1: Adner, R. & Kapoor, R. 2010. Value creation in innovation ecosystems: How the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal*, 31(3): 306-333.

Paper 2: Ritala, P., Agouridas, V., Assimakopoulos, D., & Gies, O. 2013. Value creation and capture mechanisms in innovation ecosystems: a comparative case study. *International Journal of Technology Management*, 63(3-4): 244-267.

Paper 3: Fang, E., Lee, J., & Yang, Z. 2015. The timing of codevelopment alliances in new product development processes: Returns for upstream and downstream partners. *Journal of Marketing*, 79(1): 64-82.

Paper 4: Jacobides, M. G. & Tae, C. J. 2015. Kingpins, Bottlenecks, and Value Dynamics Along a Sector. *Organization Science*, 26(3): 889-907.

Team A (Paper 1+2)

Team B (Paper 3+4)
