



Dissertation Seminar

STRATEGIC ALLIANCES

Academic Year: **2017/2018**

Semester: **1st**

Instructor(s): **Ana M. Aranda**

Max. Number of Students: **3**

Seminar Description:

The seminar is open to students who wish to write their Master Thesis on the topic of Strategic Alliances. Although prior studies have shown that strategic alliances are good for companies because they create value, there are also fraught with danger. A myriad of companies have been involved in scandals that also have an effect in its alliance partners, as evidenced by the well-known case of Enron, or more recently, by the Samsung Battery Recalls or the Volkswagen Emissions Scandal. Thus, the workshop focuses on preparing students to address research questions broadly related to the risks associated with strategic alliances: i) how companies can avoid “bad apples” when choosing an alliance partner, ii) how alliances with the wrong partner can affect the performance of a company (think along the lines of a few ‘bad apples’ spoiling barrels of “good apples”), and iii) which strategies can companies use to mitigate the risks of having an alliance with partners that are “bad apples”. Overall, the seminar gives attention to a very relevant and prevalent topic in today’s corporate world, namely, the effects that strategic alliances can have on a company.

Seminar Content:

The seminar comprises group and individual sessions. The group sessions consist of short lectures meant to provide the students with some of the research tools needed to complete their Master Thesis. During the group sessions, students will also present their work and are expected to actively provide feedback to their fellow students. The individual meetings will be allocated on a first-come first-served basis using doodle online scheduling. The punctual delivery of work (always one week before the meetings), is a condition for participating in the sessions, and for passing the dissertation seminar. Attendance to all sessions is mandatory.

Seminar Objectives:

Throughout the course of the seminar, students will complete their Master thesis and develop a deeper understanding of Strategic Alliances by quantitatively analyzing secondary data (mainly provided by the instructor, but complemented with data collected by the students themselves) to answer their specific research questions. The final goal of the seminar is to introduce students to quantitative research in Strategic Alliances, which will be especially useful and valuable for students planning to work in the area of corporate strategy, or who want to have a career as strategic investors or strategy consultants.



Bibliography / Recommended Textbook(s) / Additional Readings:

- Arthaud-Day, M. L., Certo, S. T., & Dalton, D. R. (2006). A changing of the guard: Executive and director turnover following corporate financial restatements. *Academy of Management Journal*, 49(6), 1119–1136.
- Cowen, A. P., & Marcel, J. J. (2011). Damaged Goods: Board Decisions to Dismiss Reputational Compromised Directors. *Academy of Management Journal*, 54(3), 509–527.
- Gangloff, K. A., Connelly, B. L., & Shook, C. L. (2016). Of Scapegoats and Signals: Investor Reactions to CEO Succession in the Aftermath of Wrongdoing. *Journal of Management*, 42(6), 1614–1634.
- Gomulya, D., & Boeker, W. (2014). How firms respond to financial restatement: CEO successors and external reactions. *Academy of Management Journal*, 57(6), 1759–1785.
- Gomulya, D., & Mishina, Y. (2016). Signaler credibility, signal susceptibility, and relative reliance on signals: How stakeholders change their evaluative processes after violation of expectations and rehabilitative efforts. *Academy of Management Journal*, 60(2), 554–583.
- Harris, J., & Bromiley, P. (2007). Incentives to Cheat: The Influence of Executive Compensation and Firm Performance on Financial Misrepresentation. *Organization Science*, 18(3), 350–367.
- Ndofor, H. A., Wesley, C., & Priem, R. L. (2015). Providing CEOs With Opportunities to Cheat. *Journal of Management*, 41(6), 1774–1797.
- Pfarrer, M. D., Smith, K. G., Bartol, K. M., Khanin, D. M., & Zhang, X. (2008). Coming Forward: The Effects of Social and Regulatory Forces on the Voluntary Restatement of Earnings Subsequent to Wrongdoing. *Organization Science*, 19(3), 386–403.
- Yiu, D. W., Xu, Y., & Wan, W. P. (2014). The Deterrence Effects of Vicarious Punishments on Corporate Financial Fraud. *Organization Science*, 25(5), 1549–1571.
- Zhang, X., Bartol, K. M., Smith, K. G., Pfarrer, M. D., Khanin, D. M. (2016). CEOs on the Edge: Earnings Manipulation and Stock-Based Incentive Misalignment. *Academy of Management Journal*, 51(2), 241–258.
- Zhang, Y., & Wiersema, M. F. (2009). Stock market reaction to CEO certification: The signaling role of CEO background. *Strategic Management Journal*, 30(7), 693–710.

Biography:

Ana Aranda obtained a Bachelor degree in Management with minors in Economics and Business Law from the School of Management, Universidad de los Andes (Colombia). She obtained a graduate diploma in Marketing from the same University. After completing her studies, she worked in industry and as a strategy consultant in Colombia. In 2010, she moved to the Netherlands, where she obtained a Master in Strategic Management (cum laude) and a Research Master in Business (cum laude) from Tilburg University. In the spring of 2014 she was a visiting research fellow at MIT Sloan. She obtained her PhD degree from Tilburg University and is currently an assistant professor at Católica Lisbon School of Business & Economics.



Contact(s) and Office Hours:

By appointment: amaranda@ucp.pt

Schedule:

Session #1: Group meeting (early-September, time and date TBD).

- **Assignment 1:** Prepare a 10 minutes' presentation of a research paper -the paper will be provided by the instructor- (max. 5 slides).

Session #2: Group meeting (mid-September, time and date TBD).

- **Assignment 2:** Prepare a 10 minutes' presentation of your research idea (max. 5 slides).

Session #3: Group meeting (early-October, time and date TBD).

- **Assignment 3:** Introduction (delivery date: 1 week before the meeting).

Session #4: Group meeting (mid-October, time and date TBD).

- **Assignment 4:** Theory (delivery date: 1 week before the meeting).

Session #5: Individual meeting (early-November, time and date TBD).

- **Assignment 5:** Methods and Results (delivery date: 1 week before the meeting).

Session #6: Individual meeting (mid-November, time and date TBD).

- **Assignment 6:** Conclusions (delivery date: 1 week before the meeting).
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Deadlines:

Master Thesis Final Delivery Date to the Academic Advisor: 7th December 2017

The full list of dates and deadlines can be consulted [here](#).