

*

Archive of SID

Email: m_hamidizadeh@sbu.ac.ir

*

[]

»[][][][][][]

« »

()

()

[]«

»[]«

[][][][][][]«

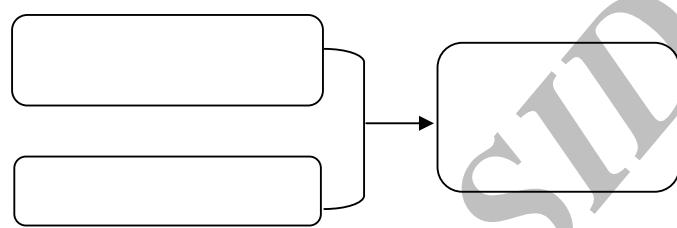
»

[][][][][]

Archive of SID

[] []

()



» :

« »

«

)

[](

...

/)

/

« »

¹ Diversification Strategies
² Multi-business or Diversified Corporation

/

[]

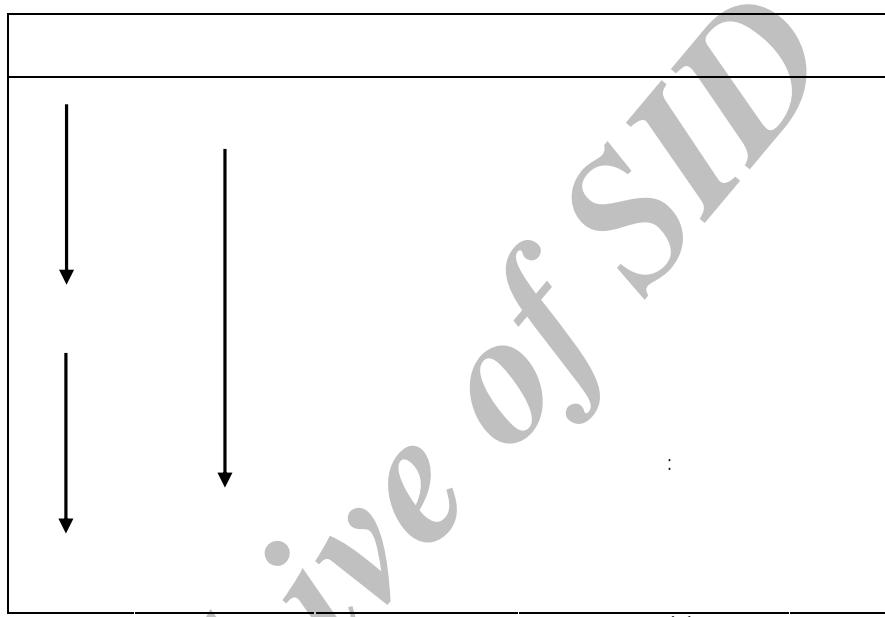
Archive of SID

[]

()

» « » « » « »

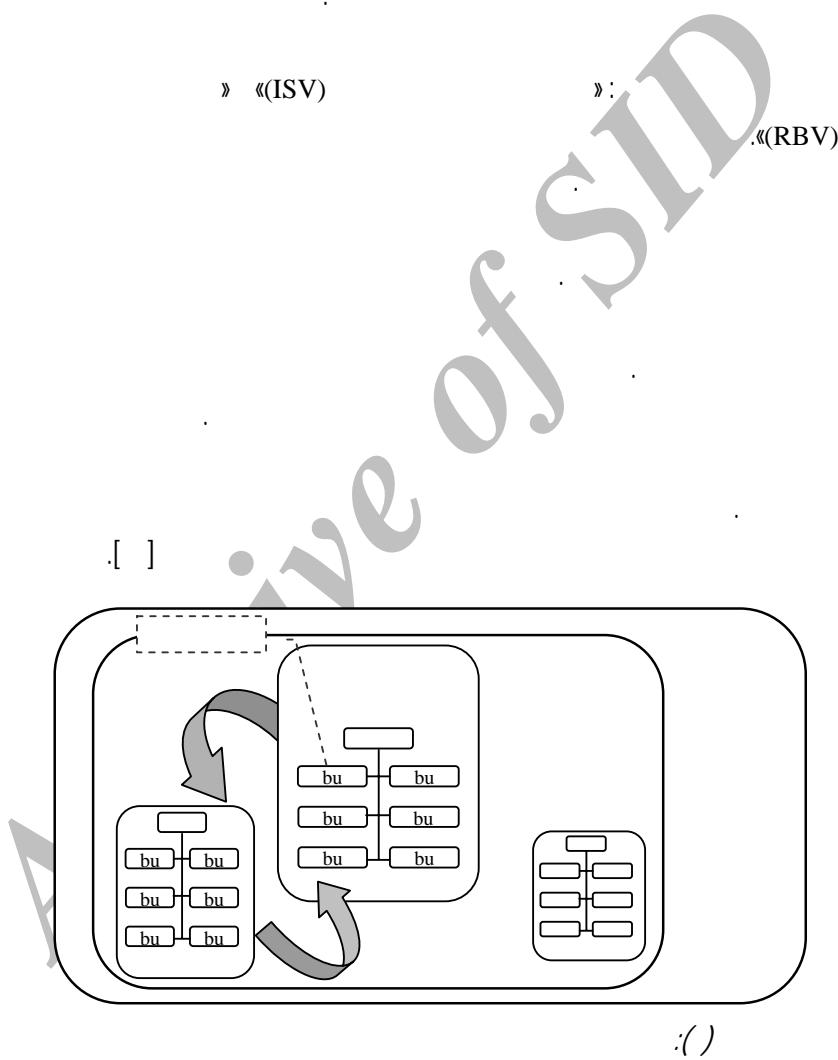
«



:()

(:

(
(



[]

() []

[]

Archive of SID

[] []

»

Archive of SID

()	:()
	(IO)	(RBV)
/		/ ()
/	/) ()
/		

()	:()
	(CBV)	(RRV)
) (
)	(

() : ()

			(RV)
/			

Archive of SID

[] [] []
[] ()

¹ Switching Cost

² Dyer & Singh

[]

[] [] [] []

[]

Archive of SID

¹ Relation-specific assets

Archive of SID

¹ Switching cost

² Knowledge sharing routines

³ Complementary resources and capabilities

(Dyer & Singh)

Archive of SID

¹ Effective Governance

.[]

()

([] [] [] [])

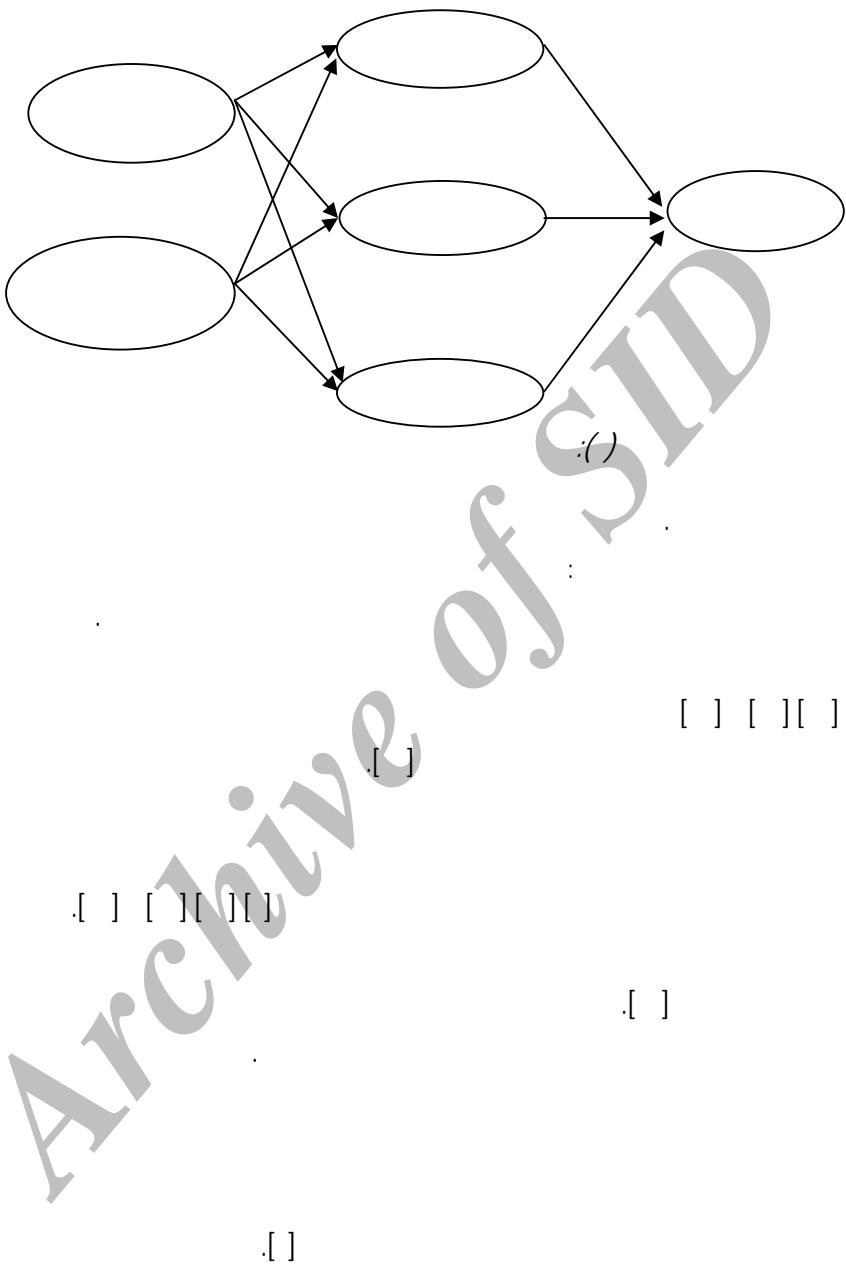
)

:()

[]

()

Archive of SID



[]

Archive of SID

[][][][]

[]

R & D

[] []
[] [] []
[]
[]

Archive of SID

[]

() Dyer & Singh

Archive of SID

[] []

... []

» « » «

[]

[] [][]

Archive of SID

« »

Archive of SID

.() .

: .() .

- 3- Abell, D. F. (1980). Defining the Business: The Starting point of strategic Planning, Englewood cliffs, Prentic- Hall.
- 4- Achrol, R. S. (1997). "Changes in the Theory of Interorganizational relations in Marketing: Toward a Network Paradigm". Journal of the Academy of Marketing Science, Vol. 25, pp: 56- 71.
- 5- Amit, R. and Schoemaker, P. J. H. (1993). "Strategic Assets and Organizational Rent". Strategic Management Journal, Vol, 14. No, 1. pp: 33- 46.
- 6- Backholm, A. (1999). "Corporate Venturing: An overview"; Working Paper Series1; Helsinki University of Technology, Department of Industrial Engineering and Management.
- 7- Barney, J. (2001). "Is the resource-based "view" a useful perspective for strategic management research? yes", Academy of Management Review, Vol, 26. No, 1. pp: 41- 56.
- 8- Barney, J. (1991). "Firm Resources and Sustained Competitive Advantage", Journal of Management, Vol, 17. No, 1. pp: 99- 120.
- 9- Bettis, R. A. and Hall, W. K. (1978). "Diversity and performance in the multibusiness firm", National Proceedings of the American Institute for Decision Sciences, pp: 210- 212.
- 10- Biggadike, R. (1979). "The Risky Business of Diversification", Harvard Business Review (57), May/ June 1979, pp: 103- 111.
- 11- Bodnar, G. M.; Tang, C. (1997). "Both Sides of Corporate Diversification: The Value Impact of Geographical and Industrial Diversification", Working Paper No. w 6224.
- 12- Bodnar, G. M.; Tang, C. and Weintrop, J. (2003). "The Value of Corporate International Diversification", Working Paper, July 2003.

-
- 13- Campbell, A.; Goold, M. and Marcus, A. (1995). "The value of the Parent Company", California Management Review, Vol, 38. No, 1. pp: 79- 97.
- 14- Chandler, A. D. (1991). "The functions of the HQ unit in the Multibusiness Firm", Strategic Management Journal, Vol. 12, Special Issue, pp:31- 50.
- 15- Collis, D. J. and Montgomery, C. A. (1997). Corporate Strategy: Resources and the Scope of the Firm, Irwin, McGraw- Hill.
- 16- De Clercq, D. and Sapienza, H. J. (2001). "The Creation of Relational Rents in Venture Capitalist- Entrepreneur Dyads". Venture Capital, Vol. 3, No. 2, pp: 107- 127.
- 17- Donada, C. (2002). "Generation cooperative gain in a vertical partnership: A supplier's perspective"; Canadian Journal of Administrative Sciences, Vol, 19. No, 2. pp: 173- 183.
- 18- Dougherty, D. and Hardy, C. (1996). "Sustained product innovation in large, mature organizations: Overcoming innovation- to- organization problems" Academy of Management Journal, Vol, 39. No, 5. pp: 1120- 1153.
- 19- Dundas, K. N. and Richardson, P. R. (1982). Implementing the unrelated product strategy; Strategic Management Journal, Vol. 3. pp: 287- 301.
- 20- Dyer; J. H. and Hatch, N. W. (2006). "Relation- specific capabilities and barriers to knowledge transfers: creating advantage through network relationships". Strategic Management Journal; pp: 113- 121.
- 21- Dyer, J. H. and Singh, H. (1998). "The Relational View: Cooperative Strategy and Sources of Interorganisational Competitive Advantage", Academy of Management Review, Vol. 23, No. 4, pp: 660- 679.
- 22- Fahy, J. (2002). "A resource- based analysis of sustainable Competitive advantage in a global environment"; International Business Review, Vol, 11. pp: 57- 78.
- 23- Faulkner, D. and de Rond, M. (2000). "perspectives on Cooperative Strategy", 3- 39 in "Strategy: Critical Perspectives on Business and Management", David Faulkner, Routledge, 2002, Vol. 4, pp:69- 105.
- 24- Gary, M. S. (2005). "Implementation Strategy and performance outcomes in Related Diversification" Strategic Management Journal, Vol. 26, pp: 643- 664.

-
- 25- Goold, M.; Alexander, M. and Campbell, A. (1994). "Corporate-Level Strategy: Creating Value in the Multibusiness Company". New York: John Wiley and Sons.
- 26- Goold, M. and Luchs, K. (1993) "Why Diversify? Four decades of management thinking", Academy of Management Executive, Vol, 7. No, 3. pp: 7- 25.
- 27- Ghoshal S. and Moran P. (1996). "Bad for Practice: A Critique of the Transaction Cost Theory" Academy of Management Review, Vol, 21. No, 1. pp: 13- 47.
- 28- Grant, R. (1996). "Toward a knowledge- based theory of the firm". Strategic Management Journal, Vol, 17. (Winter) pp: 109- 122.
- 29- Hart, O. D. (1995). "Corporate Governance: Some theory and implications" The Economist Journal, Vol. 105, pp: 678- 89.
- 30- Hill, C. W. and Hoskisson, R. E. (1987). "Strategy and structure in multiproduct firms", Academy of Management Review, Vol, 12. No, 2. pp: 331- 341.
- 31- Hough, J. R. (2005). "Business segment performance index: a multilevel approach", Strategic Management Journal, Vol, 27. pp: 45- 61.
- 32- Jap, S. D. (2001). "Perspectives on Joint Competitive Advantages in buyer- Supplier relationships"; International Journal of Research in Marketing, Vol, 18. pp: 19- 35.
- 33- Johnson, G. and Scholes, K. (1999). "Exploring Corporate strategy", prentic- Hall.
- 34- Kogut B. and Zander U. (1993). "Knowledge of the firm and the Evolutionary Theory of Multinational Corporation". Journal of International Business Studies, Vol, 24. No, 4. pp: 625- 645.
- 35- Lavie, D. (2006). "The Competitive Advantage of Interconnected Firms: An Extensoin of the Resource- Based View". Academy of Management Review, Vol. 31, No. 3, pp: 638- 658.
- 36- Maula, M. and Murray, G. (2001). "Complementary value adding roles of Corporate venture Capital and Independent venture capital investors"; Working Paper Series 7, Finland: Helsinki University of Technology.

-
- 37- Maula, M. (2001). "Corporate Venturing Capital and The Value-added for Technology- Based New Firms"; Doctoral Dissertation , Helsinki University of Technology.
- 38- Miller, A.; Spann, M. S. and Linda, L. (1991). "Competitive advantages in new corporate Ventures: The impact of resource sharing and reporting level"; Journal of Business Venturing, Vol. 6, Issue 5, pp: 335- 350.
- 39- Miller, Alex. (1998). "Strategic management", McGraw Hill.
- 40- Nahapiet, J., and Ghoshal, S. (1998). "Social Capital, Intellectual Capital, and the Organizational Advantage". Academy of Management Review, Vol. 23. No, 2. pp: 242- 266.
- 41- Peteraf, M. (1993). "The cornerstones of competitive advantage: A resource- based view", Strategic Management Journal, Vol. 14, pp: 179- 191.
- 42- Porter, M. E. (1987). "From Competitive advantage to Corporate Strategy", Harvard Business Review, Vol. 65. No, 3. pp: 43- 59.
- 43- Prahalad, C. K. and Bettis, R. A. (1986). "The Dominant Logic: A New Linkage between diversity and performance", Strategic Management Journal, Vol. 7. No, 6. pp: 485- 501.
- 44- Pralahad, C., Hamel, G. (1990). "The core competence of the corporation", Harvard Business Review, May- June, pp: 79- 91.
- 45- Poppo, L., Zenger, T. (2002). "Do formal contracts and relational governance function as substitutes or complements", Strategic Management Journal, Vol. 23. No, 8. pp: 707- 725.
- 46- Ranta, T. (2005). "Oragnizational Value Creation and Destruciton in Corpote Venturing: In Search of international Competitive advantage"; Doctoral dissertation, Helsinki University of Technology.
- 47- Rumelt, R. P. (1974). "Strategy, structure and Economic Performance", Division of Research, Graduate school of Business Administration, Harvard University.
- 48- Sapienza, H. J.; Manigart, S. and Vermeir, V. (1999). "Venture Capitalist Governance and Value added in four countries"; Journal of Business Venturing, Vol. 11, Issuse 6, pp: 439- 469.
- 49- Sapienza, H. J. (1992). "When do Venture Capitalists add Value?"

Journal of Business Venturing, Vol. 7, No. 1, pp: 9- 27.

- 50- Stuart, T. E. (2000). "Interorganizational alliances and the performance of firms: a study of growth and innovation rates in a high- technology industry"; strategic Management Journal, Vol, 21. No, 8. pp: 791- 811.
- 51- Tanriverdi, H. and Venkatraman, N. (2005). "Knowledge relatedness and the performance of Multibusiness Firms", Strategic Management Journal, Vol. 26, pp: 179- 199.
- 52- Teece, D.; Pisano, G. and Shuen, A. (1997). "Dynamic capabilities and strategic management", strategic Management Journal, Vol, 18. No, 7. pp: 509- 533.
- 53- Thornhill, S. and Amit, R. (2000). "A Dynamic Perspective of Internal fit in Corporate Venturing"; Journal of Business Venturing, Vol, 16. No, 1. pp: 25- 50.
- 54- Tsai, W. (2001). "Knowledge Transfer in Intraorganizational Networks: Effects of Network position and Absorptive Capacity on Business unit Innovation and Performance"; Academy of Management Journal, Vol, 44. No, 5. pp: 996- 1004.
- 55- Tsai, W. and Ghoshal. S. (1998). "Social Capital and Value Creation: The Role of Intrafirm Networks". Academy of Management Journal Vol, 41. No, 4. pp: 464- 476.
- 56- Waldman, D. E. and Jensen, E. J. (2001). "Industrial organization: Theory and Practice, Addison Wesley, Second Edition.
- 57- Yli- Renko, H.; Autio, E. and Sapienza, H. J. (2001). "Social capital, knowledge acquisition, and knowledge exploitation in young technology- based firms". Strategic Management Journal, Vol, 22. pp: 587-613.
- 58- Zook, C. (2004). "Beyond the Core: Expand your market without abandoning your roots", Harvard Business School Press, (Bain and Company, Inc.)