

# **Corporate Governance and Strategic Management in Different Contexts: Fostering Novel Exchanges**

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# Corporate Governance and Strategic Management in Different Contexts: Fostering Novel Exchanges



**SYMPOSIUM  
ORGANIZERS**



Arturo Capasso



Giovanni Battista Dagnino

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# Symposium Outline

## Chair and Introduction

**Giovanni Battista Dagnino, University of Catania**

## Presentations

**1. Corporate Governance and Strategic Management: Bad Theories and Good Practices Across the Atlantic**  
**Arturo Capasso, University of Sannio**

**2. Comparing Japanese and U.S. Decision Making in Corporate Governance**  
**Katryn R. Harrigan, Columbia University**

**3. The Governance of Transition in European Firms: An Inductive Research Study**  
**Rosario Faraci, University of Catania**

**4. Governance, Signaling and the Acquisition of IPO Ventures**  
**Lowell W. Busenitz, University of Oklahoma**

**5. Managerial Agents Watching Other Agents: Multiple Agency Conflicts Regarding Underpricing in IPO Firms**  
**Robert E. Hoskisson, Arizona State University**

## Discussant 1 – The Governance Perspective

**Wei Shen, University of Florida**

## Discussant 2 – The Strategic Management Perspective

**Costas Markides, London Business School**

## Plenary Discussion

**Wrap-Up (by Symposium Chair)**



# Presenters



Lowell Busenitz



Arturo Capasso



Katryn Harrigan



Rosario Faraci



Bob Hoskisson

# Discussants



Wei Shen



Costas Markides

# Aims (1)

The aim of the symposium is to inspect the dynamics of the relationships between corporate governance and strategic management from a variety of viewpoints and **in different contexts:**

- the North American
- the European
- the Asian

# Aims (2)

We investigate the relationships between the strategic and the governance functions by from a **variety of conceptual perspectives**, such as:

- multiple agency
- the information-based signaling theory
- decision making processes
- contingency theory

and of **real world experiences** such as:

- firms in transition
- IPOs
- IPO ventures

# Motivation

- “*Silos view*” of corporate governance (CG) and strategic management (SM)
- Machiavelli’s idea of **the fox** (CG) and **the lion** (SM) and of their interaction
- **Contextual** synthesis to CG and SM



# Possible Outlet



Special Issue of  
**The Journal of Management and  
Governance**

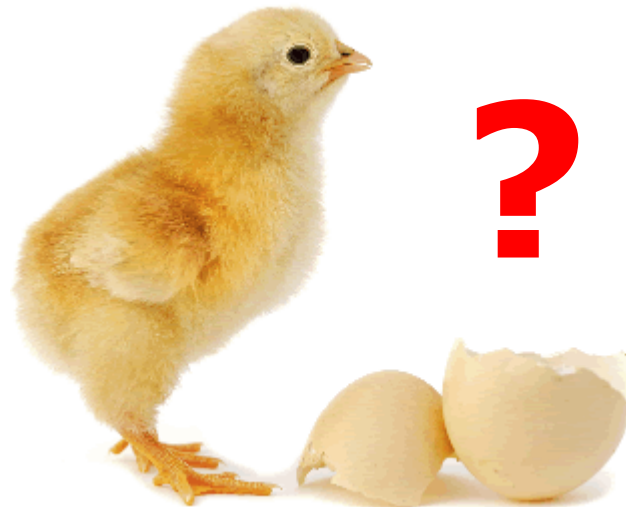
Guest Editors:  
**Arturo Capasso and Wei Shen**

# Rule of Two

- Two basic themes (i.e., CG and SM)
- Two organizers
- Two discussants
- Two main ways of looking at CG and SM: contexts and conceptual approaches

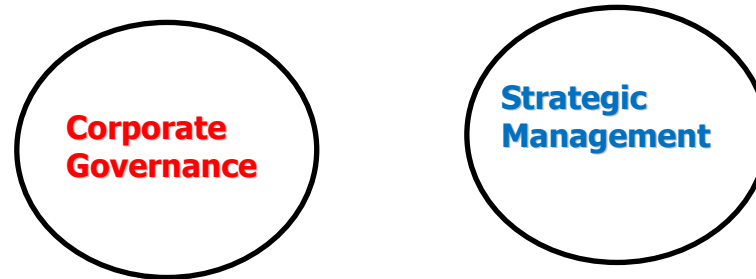
# Relationships btw CG and SM

Chicken-and-egg paradox:  
**which comes first CG or SM?**

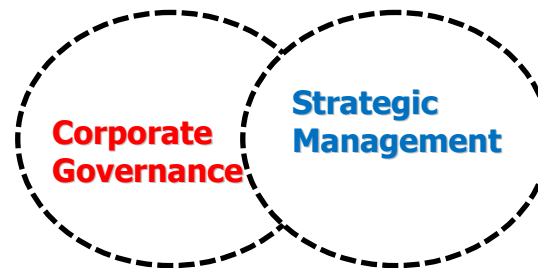


# Relationships btw CG and SM

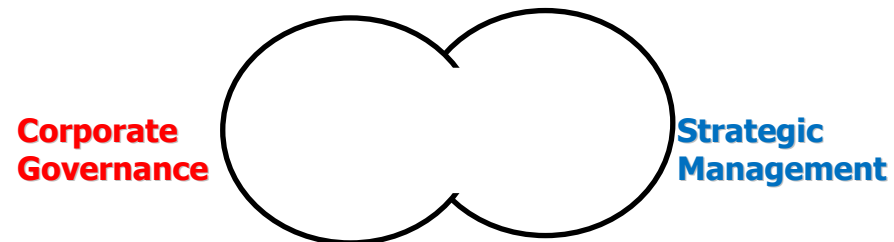
1. *Separation*



2. *Intersection*



3. *Integration*



# Wrap Up

- Different **contexts** means taking advantage of a variety of supporting country-specific (from the US, Europe and Japan) and firm circumstances
- Different **approaches** means the opportunity of leveraging a range of conceptual lenses
- Toward a **synthesis**? Or do we need additional **variety** and **diversity**? Or maybe both? Let a thousand flowers blossom....

# Where do we go from here?

- We need more real world experiences: for example coming from the Far East, Africa, South America and so on
- We need more conceptual lenses coming from basic disciplines: economics, sociology, psychology, history and other
- **In one simple word**: we possibly just need more people to join the club!  
Everybody's invited!

# Ockham's razor

- **Occam's razor** (sometimes spelled **Ockham's razor**) is a principle attributed to the [14th-century](#) English [logician](#) and [Franciscan friar](#), [William of Ockham](#). The principle states that the explanation of any [phenomenon](#) should make as few assumptions as possible, eliminating those that make no difference in the observable predictions of the explanatory [hypothesis](#) or [theory](#). The principle is often expressed in Latin as the **lex parsimoniae** ("law of [parsimony](#)" or "law of succinctness"): "*entia non sunt multiplicanda praeter necessitatem*", roughly translated as "entities must not be multiplied beyond necessity".
- This is often paraphrased as "*All other things being equal, the simplest solution is the best.*" In other words, when multiple competing theories are equal in other respects, the principle recommends selecting the theory that introduces the fewest assumptions and postulates the fewest entities. It is in this sense that Occam's razor is usually understood.
- Originally a tenet of the [reductionist](#) philosophy of [nominalism](#), it is more often taken today as an [heuristic maxim](#) (rule of thumb) that advises economy, parsimony, or simplicity, often or especially in [scientific theories](#).