



## Nankai Business Review International

The frontier and evolution of the strategic management theory: A scientometric analysis of Strategic Management Journal, 2001-2012

Liwen Tan Jingkun Ding

### Article information:

To cite this document:

Liwen Tan Jingkun Ding , (2015), "The frontier and evolution of the strategic management theory", Nankai Business Review International, Vol. 6 Iss 1 pp. 20 - 41

Permanent link to this document:

<http://dx.doi.org/10.1108/NBRI-09-2014-0036>

Downloaded on: 03 March 2016, At: 03:45 (PT)

References: this document contains references to 79 other documents.

To copy this document: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

The fulltext of this document has been downloaded 312 times since 2015\*

### Users who downloaded this article also downloaded:

Caroline Hussler, Julien Pénin, Michael Dietrich, Thierry Burger-Helmchen, (2012), "Strategic management and the economics of the firm: How to reconcile the brother enemies?", Journal of Strategy and Management, Vol. 5 Iss 4 pp. 372-380 <http://dx.doi.org/10.1108/17554251211276344>

Damianos Sakas, Dimitris Vlachos, Dimitris Nasiopoulos, (2014), "Modelling strategic management for the development of competitive advantage, based on technology", Journal of Systems and Information Technology, Vol. 16 Iss 3 pp. 187-209 <http://dx.doi.org/10.1108/JSIT-01-2014-0005>

Lino Cinquini, Andrea Tenucci, (2010), "Strategic management accounting and business strategy: a loose coupling?", Journal of Accounting & Organizational Change, Vol. 6 Iss 2 pp. 228-259 <http://dx.doi.org/10.1108/18325911011048772>



Access to this document was granted through an Emerald subscription provided by emerald-srm:451335 []

### For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit [www.emeraldinsight.com/authors](http://www.emeraldinsight.com/authors) for more information.

### About Emerald [www.emeraldinsight.com](http://www.emeraldinsight.com)

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

\*Related content and download information correct at time of download.

# The frontier and evolution of the strategic management theory

## A scientometric analysis of *Strategic Management Journal*, 2001-2012

Liwen Tan and Jingkun Ding

*School of Economics and Management, Wuhan University, Wuhan, China*

### Abstract

**Purpose** – This paper aims to help scholars to know the frontiers in the strategic management field. On studying, it was noted that business strategic management originated from America in the 1960s and has experienced more than half a century. However, strategic management development lacks systematical summary in the twenty-first century. The scientometric method was applied to find out the frontiers and progress of the research of strategic management in the twenty-first century, based on the literature from 2001 to 2012 in the *Strategic Management Journal*.

**Design/methodology/approach** – In the paper, the authors mainly used the scientometric method and applied keywords, co-occurrence method combined with multistatistical methods and mutation words analysis, author co-citation, literature co-citation and keywords co-occurrence (national).

**Findings** – The findings show that the strategic management research focuses on the following theories and academic thoughts: knowledge-based view, network organization research and dynamic capability are the mainstream; besides, strategy risk, the stakeholders analysis of strategy management, corporate reputation and strategic concept also attract the attention of researchers; Barney, Teece and Porter have made significant contributions to strategy management research since the twenty-first century.

**Originality/value** – The findings in the paper will help scholars in the field of strategic management to know the main frontiers of the theory, as well as the main contributors.

**Keywords** Strategic management, Trends, Scientometric method, Twenty-first century

**Paper type** Research paper

Strategic management theory has significantly developed and has been used in guiding the business practice systematically since the 1960s. There are three important stages in the developing process: classic strategic theory, competitive strategic theory and resource-based view theory. Since the start of the twenty-first century, economic globalization, fast development of technical innovation and the advent of the information age have made strategic management work a requirement that can often be out of step with practice.

Reviewing the continually growing foundation, we attempt to grasp the frontier and to identify the direction the management theory is going. Based on the recent strategic management documentation with the quantitative analysis of the scientometric method,

The paper was aided financially by a significant bidding project of the National Social Scientific Fund in 2010 (10&ZD136).

Originally published in Chinese in the Nankai Business Review, Liwen Tan and Jingkun Ding, "The frontier and evolution of the strategic management theory: a scientometric analysis of *Strategic Management Journal*, 2001-2012" NBR, 2014, Vol. 17 No. 2, pp. 84-94.



this paper tries to describe the new trend of the strategic management field in the twenty-first century to determine the frontier of strategic management theory for further revelations regarding the scientific community (the first endogenous factor) (Bowman *et al.*, 2002) and the basic theory (the second endogenous factor) (Furrer *et al.*, 2008) which promotes its development. Mining local knowledge (exogenous factor) (Hoskisson *et al.*, 1999) on the influence of strategic management theory development from the angle of a particular country, the paper explores the direction of strategic management theory involution in the future.

## 1. Research design

### 1.1 Research method

Scientometric analysis is a way and method of using the mathematic statistical principle and computer analysis method to study a document's external character, including author, keywords, bibliography and geographical information (Yue, 2008), to explore the features of a document and the knowledge structure and developing property of its subjects.

Word frequency and co-occurrence analysis of the keywords, co-citation analysis technology of author and quotation and multivariate statistical analysis are widely used in the analysis of subject knowledge structure. These quantitative analysis methods effectively avoid the influence of subjective ideas and blind knowledge zones in reviewing documents; therefore, they are also used in combing strategic management theory (Ramos-Rodriguez and Ruiz-Navarro, 2004; Nerur *et al.*, 2008; Ronda-Pupo and Guerras-Martin, 2010; Liu, 2005; Jianhua and Yue, 2007). Combining the visual technical method (Chen, 2009), this paper will synthetically use these effective methods to discover the developing status of strategic management theory subject.

### 1.2 Data document

The premise and foundation of frontier and involution in the strategic management field was to choose the most important documents and journals covering the issue (Jianhua and Yue, 2007). The *Strategic Management Journal (SMJ)* is one of the top core journals by academies of management in the management field. It has become the most important academic journal of this field during the last ten years (Azar and Brock, 2008). By using the document research provided by *SMJ*, the development frontier of strategic management theory can be revealed.

This paper incorporated Science Citation Index (SCI) research methods to retrieve publications of the *SMJ* from January 1, 2001 to December 31, 2012; 734 documents were concisely picked up from the journal articles under the quotation number of 14,495. The external information output of these documents was based on the foundation data of the text research and on the data set of the research.

## 2. Research results

### 2.1 The frontier hot of strategic management theory

2.1.1 *Analysis of word frequency of keywords.* The high frequency of keywords in articles revealed the topics for discussion with universal concern, namely, the frontier hot. Using BibExcel, it was seen that there were 1,832 different keywords between 2001 and 2012 that made 3,277 appearances with each word averaging 1.79 times. The keywords of this thesis were not concentrative during these 12 years, and there were a great number of one-off scattered vocabulary words, which meant that the researchers

tried to break through new research subjects or angles of review, so that there would be no new study directions in agreement.

There are 38 keywords with the word frequency of more than 10 times, which appeared 648 times between 2001 and 2012. Between 2010 and 2012, the keywords of the top 36 appeared with the high frequency of 18 and the low frequency of 4. Resource-based view, active in the 1990s, is still an important topic for scholars as is a firms' performance in strategic management. Innovation and entrepreneurship attracted popular attention at the beginning of the twenty-first century, and innovation has exceeded the resource-based view and has become the top subject for discussion.

Comparing the high frequency keyword set in two different periods, it has been found that the absorptive capacity, organizational learning, knowledge transfer and strategic change related to knowledge management have become increasingly more popular areas of focus. However, in the study of top managers' influence, the weight of "top management terms", "decision-making", "managerial cognition", "board of directors", "executive compensation" and "compensation" have all increased in strategic management theory; there are also studies about corporate governance, and the words of "agency theory", "corporate governance" and "governance" appear intensively.

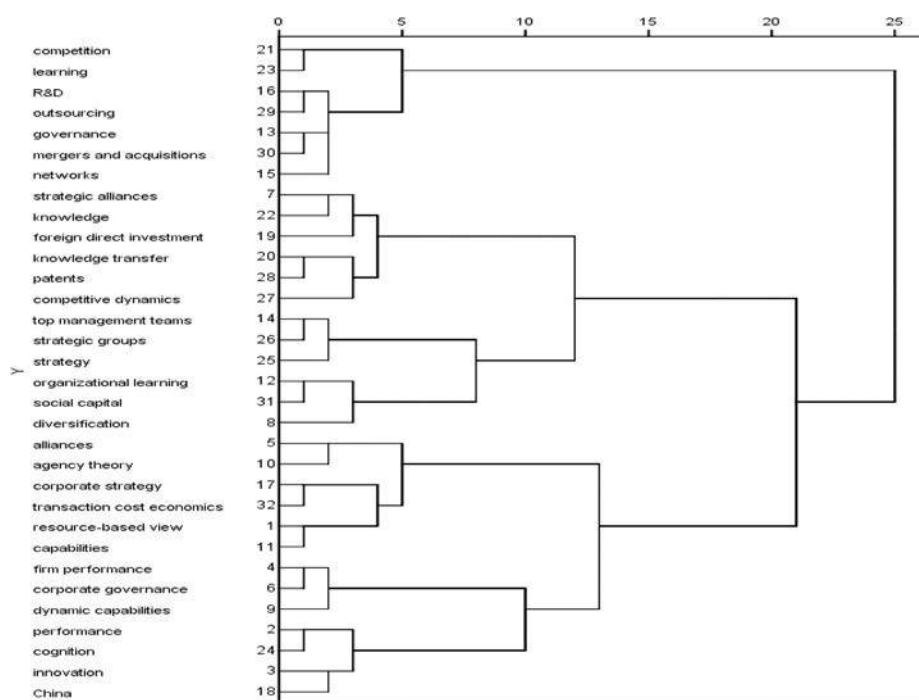
The word "China" appears 12 times during the 12 years of review. After America, China has become the second economic entity after joining the World Trade Organization in 2001, surpassing Japan in 2010, and many Chinese enterprises, such as Huawei, Lenovo and Haier, have evolved into influential transnational corporations. The development of China and successful experiences of many Chinese enterprises has attracted international attention and become a fulcrum of promoting strategic management theory development from local experience. However, the theory did not enter the high frequency word set for a number of years. The possible reasons for this are as follows:

- First, the time it takes for Chinese enterprises to gain success is so brief that it makes the direction of focus on long-term research difficult because of a lack of evidence.
- Second, strategic management scholars think that local knowledge has been absorbed into the enterprise development because of the function of economic globalization; therefore, it is possible for the universality theory to have broad explanations.

*2.1.2 Co-occurrence analysis of the keywords.* Co-occurrence analysis attempts to study the relationships between the high frequency keywords to distinguish the areas and directions of research. After BibExcel's processing, co-occurrence matches among the high frequency keywords have been completed with the co-occurrence matrix of  $38 \times 38$ ; the related analysis may be constructed with the help of SPSS software.

These high frequency keywords may be classified by factor and clustering analyses. This paper draws on Liu's (2005) experience and divides 38 high frequency keywords into five classes (Figure 1).

The core topic for discussion of the first-class keywords research is corporation-level strategy. The study suggests that the essential factors required for making effective corporation-level strategies include:



**Figure 1.**  
Clustering analysis  
of keywords

- keeping the core activity and outsourcing the other businesses;
- bringing the other links of the industry chain into the enterprise itself by merge and purchase;
- forming the differential network structure; and
- obtaining the persistent competitive advantages by effective governing, managing and learning.

The key point of the second-class keywords research is international strategy based on the knowledge transfer. The study suggests that in the tide of world economic integration, because of the appearance of international businesses striving for success in the global markets, the realization of knowledge transfer, passage and innovation among parent-subsidiary companies and the protection of patent lay the important foundation for enterprises obtaining persistent competitive advantages in the world market.

The focuses of the third-class keywords are industrial clusters and allied strategies and strategic clusters formed in minor enterprises. The big enterprises formed through diversification and integration occupied an advantageous position easily to obtain the better bargaining power (Porter, 1980). Here, the decision-making and learning processes of large-scaled organizations or organization groups are paid more attention to.

The fourth-class keywords describe two important basic theory of strategic management. The first is the new system economics based on transaction cost

economics (Williamson, 1975) and agency theory (Jensen and Meckling, 1976), and the second is resource-based view which has been paid wide attention to since the 1990s.

The fifth-class keywords try to rebuild the theory framework of strategic management from a fundamental angle. Performance and firm performance are the direct purposes of strategic management (Koller, 1994), and “dynamic ability” based on “innovation” can create the lasting competitive superiorities.

*2.1.3 Analysis of mutation words.* CiteSpace software developed by Chen (2009) effectively explores the mutation situation of a subject in academic terms and reveals the changes and new trends of subject hot. There were 38 mutation words about strategic management study between 2001 and 2011. The life cycle of mutation keywords is between two and three years, before they begin to fade or are replaced by other words. Only “efficiency” had a time span of four years before 2006. There are some mutation words, including “risk”, “coordination”, “reputation” and “communication” that have lasted more than four years and have continued to be focused on since 2007. The word “risk” has lasted seven years persistently, which reveals that “risk” is an eternal problem that needs to be faced in the strategic management work of predicting the future. The four mutation words of “cognition”, “group”, “licensing” and “value” appeared in 2011 were still in existence in 2012.

After comparing mutation words and high frequency words over the 12-year period, it was found that the new words emerged continuously. This ultimately revealed that, on the one hand, some scholars attempt to discover and study the strategic management theory from the multiple perspectives; on the other hand, some new theories of strategic management are in the emergent stage, and they may become the way of strategic management development and involution in the future.

*2.1.4 Summary.* Corporation-level strategy has experienced the development over decades since the publication of Ansoff’s article “Corporate Strategy” (Ansoff, 1995), and it is still the academic hot till now. International businesses are common with the continual opening and closing of global markets, and international strategy is not the specific problem that causes difficulty in entering a specific market. The knowledge transfer and innovation of the investment place in the transnational network are more important to rationalize, but the outsourcing choices made on the basis of the value chain theory is the focus of corporation-level strategy, and the association with it is the study tide of virtual enterprise. Annexing and purchasing is a heated topic for corporation strategy in competitive strategic times, whereas in the cooperative economic times, the broader visual angle will often turn to alliance and joint capital in the corporation-level strategy.

Network-level strategy is the outcome of strategy-level expansion. There should be a social network structure between the organizations in either virtual organizations or alliances and joint capital, once they have expanded to a certain degree. Among the networks of organizations, there are two network modes: strategic groups and strategic alliances. The network position of enterprises and the network force (scale and competitive power) of enterprises will influence the enterprise’s strategic situation. Under the background of network, there are two main directions for developing strategic theory: the first is innovation on the basis of study and the transfer and absorption of knowledge; the second is the agency on the basis of relation and the trade cost of networks.



The focus of business-level strategy is still the core competitive power, and the study concentrates on three points:

- (1) the dynamic power study;
- (2) the strategy leadership study; and
- (3) the revolution and innovation of technology on the basis of knowledge management.

Knowledge-based view is the core view of the strategic management theory frontier, and cooperation is the important consensus of strategic management. In the new strategy-level division, up-and-coming network organization strategy is moving toward the climax.

Some non-mainstream topics for discussion of the strategic management frontier tend to be well-established and have been researched, such as the study of strategy risk performed by Bowman (1980), the study of stakeholders done by Freeman (1984), the study of enterprise reputation regarded as the special property and the consideration of enterprise strategic problems by Chandler (1962).

### 2.2 Strategic management theory development promoted by the academic community

Talented specialized researchers are an important factor in the process of subject developing evolution. The researchers themselves should be attractive analysis objects in thinking of evolution of the strategic management theory. The academic community consists of a group of scholars who abide by the same academic criterion (Kuhn, 1970, 1977), an information index that analyzes and focuses on the researchers' characteristics. Among the 734 selected documents, this paper includes 1,559 authors' with an average article number of 2.12 (Table I).

Strategic management is a subject with strong comprehensiveness. Knowledge of management, economics, sociology and psychology may be found in traces in the study of strategic management theory. Therefore, the research achievements of scholars have the characteristics of mutual cooperation, mutual remedy and common facilitation. Recently, there has been a new trend toward the cooperation of scholars between burgeoning countries and developed countries, in particular America, which is related both to the scholars' frequent links of international communication and to the scholars' relying in many burgeoning countries on developed countries for their development.

*2.2.1 Analysis of high frequency author.* An article's strong explanations are primarily influenced by the authors' characteristics. The scholars with more published work in a specific period have more influence on subject (Bergh *et al.*, 2006). There are 28 authors who have published more than five articles in the *SMJ* in the chosen 12 years and two have published nine articles. There are 14 authors with six to eight articles and 33 authors with four. However, the names of most of authors (of more than 850) appear only once.

No. of authors	1	2	3	4	5	
Document	161	338	183	47	5	
Proportion (%)	21.93	46.05	24.93	6.40	0.68	
Total:					734	

**Table I.**  
The distributed  
situation of the  
document author and  
number



The most highly ranked is Professor Michael A. Hitt, whose nine articles are the result of participating cooperation where and he is not the lead author. The research topics include dynamic ability, enterprise boundaries, network structure and the strategic measurement.

Zhang's nine articles have been self-published or where he is the lead author between 2006 and 2010, and three of his documents have been published regarding chief concerns of different chief executive officers (CEOs).

Miller has contributed eight articles, and his research focuses on the aspect of real options. Luo's eight articles mainly focus on a system environment's influence on a network's structure (such as cooperation enterprise and strategic alliance). It is noteworthy that Luo is an important contributor of strategic management achievement within the Chinese situation.

The influence of a related enterprise board, CEOs and senior management teams on a strategic team has been a concern for a long time. The study on organizations' networks is an important topic, and the research fields of other authors are representative, including innovation strategy, strategic management theory of innovation direction, resource-based view theory and dynamic ability.

From the various research published by authors with high exposure, we can easily find the possible meeting points of the strategic management theory in the twenty-first century developing frontier. At the same time, it has been tested that scholars in the academic community are the internal forces promoting the subjects forward.

Through the analysis of an author's co-occurrence (Figure 2), it is easy to see that after 2000, strategic management theory formed academic teams with the same focus of study. The scales of these teams are not large, the links are not close between the

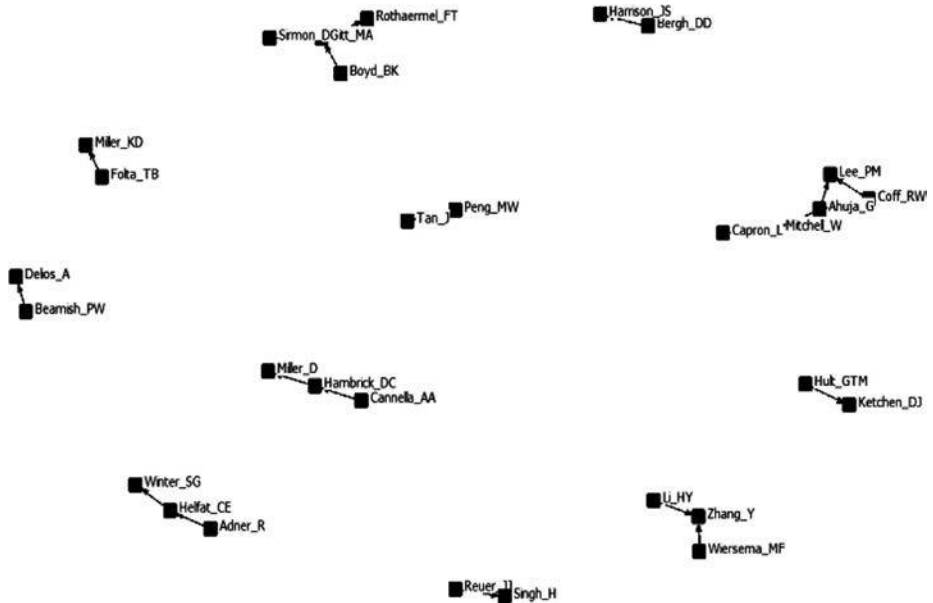


Figure 2.  
Cooperation network  
by document author

international research teams and the basic theories and attention points do not have strong relationships.

*2.2.2 Analysis of highly cited authors.* The very important checkout index of the influence and quality for thesis is the condition of being quoted. The 734 original articles in this research involve 9,887 authors, and the most quoted author among these is Jay B. Barney, universally regarded as the father of the basic theory on enterprise resource. His research took the mainstream angle of strategy management back to an enterprise's internal control, while regarding the resources and abilities of an organization as the main source of enterprise competitive advantage and building the VIRO Framework (Barney *et al.*, 2010).

David J. Teece is deemed Barney's successor and a promoter of the resource-based view. His study does not emphasize the modern resource and ability storage but focuses on the dynamic factor and is concerned with the "dynamic capabilities" (Teece *et al.*, 1997).

Michael E. Porter is the undisputed sponsor of constructing the competitive strategy theory. His works still play an important role and are quoted 259 times, ranking them in the top three.

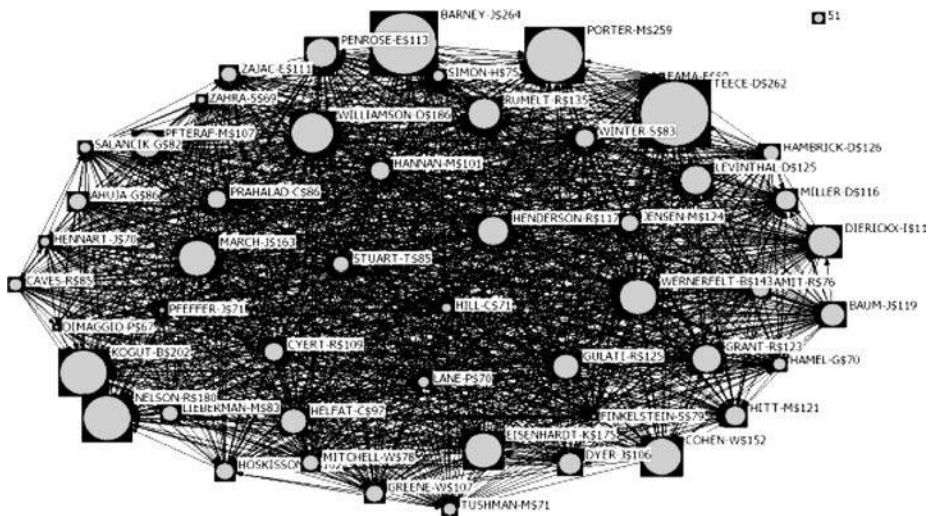
John B. Kogut ranks in number four among the authors whose works are quoted over 200 times. He is an authoritative expert who studies merge in international strategy and made an important contribution to the corporate theory based on knowledge. Kogut and Zander (1992) have stated that enterprise organizations do much better than markets when attempting to send and share knowledge, and they have introduced this conclusion into the theory of evolution on international corporations (Kogut and Zander, 2003).

The other six authors among the top ten are:

- (1) Oliver E. Williamson (1975), who put forward transaction cost economics.
- (2) Richard. R. Nelson and Sidney (2005), who constructed the framework of enterprise evolutionary theory.
- (3) Kathy Eisenhardt, who published award-winning treatises about agency theory studying strategy alliance and fast strategy decision-making.
- (4) James G. March, one of the representatives of the strategy decision-making school of thought, who focused on the organization theory.
- (5) William A. Cohen, who proposed the concept of the absorption capability to interpret learning, researching and developing.
- (6) Birger Wernerfelt, the founder of the resource school of strategic management.

The backgrounds of these highly cited authors clearly correspond with the research frontier of strategic management theory. They are not only the constructors of the frontier research basic theories but are also the leaders in specific stages of strategic management theory development who make great contributions for promoting strategic management development. However, they are not isolated in strategic management development but are connected mutually, and many like-minded scholars and followers have worked to perfect and supply their doctrines (Figure 3).

After studying the mutual relationships of these highly cited authors, those that are top ranking show more centrality in cooperation networks, which tests and verifies the influence and contribution on strategic management development. The network structure showed in the spectrum is complicated, and there are many interior links; every connective line of the network joint is abundant, which reveals that the



**Figure 3.**  
Social network of  
highly cited authors

researchers in strategic management field have the common concern and concentration, namely, strategic management in academic thoughts which has developed quickly to meet its exuberant demand. According to Kuhn, the existence of a group of subjects with the same pattern for scholars is a mature field (Tan, 2006), and the academic community is very strong in strategic management theory.

*2.2.3 The first immanent power of theory development.* The effect of research theories generally meet with approval in the academic community because of the similarities of various schools of thought. It is undisputed that theories create thoughts which pass on pivotal meanings. There are three forms of immanent power in the evolution process of the strategic management theory:

- (1) A new theory built is used by others or borrowed in other fields with a great effect. Many economists represent this theory, such as Koss, Williamson, Jason and Macklin.
- (2) A framework is built that the creators and others use, such as the scholars Port, Barney and Teece.
- (3) They do not build their own theories, but use other theories scientifically, and make them energetic and lively.

Most of the strategic management researchers play this role and colligate or use previous theories and frameworks, using the different samples, data and case studies to prove a theory and extend research.

### *2.3 Subject basic theory promotes evolution of strategic management theory*

The development exploration of subject should focus on two main elements: subject frontier and knowledge foundation. Subject frontier reveals the developing situation of a research field and in research achievements, and it tends to be the theory foundation of subjects.

*2.3.1 Hot document.* Researchers prefer to quote the articles with relevant explanations and supporting functions to their studies' progress and use quotations to

analyze valuable articles. Choosing articles published at a similar time, analysis reports about more scales of quotations with SCI retrieval reveal that there are four scholars whose papers are quoted over 400 times and over 36 times every year (Table II). Starting with system economics, Poppo and Zenger's (2002) articles study the substitution and complementation effects of contracts and trust in business. Amit and Zott (2001) discuss the business mode and value creation of economic business activities.

And the followed two articles were published on the No. 10 of *SMJ* in 2003 which are related to the dynamic capability theory. Winter (2003) (31) interprets the concept and viewpoint of dynamic capability. Helfat and Peteraf (2003) disseminate resource-based view theory, dynamic capability theory and evolution theory and put forward the concept of capability life cycle from the angle of having a deeper comprehension. This new concept is undoubtedly attractive in its development (Zott, 2003; Makadok, 2001; Danneels, 2002; Ethiraj *et al.*, 2005; Ray *et al.*, 2004).

More research has revealed the importance of a network's organization. Formation of network organization (Rothaermel and Deeds, 2004; Lu and Beamish, 2001), evolution of enterprise network and transfer of internal knowledge (Rosenkopf and Nerkar, 2001; Ahuja and Lampert, 2001; Ahuja and Katila, 2001; Hite and Hesterly, 2001; Wiklund and Shepherd, 2003), influence of network instruction (Zaheer and Bell, 2005; Mcevily and Marcus, 2005) and network organization strategy (Khanna and Rivkin, 2001; Rothaermel, 2001) are heated topics of strategic management theory.

There are small and popular research angles, but documents with certain influence are focused on research about benefit-relevant problems (Hillman and Keim, 2001; Buysse and Verbeke, 2003) and corporate reputations (Roberts and Dowling, 2002).

In heated documents of recent years, dynamic strategy theory as the center of knowledge and creation has been attracting a multitude scholars' attention to study (Leiponen and Helfat, 2010; Makri *et al.*, 2010; Hess and Rothaermel, 2011; Leone and Reichstein, 2012).

*2.3.2 Highly cited documents.* Analysis of authors' highly cited documents is a variety founded on the basis of document co-citation with the aim of finding the mutual links among different individuals, dividing categories and groups and defining the key individual in the center position. There are 48,252 documents extracted with BibExcel and 21 documents cited over 60 times, except the repeated 22,419 quotations. Barney (1991) is cited highly at 179 times. Among the external 21 highly cited documents, the earliest is "Theory of the Growth of the Firm" published in 1959 by Penrose (1959), and the most recent was published in 1997 by Teece *et al.* (1997).

From the content, the highly cited documents before Porter's "Competitive Strategy" (Porter, 1980) mainly come from the trade cost theory and agency theory of enterprise resource theory, organization theory and new system economics. Most documents published after Porter's are based on the study of the resource-based view and dynamic

**Table II.**  
Heated document  
statistics of  
automatically  
generated quotation  
analysis with SCI  
(2001-2012, part)

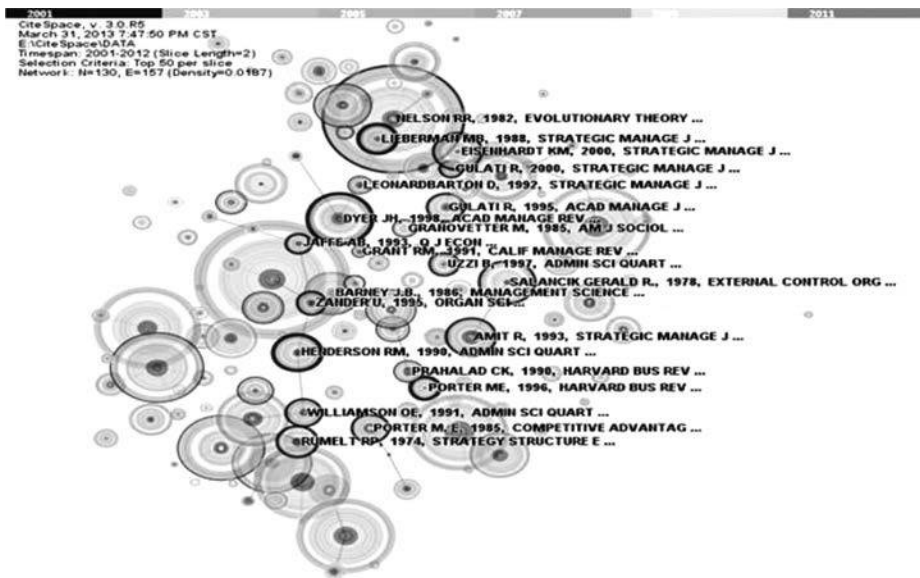
No.	Author (time of article published)	Time of being cited	Time in every year
1	Poppo and Zenger (2002)	472	39.33
2	Amit and Zott (2001)	468	36.00
3	Winter (2003)	465	42.27
4	Helfat and Peteraf (2003)	448	40.73

capability view. Nelson and Sidney (2005) start the study of enterprise evolution theory, Kogut and Zander (1992) build on the study viewpoint of a knowledge-based view, March (1991) has had the greatest impact on the field of dualism innovation research and (Dyer and Singh, 1998) leads the research work of network organization.

The paper divides the documents over our chosen 12 years into six time zones and chose the first 50 cited documents of every time zone to analyze. It used CiteSpace to try to find the documents about stronger linking functions and higher concentricity during the process of strategy management development (Figure 4).

The most highly regarded article is the classical document “First Mover Advantages” by (Lieberman and Montgomery, 1988). This puts forward the strategy mode of the occupying market to obtain competitive advantage by revolutionary techniques and product innovations. The next famous article is Porter’s “What is Strategy?” (Porter, 1996), published in 1996 in the *Harvard Business Review*, aimed to clarify the differences between strategy and running efficiency and the defining the nature of strategy. The third is the article “Architectural Innovation: the Reconfiguration of Existing Product Technologies and the Failure of Established Firms” by Henderson and Clark (1990), who reclassified the technology innovations.

The works of Dyer and Singh (1998), Salancik and Pfeffer (1978) and Nelson and Sidney (2005) all appear in the list of highly cited documents. Some articles not mentioned above are in the position of higher concentricity, such as Rumelt’s (1974) analysis based on diversified corporation, Gulati’s idea that a network is a kind of resource (Gulati, 1995; Gulati and Garino, 2000) and Uzzi’s (1997) study on the relations between social structure and competition in corporation network from the angle of embedded relationship.



**Figure 4.** High concentricity documents: the size of joint in the chart stands for the times of being cited and thickness of dark circle stands for concentricity



Granovetter (1985) thought that (individual or business) economic activities were affected by social relation and social structure, and Williamson (1991) studied the problem of organization structural alternatives based on economic organization theory.

Zander focuses on knowledge transfer between organization networks (Zander and Kogut, 1995), whereas Jaffe studies the phenomenon of knowledge spillover and creative damage in the process of economic growth (Jaffe *et al.*, 1993). Leonard-Barton (1992) thinks that the means of constructing core competition is to distinguish and provide an advantageous knowledge system.

The work of Grant (1991) and Barney (1986) was focused on a resource-based view of enterprise.

*2.3.3 The second immanent power of theory development.* Strategic management is a comprehensive subject with a diversified subject background (Xu, 2012; Tan, 2012) that once drew lessons from ideas and tools from other subjects but now absorbs or draws lessons from social science thought processes. If the three traditional theories are regarded as the basis of strategic management analysis, dynamic capability theory adds innovative ideas into the strategic management theory. Organization theory, management cognition theory and organization learning theory are interpretations of general management theory to strategic management. Agency theory, trade cost theory and evolution innovations are the results of economics infiltration. Embedding thoughts of social network theory and economic action are the new theory perspective of strategy management constructed by sociology. A knowledge-based view reveals the special function of knowledge in strategic management as the most important economic factor in the twenty-first century. The above-mentioned basic theories promote strategic management research toward two directions: static to dynamic change which is the requirement of market competitive change and from the stable organization to diversification, even to expand network organization, the response result of organization to environment change.

#### *2.4 Effect on evolution of strategic management theory from factor of country (region)*

The researcher's academic thoughts are often rooted in their cultural background, and differences in cultures and systems of different countries (regions) will naturally influence a researcher's viewpoint, coordination system and choice in the analysis tool (Yingyi, 2002).

*2.4.1 Country (region) distribution.* The process of economy globalization creates conditions for globalization of the strategic management theory, especially after a system's background has been led into research.

There are two main reasons for scholars to choose the country they live in as the embedded situation of their research objective:

- (1) Authors are familiar with the culture of their own country (region), and with this imperceptible sense of identity research can be carried out easily.
- (2) An authors' social resources are centralized in their own country, and it is easier to obtain the related information for requirements of research.

According to a retrieval analysis report provided by a SCI platform, an authors' nationality distribution of 734 papers published in *SMJ* have been obtained and shows that scholars from 36 countries and regions have published papers over the chosen 12 years (Chart 5).

There are 580 documents from America, accounting for 79 per cent, and Canada places second by contributing five papers per year on average. This shows that the traditional advantage of strategic management theory's original place is still in the Northern America region.

The UK and France, as the centers of the European economy, culture and academy, make great contributions to development of strategy management, and their numbers of publications are behind Canada with the total number of publications from Europe over 200.

China is ranked fifth, and there are 34 papers published in the *SMJ* in the 12 years, including scholars' achievements from the Chinese mainland and Chinese Hong Kong. With Asian authors from Singapore, Korea and Japan, the number of *SMJ* papers is over 80.

Combining other countries and regions, whether big (America, China, Russia) or small (Cuba, Cyprus), each making their own contributions to the research of the strategic management theory.

Different countries (regions) have different influence on the strategic management development, but the effects of the local knowledge are gradually developing. Previously *SMJ* was not interested in Chinese research achievements about enterprise strategic management; however, in recent years, the research boom within China and other new markets have appeared which shows the development and progress of a national economy and society and enhancement of enterprise competition strength has a positive effect on the development of education and the improvement of scientific research level, and provides a source and fertile ground for surging and germinating of scholars' academic thoughts.

*2.4.2 International cooperation.* Co-occurrence analysis of country (region) variety finds the differences in the relationships of scholars' and the levels of cooperation among different countries (regions). The higher concentricity countries (regions) in a cooperation network will attract scholars in other countries (regions), and strategic management research based on the background of this country (region) will have more influence (Figure 5).

From this chart, in the core position of the cooperation network is America, which has wide links with other countries (regions), which have a close connection with the American academic status and developing conditions. As the source of strategic management theory, America is home to many distinguished scholars of strategy management study. The most prominent journals, related to strategic management research field, such as *Strategic Management Journal (SMJ)*, *Journal of Economics and Management Strategy (JEMS)*, *Academy of Management Journal (AMJ)*, *Administrative Science Quarterly (ASQ)*, *Academy of Management Review (AMR)* and *Harvard Business Review (HBR)*, are based in America, and researchers from all countries (regions) are eager to communicate and cooperate with American scholars (Ronda-Pupo and Guerras-Martin, 2010).

The second center of the chart is in the UK. Nearly all European countries and traditional British colonial countries cooperate and communicate with the UK and France, The Netherlands and Germany all also have a certain academic influence.

China's cooperation with America is dominant among Asian countries. In the last decade, China's economic developing level, enhancement of international economic



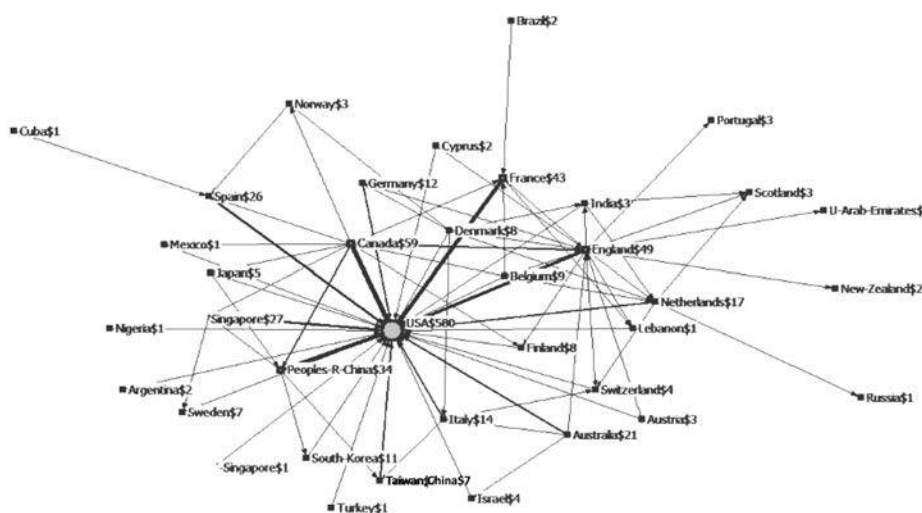


Figure 5.  
Cooperation network of countries (regions)

action and continuous improvement of enterprise competitive strength have piqued researchers' interest in China.

In the other burgeoning market countries, such as Russia, India and Cuba, researchers have also made contributions on the study of strategic management theory.

*2.4.3 Case study about the Chinese problem.* Research about China is in response to the preceding hypothesis and to study China's evolution and influence globally.

By reading through abstracts of 734 articles, 29 documents with "China" or "Chinese" were screened and regarded as the research object.

*SMJ* published articles about research in "China" every year during 2001-2012, and five and four documents were highlighted in 2008 and 2010, respectively, and most authors were from America and Hong Kong. All of these documents were completed cooperatively and have at least one author with Chinese background (some authors are directly from China and some are Chinese of foreign nationality). It was found that when research is related to Chinese enterprise strategic management, foreign scholars will choose Chinese scholars with richer social networks to finish together to obtain data of research samples. Chinese scholars prefer to choose American peers to work in cooperation, which is consistent with the preceding conclusion.

Scholars from America and Canada always pay the most and earliest attention to China, followed by Korea and Japan in Eastern Asia. A paper by researchers in Belgium and The Netherlands in 2011 is the only one that discusses Chinese strategic management. Scholars from the UK and France, which are considered the research centers of European strategic management, have not published anything noteworthy. However, Chinese scholars studying strategic management research always use America and Canada to set the standards for them to follow and, therefore, lack communication with scholars from European countries in the field of strategic management.

Research about "China" does not break away from the general evolution trend of strategic management theory. The research of the knowledge-based view has become a recent universal concern, and the research about organizational networks has deepened

further in China. "Relationship" is regarded as the most representative problem; therefore, many scholars carry out their research around relationships in a network organization, and extend the research of network structure further to studying the effects of market and government.

However, this research presents a particular phenomenon: the research object of documents is focused on Chinese businesses before 2007, whereas after 2008, it regards China as a market and studies the development of foreign businesses in China. This means the previous research focuses on the confirmation of strategic management theory in the Chinese situation, whereas the later research focuses on operating strategic problems after transnational enterprises enter into the Chinese market. This can explain the changing problem of "China" as stated above and corroborate the second assumption.

*2.4.4 Summary of external power.* Business strategic management theory was developed in a special historical environment after the American economy grew quickly following the Second World War, so the American mark has been left deeply and a barrier of academic thoughts with effective transfer has been formed.

With the advancement of the "localization of social science", the "system environment" of an organization is given a high value as well as the influence of strategy management from national cultural difference.

Japanese culture is thought highly of by American scholars. "Theory Z" and "The Art of Japanese Management" are popular, and the Chinese ancient "Sun Tzu's Military Strategy" is regarded as the penultimate text that introduces strategy types in detail.

The changes of economic situations bring about changes of research focus on strategic management. In the appreciable future, contributions of local knowledge to strategic management development will be further prominent.

### 3. Research conclusion and discussion

#### *3.1 The future development of strategic management theory*

Hitt has stated that it is the current developments and functions of human beings that are becoming most important (Hitt *et al.*, 2008), and wisdom gleaned from experience is what most influences global trends. The same applies in strategic management. In the research process of future strategic management theory, the interpretation of a knowledge-based view regarding an issue will surpass the industry localizationism theory, and possibly the resource-based view, and become the main mode in the field of strategic management. Through the process of realizing knowledge obtainment, knowledge transfer, knowledge share and constant knowledge creation, the innovation and strain capabilities of enterprise will gradually be enhanced. When elements change quickly, it is difficult to try to obtain competitive superiority through correct market analysis and monopolistic resource superiority. Only through continual technology innovation can the core competitive power of enterprise can be obtained permanently.

Feurer and Chaharbaghi (1995) stated that it was impossible to realize continual competitive superiority through the single strategy process or relying on a strategy capability, and it is in the same way that strategic management theory that needs to be focused on. All-around dynamic research has already been distributed including literature on dynamic core competitiveness, strategy elasticity and an understanding of

strategy from the angle of dynamic theory are increasingly important topics in the future strategic management.

With the development of Internet technology and the formation of the global market, the interdependent network structure between enterprises will be more complicated. The scope of network structure has been extended globally with the network structure of the industry chain, value chain and supply chain melting, especially with the acceleration of the internationalization process.

Knowledge management of networks begins with a knowledge identity, then experiences knowledge obtainment, knowledge transfer, knowledge share, knowledge absorption, knowledge change and finally knowledge creation. Under the network environment, characteristics, running and the self-protection of knowledge will be worthy of discussion.

Research about network relationships was carried out on the basis of cooperation. The cooperation pattern and management modes about trust and contracts are for the operations of promoting networks. However, networks are also a system for competition and coexistence. The group conflict that organization theory is concerned with does exist in the network between organizations, and the contradiction, confliction and deconstruction of enterprises exists within network relations.

The enterprise development is not only in the economic network but, most importantly, lies in the whole social system as individuality of limited rationality. The enterprise action will have a widespread effect on society; therefore, the social responsibility of an enterprise will become the starting point of strategy management. Attraction and balance on the benefits for the stakeholder will have an effect on the strategic management theory. More analysis methods about stakeholders' value creation will appear in the future.

The enterprises' reputation is the interactive result of the enterprises' actions, and its stakeholders and can be a problem brought on by new system economics.

Rapid technological changes and information in a geometrical increase mean that it is more difficult to forecast the future. There are many uncertain elements which present huge challenges for strategy management of enterprise. The research about strategy management risk focuses on risk types, risk sources and risk controls. Risk consciousness is a new requirement to strategic management work.

The research about enterprise decision-making levels is also an important element of strategic risk. The agency theory considers the producer of enterprise strategy is inclined to be risky, but most scholars regard it as a separate research field – strategy leadership. Strategy leadership capability, decision-making, influence and stay of strategy leaders (CEO and senior executives) and value realization of strategy leadership are all the long-term topics to consider in this field.

Hoskisson thinks that strategic management theory and what researchers experience are a pendulum process (Hoskisson *et al.*, 1999). This conclusion accords with the changing progress of strategic management theory over several decades. It should be the results of the market competition situation, the self-interest of researchers and experience in changing successful enterprises, but the future trends should heed all aspects of changes.

The first is to know the nature of the strategic management. The nature of the strategic management is a strategy drafter's analysis, grasp, choice and matching of future developments and environment elements, and drafting, administering and

evaluating of strategy. Development of strategic management theory over several decades has been trying to help people construct the theory framework for analysis, way of thinking and elements of screening influence, but the participation of individuals makes strategic management work singular, and it is difficult in mode to be valid everywhere. There are some unexplained secrets (such as thinking mode, decision ability) in human beings that cause difficulty in discovering the success or failure of mechanism of strategic management work. Explanations for these problems do not hinder discussions about strategic management theory and practice, but should remind the researchers not to aim to “accomplishing the task at one stroke”. Practitioners do not simply copy theories or imitate the other people’s successful experience.

The second one is to synthesize strategic management theory (Xu, 2012). In the evolution process of strategic management theory, competing problems often appear between schools and disputing which is important, the external element or internal resource, namely, previous pendulum palingenesis. It is acknowledged that in strategic management work, the external and internal elements, environment, resource and ability are all important strategic analysis elements. SWOT analysis is the most strategic management philosophy, and the analysis of internal resources, ability elements and external environment elements reveal the basic logic of strategy formulation. It may be said that nearly every analysis of strategy theory permeates the SWOT train of thought. Constructing a logical framework of a strategic management theory with universality, attention should be paid to: combining characteristics of big data times, bringing internal and external elements into analysis in the round, dynamic nature, leaving “interface” which can contain industry characteristics, enterprise features and personality analysis of senior executives.

The third is to melt the knowledge background. The historical reasons urge strategic management theory to have the strong American culture feature, and lack explanations of the natures of other countries. Globalization is not only affecting the elements economy but also knowledge, and even culture and value. With the increasing international cooperation, a strategic management theory should be supplied and perfected by local knowledge.

### *3.2 Limitations and future trends*

Carding of strategic management theory development has always been a qualitative summary. This conclusion combined with the individual opinion of the author is a rather strong subjectively, and as a result, this paper quantitatively defines researching problems of strategic management theory in the 12 years using the method of scientometrics. Because of the objective insufficiency of the author’s research level and software, the paper has some deficiencies. First, the method of scientometrics is to analyze the documents’ external information, and it cannot reveal an overview of the author’s thoughts. Second, the paper chooses the articles in the *SMJ* from 2001 to 2012, which may impact conclusions from the journals’ coverage scope or time choice. Third, this paper hopes to highlight the functions of strategy out of America; however, the limitation of the journal’s background reveals the overview of development difficultly. Fourth, during the process of writing, the standard of choosing samples is to extract the document (author) of high frequency which stresses the mainstream trend, but some problems will have been missed.

The research work in the future may be further attempted utilizing the following:

- First, the scientific proportion of qualitative analysis may be stressed in methods and a means of content analysis used to dissect documents more discerningly.
- Second, the scope of samples may be extended. For example, documents may be collected in the JEMS and HBR journals.
- Third, strategic management theory may be studied further under the circumstance of China.
- Fourth, the method of scientometrics may be practiced in the fields of management and even social science.
- Fifth, low-cited documents may be tried to be the objections and theory contributions, that are non-mainstream but with developing prospects, may be explored.

## References

- Ahuja, G. and Katila, R. (2001), "Technological acquisitions and the innovation performance of acquiring firms: a longitudinal study", *Strategic Management Journal*, Vol. 22 No. 3, pp. 197-220.
- Ahuja, G. and Lampert, M.C. (2001), "Entrepreneurship in the large corporation: a longitudinal study of how established firms create breakthrough inventions", *Strategic Management Journal*, Vol. 22 Nos 6/7, pp. 521-543.
- Amit, R. and Zott, C. (2001), "Value creation in e-business", *Strategic Management Journal*, Vol. 22 Nos 6/7, pp. 493-520.
- Ansoff, I.H. (1995), *Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion*, McGraw - Hill Press, New York, NY.
- Azar, O.H. and Brock, D.M. (2008), "A citation-based ranking of strategic management journals", *Journal of Economics & Management Strategy*, Vol. 17 No. 3, pp. 781-802.
- Barney, B., Hesterly, W.S., Xinchun, L. and Shujun, Z. (2010), *Strategic Management and Competitive Advantage*, 3rd (Ed.), China Machine Press, Beijing.
- Barney, J.B. (1986), "Strategic factor markets: expectations, luck, and business strategy", *Management Science*, Vol. 10 No. 1, pp. 231-241.
- Barney, J.B. (1991), "Firm resources and sustained competitive advantage", *Journal of Management*, Vol. 17 No. 1, pp. 99-120.
- Bergh, D.D., Perry, J. and Hanke, R. (2006), "Some predictors of SMJ articles impact", *Strategic Management Journal*, Vol. 27 No. 1, pp. 81-100.
- Bowman, E.H. (1980), "A risk-return paradox for strategic management", *Sloan Management Review*, Vol. 21 No. 1, pp. 17-31.
- Bowman, E.H., Singh, H. and Thomas, H. (2002), "The domain of strategic management: history and evolution[A]", in Pettigrew, A., Thomas, H., Whittington, R. (Eds), *Handbook of Strategy and Management*, Sage, London.
- Buysse, K. and Verbeke, A. (2003), "Proactive environmental strategies: a stakeholder management perspective", *Strategic Management Journal*, Vol. 24 No. 5, pp. 453-470.
- Chandler, A.D. (1962), *Strategy and Structure*, MIT Press, Cambridge, MA.
- Chen, C. (2009), "CiteSpace II: detecting and visualizing emerging trends and transient patterns in scientific literature", *Journal of the China Society and Technical Information*, Vol. 23 No. 3, pp. 401-421.

- Danneels, E. (2002), "The dynamics of product innovation and firm competences", *Strategic Management Journal*, Vol. 23 No. 12, pp. 1095-1121.
- Dyer, J.H. and Singh, H. (1998), "The relational view: cooperative strategy and sources of interorganizational competitive advantage", *Academy of Management Review*, Vol. 23 No. 4, pp. 660-679.
- Ethiraj, S.K., Kale, P., Krishnan, M.S. and Singh, J.V. (2005), "Where do capabilities come from and how do they matter? A study in the software services industry", *Strategic Management Journal*, Vol. 26 No. 1, pp. 25-45.
- Feurer, R. and Chaharbaghi, K. (1995), "Strategy development: past, present and future", *Management Decision*, Vol. 33 No. 6, pp. 11-21.
- Freeman, R.E. (1984), *Strategic Management: A Stakeholder Approach*, Pitman, Boston, MA.
- Furrer, O., Thomas, H. and Goussevskaia, A. (2008), "The structure and evolution of the strategic management field: a content analysis of 26 years of strategic management research", *International Journal of Management Reviews*, Vol. 14 No. 1, pp. 1-23.
- Granovetter, M. (1985), "Economic action and social structure: the problem of embeddedness", *American Journal of Sociology*, Vol. 91 No. 3, pp. 481-510.
- Grant, R.M. (1991), "The resource-based theory of competitive advantage", *California Management Review*, Vol. 26 No. 3, pp. 114-135.
- Gulati, R. (1995), "Does familiarity breed trust? The implications of repeated ties for contractual choice in alliances", *Academy of Management Journal*, Vol. 38 No. 2, pp. 85-112.
- Gulati, R. and Garino, J. (2000), "Get the right mix of bricks & clicks", *Harvard Business Review*, Vol. 78 No. 3, p. 107.
- Helfat, C.E. and Peteraf, M.A. (2003), "The dynamic resource-based view: capability lifecycles", *Strategic Management Journal*, Vol. 24 No. 10, pp. 997-1010.
- Henderson, R.M. and Clark, K.B. (1990), "Architectural innovation: the reconfiguration of existing product technologies and the failure of established firms", *Administrative Science Quarterly*, Vol. 35 No. 1, pp. 9-30.
- Hess, A.M. and Rothaermel, F.T. (2011), "When are assets complementary? Star scientists, strategic alliances, and innovation in the pharmaceutical industry", *Strategic Management Journal*, Vol. 32 No. 8, pp. 895-909.
- Hillman, A.J. and Keim, G.D. (2001), "Shareholder value, stakeholder management, and social issues: what's the bottom line?", *Strategic Management Journal*, Vol. 22 No. 2, pp. 125-139.
- Hite, J.M. and Hesterly, W.S. (2001), "The evolution of firm networks: from emergence to early growth of the firm", *Strategic Management Journal*, Vol. 21 No. 3, pp. 275-286.
- Hitt, M.A., Freeman, R.E. and Harrison, J. (2008), *Handbook of Strategic Management*, The Oriental Press, Beijing.
- Hoskisson, R.E., Hitt, M.A., Wan, W.P. and Yiu, D. (1999), "Theory and research in strategic management: swings of a pendulum", *Journal of Management*, Vol. 25 No. 3, pp. 417-456.
- Jaffe, A.B., Trajtenberg, M. and Henderson, R. (1993), "Geographic localization of knowledge spillovers as evidenced by patent citations", *The Quarterly Journal of Economics*, Vol. 28 No. 3, pp. 577-598.
- Jensen, M.C. and Meckling, W. (1976), "Theory of the firm: managerial behavior, agency costs and ownership structure", *Journal of Financial Economics*, Vol. 3 No. 4, pp. 305-360.
- Jianhua, J. and Yue, C. (2007), "Research on visualization of the evolution of strategic management front", *Studies in Science of Science*, Vol. 16 No. 4, pp. 15-21.



- Khanna, T. and Rivkin, J.W. (2001), "Estimating the performance effects of business groups in emerging markets", *Strategic Management Journal*, Vol. 22 No. 1, pp. 45-74.
- Kogut, B. and Zander, U. (1992), "Knowledge of the firm, combinative capabilities, and the replication of technology", *Organization Science*, Vol. 3 No. 3, pp. 383-397.
- Kogut, B. and Zander, U. (2003), "Knowledge of the firm and the evolutionary theory of the multinational corporation", *Journal of International Business Studies*, Vol. 24 No. 4, pp. 516-529.
- Koller, T. (1994), "What is value-based management?", *McKinsey Quarterly*, Vol. 3 No. 1, pp. 87-87.
- Kuhn, T.S. (1970), *The Structure of Scientific Revolutions*, University of Chicago Press, Chicago and London.
- Kuhn, T.S. (1977), *The Essential Tension: Selected Studies in Scientific Tradition and Change, Philosophy of Science*, University of Chicago Press, Chicago.
- Leiponen, A. and Helfat, C.E. (2010), "Innovation objectives, knowledge sources, and the benefits of breadth", *Strategic Management Journal*, Vol. 31 No. 2, pp. 224-236.
- Leonard-Barton, D. (1992), "Core capabilities and core rigidities: a paradox in managing new product development", *Strategic Management Journal*, Vol. 13 No. 1, pp. 111-125.
- Leone, M.I. and Reichstein, T. (2012), "Licensing-in fosters rapid invention! The effect of the grant-back clause and technological unfamiliarity", *Strategic Management Journal*, Vol. 33 No. 8, pp. 965-985.
- Lieberman, M.B. and Montgomery, D.B. (1988), "First-mover advantages", *Strategic Management Journal*, Vol. 9 No. 1, pp. 41-58.
- Liu, L. (2005), "Mapping knowledge domains of research with document co-citation", *Studies in Science of Science*, Vol. 2 No. 1, pp. 155-159.
- Lu, J.W. and Beamish, P.W. (2001), "The internationalization and performance of SMEs", *Strategic Management Journal*, Vol. 22 Nos 6/7, pp. 565-586.
- McEvily, B. and Marcus, A. (2005), "Embedded ties and the acquisition of competitive capabilities", *Strategic Management Journal*, Vol. 26 No. 11, pp. 1033-1055.
- Makadok, R. (2001), "Toward a synthesis of the resource-based and dynamic-capability views of rent creation", *Strategic Management Journal*, Vol. 22 No. 5, pp. 387-401.
- Makri, M., Hitt, M.A. and Lane, P.J. (2010), "Complementary technologies, knowledge relatedness, and invention outcomes in high technology mergers and acquisitions", *Strategic Management Journal*, Vol. 31 No. 6, pp. 602-628.
- March, J.G. (1991), "Exploration and exploitation in organizational learning", *Organization Science*, Vol. 2 No. 1, pp. 71-87.
- Nelson, R.R. and Sidney, G.W. (2005), *An Evolutionary Theory of Economic Change*, Belknap Press, Cambridge.
- Nerur, S.P., Rasheed, A.A. and Natarajan, V. (2008), "The intellectual structure of the strategic management field: an author co-citation analysis", *Strategic Management Journal*, Vol. 29 No. 3, pp. 319-336.
- Penrose, E.T. (1959), *The Theory of the Growth of the Firm*, Wiley Press, New York, NY.
- Poppo, L. and Zenger, T. (2002), "Do formal contracts and relational governance function as substitutes or complements?", *Strategic Management Journal*, Vol. 23 No. 8, pp. 707-725.
- Porter, M.E. (1980), *Competitive Strategy*, Free Press, New York, NY.
- Porter, M.E. (1996), "What is strategy?", *Harvard Business Review*, Vol. 6 No. 1, pp. 61-78.



- Ramos-Rodriguez, A. and Ruiz-Navarro, J. (2004), "Changes in the intellectual structure of strategic management research: a bibliometrics study of the strategic management journal, 1980-2000", *Strategic Management Journal*, Vol. 25 No. 10, pp. 981-1004.
- Ray, G., Barney, J.B. and Muhanna, W.A. (2004), "Capabilities, business processes, and competitive advantage: choosing the dependent variable in empirical tests of the resource-based view", *Strategic Management Journal*, Vol. 25 No. 1, pp. 23-37.
- Roberts, P.W. and Dowling, G.R. (2002), "Corporate reputation and sustained superior financial performance", *Strategic Management Journal*, Vol. 23 No. 12, pp. 1077-1093.
- Ronda-Pupo, G.A. and Guerras-Martin, L.A. (2010), "Dynamics of the scientific community network within the strategic management field through the strategic management journal 1980-2009: the role of cooperation", *Scientometrics*, Vol. 85 No. 3, pp. 821-848.
- Rosenkopf, L. and Nerkar, A. (2001), "Beyond local search: boundary-spanning, exploration, and impact in the optical disk industry", *Strategic Management Journal*, Vol. 22 No. 4, pp. 287-306.
- Rothaermel, F.T. (2001), "Incumbent's advantage through exploiting complementary assets via interfirm cooperation", *Strategic Management Journal*, Vol. 22 Nos 6/7, pp. 687-699.
- Rothaermel, F.T. and Deeds, D.L. (2004), "Exploration and exploitation alliances in biotechnology: a system of new product development", *Strategic Management Journal*, Vol. 25 No. 3, pp. 201-221.
- Rumelt, R.P. (1974), *Strategy, Structure, and Economic Performance*, Harvard Business School Press, Boston, MA.
- Salancik, G.R. and Pfeffer, J. (1978), *The External Control of Organizations: A Resource Dependence Perspective*, Harper and Row, New York, NY.
- Tan, J. (2006), "Development of management field in China: position for the future", *Management World*, Vol. 2 No. 1, pp. 71-79.
- Tan, L. (2012), "Understanding and thinking strategic enterprise management theory - discussion with Xu Quanjun", *China Social Sciences Today*, 8,27:A04.
- Teece, D.J., Pisano, G. and Shuen, A. (1997), "Dynamic capabilities and strategic management", *Strategic Management Journal*, Vol. 18 No. 7, pp. 509-533.
- Uzzi, B. (1997), "Social structure and competition in interfirm networks: the paradox of embeddedness", *Administrative Science Quarterly*, Vol. 40 No. 4, pp. 35-67.
- Wiklund, J. and Shepherd, D. (2003), "Knowledge-based resources, entrepreneurial orientation, and the performance of small and medium-sized businesses", *Strategic Management Journal*, Vol. 24 No. 13, pp. 1307-1314.
- Williamson, O.E. (1975), *Markets and Hierarchies*, Free Press, New York, NY.
- Williamson, O.E. (1991), "Comparative economic organization: the analysis of discrete structural alternatives", *Administrative Science Quarterly*, Vol. 36 No. 2, pp. 269-296.
- Winter, S.G. (2003), "Understanding dynamic capabilities", *Strategic Management Journal*, Vol. 24 No. 10, pp. 991-995.
- Xu, Q. (2012), "Questioning the existing strategic management theory", *China Social Sciences Today*, 4,9:A08.
- Yingyi, Q. (2002), "Understanding modern economics", *Comparative Economic & Social Systems*, Vol. 2 No. 1.
- Yue, C. (2008), *Mapping Knowledge Domains of Management Sciences*, Dalian University of Technology Press, Dalian.

- Zaheer, A. and Bell, G.G. (2005), "Benefiting from network position: firm capabilities, structural holes, and performance", *Strategic Management Journal*, Vol. 26 No. 9, pp. 809-825.
- Zander, U. and Kogut, B. (1995), "Knowledge and the speed of the transfer and imitation of organizational capabilities: an empirical test", *Organization Science*, Vol. 6 No. 1, pp. 76-92.
- Zott, C. (2003), "Dynamic capabilities and the emergence of intraindustry differential firm performance: insights from a simulation study", *Strategic Management Journal*, Vol. 24 No. 2, pp. 97-125.

#### About the authors

Liwen Tan is a Professor of Business Administration, Wuhan University, School of Economics and Management, and Director of Institution of Business Strategic Management Research.

Jingkun Ding is a graduate student of Business Administration, Wuhan University, School of Economics and Management. Jingkun Ding is the corresponding author and can be contacted at: [djknick@163.com](mailto:djknick@163.com)