

John-Christopher (JC) Spender

411 East 57th Street
New York NY 10022 USA

jcspender@yahoo.com - www.jcspender.com

Degrees:

BA & MA; Engineering, Oxford University, UK
PhD; Corporate Strategy, Manchester Business School, UK.
EkD; *Honoris Causa*, Lund University, Sweden

Current Research Interests:

Theory of the Firm, Ethics of the Firm, Business Strategy, Industry Recipes, Transaction Cost Economics, RBV, Human Capital, Knowledge Management, Entrepreneurship, Heterodox and Pluralist Economics, Managerial Rhetoric, Philosophy and History of Technology, History of Management Thought, History of Business Schools and Management Education.

Current Teaching (u/g, MBA, & PhD):

Strategy, Organization Theory, Knowledge Management, Business Ethics

Current Research Projects:

- Entrepreneurship & Theory of the firm
- Management as capitalism's foundational art form
- History of the modern firm
- History of business ethics
- Future and history of business schools and management education

Current Academic Roles:

Research Professor, Kozminski University, Warsaw (2013 - present)
Visiting Scholar, Fordham Center for Humanistic Management, New York (2019 - present)
Emeritus Research Fellow, Rutgers Institute for Ethical Leadership (2019-present)
Visiting Professor, ESADE (Universitat Ramon Llull) Barcelona, Spain (2006 - present)
Visiting Professor, Open University Business School, Milton Keynes, UK (2001 - present)
Visiting Professor, Center for Business Performance, Cranfield School of Management,
Milton Keynes, UK (2004 - present)
Visiting Professor, Lund University, Sweden (2006 - present)
Visiting Professor, University of Suffolk, Ipswich, UK (2011 - present)
Associate, Peter Drucker Society of Europe (2016 - present)

Other Academic Positions:

Faculty Member, International School of Management, Paris, France (2003-2018)
Fulbright Scholar & Visiting Chair in Knowledge-Based Enterprises, Monieson Center,
Queen's University School of Business, Kingston ONT, Canada (2007-2008)
Faculty Member, Capella University, Minneapolis MN (2003-2006)
Visiting Professor, Leeds University Business School, Leeds, Yorkshire UK (2003 - 2010)
Dean, School of Business & Technology, Fashion Institute of Technology (SUNY), New York
NY (2000-2003)
Dean, School of Management, New York Institute of Technology, Old Westbury NY 11568
(1996-2000)
Professor and Chair of Small Business & Entrepreneurship, Faculty of Administrative
Studies, Rutgers University Newark NJ 07102 (1991-1997)
Economist, National Institute of Standards and Technology (NIST), Gaithersburg MD 20899
(sabbatical 1995-1996)
Professor of Strategy, Stevens Institute of Technology, Hoboken NJ (1990-1991)
Professor of Business Policy, University of Glasgow, Glasgow Scotland (1988-1990)
Assistant Professor, Strategy, UCLA, Los Angeles CA (1982-1985)
Associate Professor, Faculty of Administrative Studies, York University, Toronto, Canada
(1981-1982)
Assistant Professor, City University Business School, London (1977-1981)

Awards & Prizes:

2014 - Oeconomiae Doctorem (*honoris causa*) Lund University, Sweden
2007 - Fulbright Scholar, Visiting Professor in the Management of Knowledge-Based
Enterprises (2007-2008), Queen's University School of Business, Kingston ONT, Canada
2006 - jointly with Robert M. Grant, The Dan and Marylou Schendel Best *Strategic
Management Journal* Paper Prize, Strategic Management Society
1995 - US Department of Education 3 year CIBER grant
1980 - A. T. Kearney Prize for PhD Research Excellence, Academy of Management

Past Business Management Positions:

Director and VP Strategy, Enigma Logic, Concord CA (1985-1988) – computer security (now part of Intel)

Slater-Walker Securities, Executive, London (1970-1971) – industrial (merchant) bankers

IBM (UK) City of London Branch, Large Account Manager, London (1965-1970)

Rolls-Royce & Associates, Submarine Nuclear Powerplant Fuel Production Manager and Reactor Designer, Derby UK (1960-1965)

Royal Navy, Sub-Lieutenant, experimental submarines.

Editorial Activity:

Commissioning Editor for *Elements of Strategy* in the new Cambridge University Press program: <https://www.cambridge.org/core/what-we-publish/elements/business-strategy-elements#>

One of several Editors of *Academy of Management Learning and Education* Special Issue on New Histories of Business Schools and How They May Inspire New Futures.

One of several Editors of *Journal of Knowledge Management* Special Issue Towards a Deeper Understanding of Knowledge Management in Inter-Organizational Relationships.

Books:

Spender, J.-C. (2014). *Business Strategy: Managing Uncertainty, Opportunity, and Enterprise*. Oxford: Oxford University Press.

Spender, J.-C., & Strong, B. (2014). *Strategic Conversations: Creating and Directing the Entrepreneurial Workforce*. Cambridge: Cambridge University Press.

Carlucci, D. & Spender, J.-C. (Eds.). (2014). *Knowledge and Management Models for Sustainable Growth. International Forum on Knowledge Asset Dynamics*. Matera, Italy: Arts for Business Institute, University of Basilicata.

Locke, R. R., & Spender, J.-C. (2011). *Confronting Managerialism: How the Business Elite and Their Schools Threw Our Lives Out of Balance*. London: Zed Books.

Burton-Jones, A., & Spender, J.-C. (Eds.). (2011). *Oxford Handbook of Human Capital*. Oxford: Oxford University Press.

Spender, J.-C., & Kijne, H. (Eds.) (2000). *Scientific Management: Frederick Winslow Taylor's Gift to the World?* Tokyo: Kluwer/Tuttle-Mori Agency (Japanese translation of Spender & Kijne (1996)).

Eden, C., & Spender, J.-C. (Eds.). (1998). *Managerial and Organizational Cognition*. London: Sage Publishers.

Spender, J.-C., & Kijne, H. (Eds.). (1996). *Scientific Management: Frederick Winslow Taylor's Gift to the World?* Norwell MA: Kluwer.

Spender, J.-C. (1989). *Industry Recipes: The Nature and Sources of Managerial Judgement*. Oxford: Blackwell.

Spender, J.-C. (1980). *Strategy-Making in Business: Coping with Uncertainty in the Organization Design Process*. Ann Arbor MI: UMI Press.

Grinyer, P. H., & Spender, J.-C. (1979). *Turnaround: Managerial Recipes for Strategic Success: The Fall and Rise of the Newton Chambers Group*. London: Associated Business Press.

Book Chapters:

- Spender, J.-C. (forthcoming) Simon and Knight. In Gigerenzer, Gerd, Mousavi, Shabnam, & Viale, Riccardo (Eds.). *The Herbert Simon Companion*. Cheltenham: Edward Elgar
- Spender, J.-C. (forthcoming). A Note on Alternative Theories of the Firm. In D. Korten, M. Pirson, J.-C. Spender, D. Wasieleski, & E. Steckler (Eds.), *Alternatives to the Theory of the Firm*. London: Routledge.
- Spender, J.-C. (2018). 'Foreword.' In A. Örtenblad (Ed.) *Professionalizing Leadership: Debating Education, Certification, and Practice*: (pp. ii - xi). Bradford: Emerald.
- Spender, J.-C. (2016). Universities, Governance, and Business Schools. In Jetta Frost, Fabian Hattke, & Markus Reihlen (Eds.), *Multi-level Governance in Universities: Strategies, Structures, and Controls* (pp. 141-169). Heidelberg: Springer.
- Spender, J.-C. (2015). Modern Management: Origins and Development. In J. D. Wright (Ed.), *International Encyclopedia of the Social and Behavioral Sciences*, 2nd ed (Vol 15 pp. 675-681). Oxford: Elsevier.
- Spender, J.-C. (2015). Knowledge Management: Origins, History, and Development. In E. Bolisani, & M. Handzic (Eds.), *Advances in Knowledge Management - Celebrating Twenty Years of Research and Practice*. (Vol 1 pp. 3-23) Heidelberg: Springer-Verlag.
- Spender, J.-C. (2015). Herbert A. Simon. In J. D. Wright (Ed.), *International Encyclopedia of the Social and Behavioral Sciences*, 2nd ed. (Vol 15 pp. 970-974). Oxford: Elsevier.
- Spender, J.-C. (2015). Strategizing. In J. D. Wright (Ed.), *International Encyclopedia of the Social and Behavioral Sciences*, 2nd ed (Vol 15 pp. 522-526). Oxford: Elsevier.
- Spender, J.-C. (2014). Technology: Discourse and Possibility. In V. K. Narayanan & G. C. O'Connor (Eds.), *Encyclopedia of Technology and Innovation Management* (Vol. 13). Chichester: John Wiley & Sons.
- Spender, J.-C., & Khurana, R. (2013). Intellectual Signatures: Impact on Relevance and Doctoral Programs. In Graduate Management Admissions Council (Ed.), *Disrupt or Be Disrupted: A Blueprint for Change in Management Education*: 131-177. San Francisco CA: Jossey-Bass.
- Spender, J.-C. (2013). Herbert Alexander Simon: Philosopher of the Organizational Life-World. In Morgen Witzel & Malcolm Warner (Eds.), *Oxford Handbook of Management Thinkers* (pp. 297-357). Oxford: Oxford University Press.
- Spender, J.-C. (2013). Bureaucratic Theory. In Eric H. Kessler (Ed.), *Encyclopedia of Management Theory* (pp. 87-92). New York: Sage.
- Spender, J.-C. (2013). The Three Phases of Max Boisot's Theorizing. In John Child & Martin Ihrig (Eds.), *Knowledge, Organization, and Management - Building on the Work of Max Boisot* (pp. 205-211). Oxford: Oxford University Press.

- Spender, J.-C. (2013). Professor Ikujiro Nonaka and KM's Past, Present and Future. In G. Von Krogh, H. Takeuchi, K. Kase, & C. G. Cantón (Eds.), *Towards Organizational Knowledge: The Pioneering Work of Professor Ikujiro Nonaka*: 24-59. London: Palgrave-Macmillan.
- Spender, J.-C. (2012). A New Theory of What? Humanizing the Firm in the Time of the Precariat. In J. E. Ricart & J. M. Rosanas (Eds.), *Towards a New Theory of the Firm: Humanizing the Firm and the Management Profession* (pp. 183-240). Barcelona: IESE & Fundación BBVA.
- Spender, J.-C., & Kraaijenbrink, Jeroen. (2011). Humanizing Management Education. In Wolfgang Amann, Michael Pirson, Claus Dierksmeier, Ernst von Kimakowitz & Heiko Spitzeck (Eds.), *Business Schools Under Fire: Humanistic Management Education as the Way Forward* (pp. 257-272). New York: Macmillan.
- Spender, J.-C., & Kraaijenbrink, J. (2011). Why *Competitive Strategy* Succeeds - and With Whom. In R. Huggins & H. Izushi (Eds.), *Competition, Competitive Advantage, and Clusters: The Ideas of Michael Porter* (pp. 33-55). Oxford: Oxford University Press.
- Spender, J.-C. (2011). Agentic Collaboration in a Secular Age: A Rhetorical Theory of Organization. In Eduard Bonet, Barbara Czarniawska, Deirdre N. McCloskey & Hans Siggard Jensen (Eds.), *2nd Conference on Rhetoric and Narratives in Management Research* (pp. 53-66). Barcelona: ESADE (Universidad Ramon Llull).
- Spender, J.-C. (2011). The Problems and Challenges of Researching Intellectual Capital. In G. Schiuma (Ed.), *Managing Knowledge Assets and Business Value Creation in Organizations: Measures and dynamics* (pp. 1-12). Hershey PA: IGI Global.
- Burton-Jones, A., & Spender, J.-C. (2011). Introduction. In A. Burton-Jones & J.-C. Spender (Eds.), *The Oxford handbook of Human Capital* (pp. 1-45). Oxford: Oxford University Press.
- Spender, J.-C. (2011). Human Capital and Agency Theory. In A. Burton-Jones & J.-C. Spender (Eds.), *The Oxford Handbook of Human Capital* (pp. 186-217). Oxford: Oxford University Press.
- Spender, J.-C. (2011). On Green Business and Green Values. In C. Pitelis, J. Keenan & V. Pryce (Eds.), *Green Business, Green Values, and Sustainability* (pp. 141-154). London: Routledge.
- Spender, J.-C. (2010) The Way Forward? Theorizing Knowledge-Based Development. In K. Metaxiotis, F. J. Carillo & T. Yigitcanlar (Eds.) *Knowledge-Based Development of Cities and Societies: An Integrated Multi-Level Approach* (pp.329-339). Hersey PA: IGI Global.
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- Felin, T., & Spender, J.-C. (2009). An Exchange of Ideas about Knowledge Governance: Seeking First Principles and Microfoundations. In N. J. Foss & S. Michailova (Eds.), *Knowledge Governance: Processes and Perspectives* (pp. 247-271). Oxford: Oxford University Press.
- Spender, J.-C. (2009). Organizational Capital: Concept, Measure or Heuristic? In A. Bounfour (Ed.), *Organizational Capital: Modeling, Measuring and Contextualizing* (pp. 5-23). London: Routledge.

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- Spender, J.-C. (2008). The Business School in America: A Century Goes By. In T. Durand & S. Dameron (Eds.), *The Future of Business Schools: Scenarios and Strategies for 2020* (pp. 9-18). Basingstoke: Palgrave Macmillan.
- Spender, J.-C. (2008). Knowledge. In W. A. Darity (Ed.), *International Encyclopedia of Social Sciences* (Vol. 4, pp. 277-281). Farmington Hills MI: Gale.
- Spender, J.-C. (2008). Diffusion of Knowledge. In W. A. Darity (Ed.), *International Encyclopedia of the Social Sciences* (Vol. 4, pp. 281-282). Farmington Hills MI: Gale.
- Spender, J.-C. (2007). Scientific Management. In S. R. Clegg & J. R. Bailey (Eds.), *International Encyclopedia of Organization Studies*, (Vol. 4, pp. 1393-1397). Thousand Oaks CA: Sage Publications.
- Spender, J.-C. (2007). Knowledge Perspective. In M. Jenkins & V. Ambrosini (Eds.), *Advanced Strategic Management: A Multi-Perspective Approach* (2nd ed., pp. 173-184). Basingstoke: Palgrave Macmillan.
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- Spender, J.-C. (2007). Networks and Some Limits to Managing Them. In M. Gibbert & T. Durand (Eds.), *Strategic Networks: Learning to Compete* (pp. 171-189). Malden MA: Blackwell.
- Spender, J.-C. (2007). Structural Adjustments and Conflicting Recipes in the US Auto Industry. In T. Hämmäläinen & R. Heiskala (Eds.), *Social Innovations, Institutional Change and Economic Performance* (pp. 123-158). Cheltenham: Edward Elgar.
- Spender, J.-C. (2007). Knowledge Management, Technology, and Organization. In A. Salazar & S. Sawyer (Eds.), *Handbook of Information Technology in Organizations and Electronic Markets* (pp. 365-394). Hackensack NJ: World Scientific Press.
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- Spender, J.-C., & Marr, B. (2005). A Knowledge-Based Approach to Intellectual Capital. In B. Marr (Ed.), *Perspectives on Intellectual Capital* (pp. 183-195). Burlington MA: Elsevier Butterworth-Heinemann.
- Spender, J.-C. (2005). An Overview: What's New and Important about Knowledge Management? Building New Bridges between Managers and Academics. In S. Little & T. Ray (Eds.), *Managing Knowledge: An Essential Reader* (pp. 127-154). London: Sage.

- Spender, J.-C. (2004). Knowing, Managing and Learning. In C. Grey & E. Antonacopoulou (Eds.), *Essential Readings in Management Learning* (pp. 137-152). London: Sage Publications.
- Spender, J.-C. (2003). Multidimensional Theorizing: Some Methodological Comments about John Dunning's Eclectic Approach. In P. Gray (Ed.), *Extending the Eclectic Paradigm in International Business: Essays in Honor of John Dunning* (pp. 181-195). Northampton MA: Edward Elgar.
- Spender, J.-C. (2003). Knowledge Fields: Some Post-9/11 Thoughts about the Knowledge-Based Theory of the Firm. In C. W. Holsapple (Ed.), *Handbook on Knowledge Management* (Vol. 1, pp. 59-71). Berlin: Springer-Verlag.
- Spender, J.-C. (2002). Knowledge Management, Uncertainty, and the Emerging Theory of the Firm. In C. W. Choo & N. Bontis (Eds.), *The Strategic Management of Intellectual Capital and Organizational Knowledge* (pp. 149-162). Oxford: Oxford University Press.
- Spender, J.-C. (2001). Business Policy and Strategy as a Professional Field. In H. Vollerba & T. Elfring (Eds.), *Rethinking Strategy: Beyond Fragmentation* (pp. 26-40). London: Sage.
- Spender, J.-C. (2001). Gerenciado Sistemas de Conhecimento (A. Brandao, Trans.). In F. T. L & M. M. Oliviera (Eds.), *Gestao Estragica do Conhecimento* (pp. 27-49). Sao Paulo: Editoria Atlas.
- Spender, J.-C. (2000). Managing Knowledge Systems. In C. Despres & D. Chauvel (Eds.), *Knowledge Horizons* (pp. 149-167). Woburn MA: Butterworth-Heinemann.
- Spender, J.-C. (1999). Geography and Organizational Knowledge: Some Theoretical Considerations. In J. H. Dunning (Ed.), *New Jersey in a Globalizing Economy*. Newark: Rutgers CIBER.
- Spender, J.-C. (1999). Organizational Knowledge, Collective Practice and Penrose Rents (1994). In M. H. Zack (Ed.), *Knowledge and Strategy* (pp. 117-132). Woburn MA: Butterworth-Heinemann.
- Spender, J.-C., & Eden, C. (1998). Introduction. In C. Eden & J.-C. Spender (Eds.), *Managerial and Organizational Cognition: Theory, Methods and Research* (pp. 1-12). London: Sage.
- Spender, J.-C. (1998). Workplace Cognition: The Individual and Collective Dimensions. In C. Eden & J.-C. Spender (Eds.), *Managerial and Organizational Cognition: Theory, Methods and Research* (pp. 13-39). London: Sage.
- Spender, J.-C. (1998). Foreword. In M. Boisot (Ed.), *Knowledge Assets: Securing Competitive Advantage in the Information Economy* (pp. vii-x). Oxford: Oxford University Press.
- Spender, J.-C. (1998). The Geographies of Strategic Competence: Borrowing from Social and Educational Psychology to Sketch an Activity Based Theory of the Firm. In A. D. Chandler, P. Hagstrom & O. Solvell (Eds.), *The Dynamic Firm: The Role of Technology, Strategy, Organization, and Regions* (pp. 417-439). New York: Oxford University Press.
- Spender, J.-C., Slowinski, G., Farris, G. S., & Hull, F. (1996). Handling the Uncertainty in R&D Alliances. In D. Balkin, J. O. De Castro & D. Meyer (Eds.), *Public Policy and the Management of Innovation in Technology-Based Entrepreneurship* (pp. 55-70). Greenwich CT: JAI Press.

- Spender, J.-C. (1996). Competitive Advantage from Tacit Knowledge? Unpacking the Concept and its Strategic Implications (1993). In B. Moingeon & A. Edmondson (Eds.), *Organizational Learning and Competitive Advantage* (pp. 56-73). Thousand Oaks CA: Sage Publications.
- Kijne, H., & Spender, J.-C. (1996). Introduction. In J.-C. Spender & H. Kijne (Eds.), *Scientific Management: Frederick Winslow Taylor's Gift to the World?* (pp. xi-xx). Boston MA: Kluwer.
- Spender, J.-C. (1996). Villain, Victim or Visionary? F. W. Taylor's Contributions to Organization Theory. In J.-C. Spender & H. Kijne (Eds.), *Scientific Management: Frederick Winslow Taylor's Gift to the World?* (pp. 1-31). Norwell MA: Kluwer.
- Grinyer, P. H., & Spender, J.-C. (1996). Recipes, Cases, and Adaptation in Mature Businesses. In P. McKiernan (Ed.), *Historical Evolution of Strategic Management*. Brookfield VT: Ashgate Dartmouth.
- Brownlie, D., & Spender, J.-C. (1996). Beyond Mid-life Crisis: Linking Knowledge, Experience and Judgement in Marketing Management. In R. Fincham (Ed.), *New Relationships in the Organised Professions* (pp. 199-221). Aldershot: Avebury.
- Spender, J.-C. (1994). Workplace Knowledge as a Competitive Advantage: Management Education's Missed Targets. In Malm, A. (Ed.), *Does Management Matter? On Competencies and Competitive Advantage: The 1994 Crafoord Lectures* (pp. 37-68). Lund, Sweden: Institute of Economic Research, Lund University.
- Spender, J.-C. (1994). The Interface between Innovation and Bureaucracy. In T. Khalil & B. Bayraktar (Eds.), *Management of Technology: The Creation of Wealth* (Vol. 4, pp. 88-95). Norcross GA: Institute of Industrial Engineers.
- Spender, J.-C. (1992). Knowledge Management: Putting your Technology Strategy on Track. In T. M. Khalil & B. A. Bayraktar (Eds.), *Management of Technology* (Vol. 3, pp. 404-413). Norcross, GA: Institute of Industrial Engineers.
- Spender, J.-C. (1979). Theory Building and Theory Testing in Strategic Management. In D. Schendel & C. Hofer (Eds.), *Strategic Management: A New View of Business Policy and Planning* (pp. 394-404). Boston MA: Little, Brown.

Articles & Reviews:

- Pattit, J. M., Pattit, K. G., & Spender, J.-C. (in review). On RUP's Centenary. Special Issue on the 100th Anniversary of the publication of Risk, Uncertainty, and Profit, *Journal of Institutional Economics*.
- Spender, J.-C., & Kraaijenbrink, Jeroen. (2022). The Paradox of Strategizing: Embracing Managerial Agency without Throttling it. *Journal of Business Strategy Finance and Management*, 10(11).
- McLaren, Patricia Genoe, Bridgman, Todd, Cummings, Stephen, Lubinski, Christina, O'Connor, Ellen, Spender, J. C., & Durepos, Gabrielle. (2021). From the Editors—New Times, New Histories of the Business School. *Academy of Management Learning & Education*, 20(3), 293-299. doi:10.5465/amle.2021.0318

- Spender, J.-C. (2021). Towards a Firm for Our Time. *Kindai Management Review*, 9, 124-137.
- Spender, J.-C. (2021). A Note on Alternative 'Theories of the Firm'. In Michael Pirson, David M. Wasieleski, & Erica Steckler (Eds.), *Alternatives to the Theory of the Firm* (pp. 23-55). London: Routledge.
- Pattit, J. M., Pattit, K. G., & Spender, J.-C. (2020). Edith T. Penrose: Economist of 'The Ordinary Business of Life'. Special Issue on Edith Penrose. *Strategic Management Review*. online, to be published in print in 2021.
- Spender, J.-C. (2018). Management Education and Duff McDonald's Report on the Harvard Business School. *Journal of Intercultural Management and Ethics*, 1(2), 7-23.
- Spender, J.-C. (2018). 'Managing - According to Williamson, or to Coase?' *Kindai Management Review*, 6, 13-34.
- Spender, J.-C. (2018). 'Managing the Engines of Value Production.' *Real-World Economics Review*, 83, 99-115.
- Spender, J.-C. (2017). Review: The Golden Passport. Harvard Business School, the Limits of Capitalism, and the Moral Failure of the MBA Elite: de Duff McDonald Harper Collins, New York, 2017, 672 pages. *Revue Française de Gestion*, 43(265: May), 135-147.
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- Spender, J.-C., Corvello, Vincenzo, Grimaldi, Michele, & Rippa, Pierluigi. (2017). Startups and Open Innovation: A Review of the Literature. *European Journal of Innovation Management*, 20(1), 4-30.
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- Spender, J.-C. (2016). A Brief and Non-academic History of Management Education. *BizEd*, XV (2 (March/April)).
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- Spender, J.-C. (2015). The Theory of the Managed Firm (TMF). *Human Systems Management, Special Issue: Conceptualizing Humanistic Management* (34), 57-80. doi:10.3233/HSM-150835
- Spender, J.-C. (2015). Stop Worrying About Whether Machines are "Intelligent". *Harvard Business Review* (August 4th) - <https://hbr.org/2015/08/stop-worrying-about-whether-machines-are-intelligent>

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- Kianto, A., Ritala, P., Spender, J.-C., & Vanhala, M. (2014). The Interaction of Intellectual Capital Assets and Knowledge Management Practices in Organizational Value Creation. *Journal of Intellectual Capital*, 15(3): 362 - 375.
- Bierly, P. E., Gallagher, S., & Spender, J.-C. (2014). Innovation Decision-Making in High-Risk Organizations: A Comparison of the U.S. and Soviet Attack Submarine Programs. *Industrial & Corporate Change*, 23(3): 759-795.
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- Khurana, Rakesh, & Spender, J.-C. (2013). What skills do MBA students really need? *Financial Times*, Business Education Section. <http://www.ft.com/intl/cms/s/2/1fcbc01e-a5ed-11e2-b7dc-00144feabdc0.html#axzz2RBmbcFeK>
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- Spender, J.-C., & Strong, Bruce. (2010, August 23rd). Who Has Innovative ideas? Employees. *Wall Street Journal*, p. R5.
- Kraaijenbrink, J., Spender, J.-C. & Groen, A. (2010). The Resource-Base View: A Review and Assessment of Its Critiques. *Journal of Management*, 36(1), 349-372.
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