



ADAM BRANDENBURGER
J.P. Valles Professor
NYU Stern School of Business
Distinguished Professor
NYU Polytechnic School of Engineering
Faculty Director
NYU Shanghai Program on Creativity +
Innovation

NYU Stern School of Business
New York University
44 West 4th Street
New York, NY 10012
adam.brandenburger@stern.nyu.edu
adambrandenburger.com

The Strategist: Suggested Reading

Uncertainty

1. Feynman, R., *The Meaning of It All: Thoughts of a Citizen-Scientist*, Basic Books, 2005, pp.22-28.
2. Kuhn, T., *The Structure of Scientific Revolutions*, University of Chicago Press, 50th anniversary edition, 2012.
3. Burton, R., *On Being Certain: Believing You Are Right Even When You're Not*, St. Martin's Griffin, 2008, pp.96-101.

Strategy

1. Grove, A., *Only The Paranoid Survive: How to Exploit the Crisis Points That Challenge Every Company*, Currency/Doubleday, paperback edition, 1999, Chapter 2, pp.27-35.
2. Brandenburger, A., and B. Nalebuff, "Review of *Only the Paranoid Survive*," in *Harvard Business Review*, November-December 1996, pp.168-175.
3. Van den Steen, E., "A Formal Theory of Strategy," Working Paper 14-058, Harvard Business School, 2013.
4. Montgomery, C., *The Strategist: Be the Leader Your Business Needs*, Harper Business, 2012, Chapter 1, pp.7-14.
5. Krakauer, J., *Into Thin Air*, Anchor, reprint edition, 1999.
6. Kurson, R., *Shadow Divers*, Random House, 2005, pp.22-32.

Game Theory

1. "Game Theory I: Game Trees, Strategies, and Matrices," at adambrandenburger.com/slides/seminars/.
2. "Game Theory II: Maximin, Equilibrium, and Refinements," at adambrandenburger.com/slides/seminars/.
3. "Game Theory III: Structural and Strategic Uncertainty," at adambrandenburger.com/slides/seminars/.
4. Leyton-Brown, K., and Y. Shoham, *Essentials of Game Theory: A Concise, Multidisciplinary Introduction*, Morgan & Claypool, 2008.
5. Leonard, R., *Von Neumann, Morgenstern, and the Creation of Game Theory: From Chess to Social Science, 1900-1960*, Cambridge University Press, reprint edition, 2012.

The Prisoner's Dilemma ... or Another Game

1. Erickson, P., J. Klein, L. Daston, R. Lemov, T. Sturm, and M. Gordin, *How Reason Almost Lost Its Mind: The Strange Career of Cold War Rationality*, The Chicago of University Press, 2013, Chapter 5, pp.133-158.
2. Monk, R., *Robert Oppenheimer: A Life Inside the Center*, Anchor Books, 2012, pp.413-417 and 565-570.
3. Gaddis, J.L., *Strategies of Containment: A Critical Appraisal of American National Security Policy during the Cold War*, Oxford University Press, 2005.
4. Gaddis, J.L., *The Cold War: A New History*, Penguin, 2005.

Competition ... or Cooperation

1. De Waal, F., *The Age of Empathy: Nature's Lessons for a Kinder Society*, Harmony Books, 2009, pp.220-223.
2. De Waal, F., "One for All: Our Ability to Cooperate Has Deep Evolutionary Roots in the Animal Kingdom," *Scientific American*, September 2014, pp.69-71.
3. Brandenburger, A., and H. Stuart, "Value-Based Business Strategy," *Journal of Economics & Management Strategy*, 5, 1996, pp.5-24.
4. Brandenburger, A., and B. Nalebuff, *Co-opetition*, Currency/Doubleday, 1996, pp.11-22.
5. Gomes-Casseres, B., *Remix Strategy: The Three Laws of Business Combinations*, Harvard Business Review Press, 2015, pp.137-144.

The Bigger Picture ... or the Smaller Picture

1. Pólya, G., *How to Solve It: A New Aspect of Mathematical Method*, Princeton University Press, 1945.
2. Levitt, T., "Marketing Myopia," *Harvard Business Review*, July-August, 1960, pp.45-56.
3. Ostrom, E., "Beyond Markets and States: Polycentric Governance of Complex Economic Systems," 2009, pp.408-418; at nobelprize.org/nobel_prizes/economic-sciences/laureates/2009/ostrom_lecture.pdf.
4. Ostrom, E., *Governing the Commons: The Evolution of Institutions for Collective Action*, Cambridge University Press, 1990.

Trade-offs ... or Trade-ons

1. Garland. T., "Trade-offs," *Current Biology*, 24, 2014, R60-R61.
2. Noguchi, J., "The Legacy of W. Edwards Deming," *Quality Progress*, 28, 1995, pp.35-38.
3. Hayes, R., G. Pisano, D. Upton, and S. Wheelwright, *Operations, Strategy, and Technology: Pursuing the Competitive Edge*, Wiley, 2005, pp.50-51.
4. Brandenburger, A., and B. Nalebuff, *Co-opetition*, Currency/Doubleday, 1996, pp.122-127.

My Mind ... or Your Mind

1. Singer, T., and A. Tusche, "Understanding Others: Brain Mechanisms of Theory of Mind and Empathy," in Glimcher, P., and E. Fehr, *Neuroeconomics: Decision Making and the Brain*, Academic Press, 2nd edition, 2014, pp.516-519.
2. Stiller, J., and R. Dunbar, "Perspective-Taking and Memory Capacity Predict Social Network Size," *Social Networks*, 29, 2007, pp.93-104.
3. Frith, U., and C. Frith, "Development and Neurophysiology of Mentalizing," *Philosophical Transactions of the Royal Society B*, 358, 2003, pp.459-473.
4. Brandenburger, A., *The Language of Game Theory: Putting Epistemics into the Mathematics of Games*, World Scientific, 2014, pp.xix-xxii.
5. Dunbar, R., *Grooming, Gossip, and the Evolution of Language*, Harvard University Press, 1996.
6. Oatley, K., "In the Minds of Others," *Scientific American MIND*, November/December 2011, pp.63-67.
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The Normal Distribution ... or Another Distribution

1. Weston, S., "Envisioning the Improbable: Judgment and Strategy in Heavy-Tailed Contexts," *Academy of Management Proceedings*, 2014, 12849.
2. Newman, M., "Power Laws, Pareto Distributions, and Zipf's Law," *Contemporary Physics*, 46, 2005, pp.323-325.
3. Sornette, D., *Critical Phenomena in Natural Sciences*, Springer, 2001.
4. Tao, T., "A Review of Probability Theory," at <https://terrytao.wordpress.com/2010/01/01/254a-notes-0-a-review-of-probability-theory/>.

Weakness ... or Strength

1. Leonard-Barton, D., "Core Capabilities and Core Rigidities: A Paradox in Managing New Product Development," *Strategic Management Journal*, 13, 1992, 111-125.
2. Christensen, C., *The Innovator's Dilemma*, Harvard Business School Press, 1997.
3. Brandenburger, A., and B. Nalebuff, *Co-opetition*, Currency/Doubleday, 1996, Chapter 8.2, pp.236-242.
4. Anderson, S., *Lawrence in Arabia: War, Deceit, Imperial Folly and the Making of the Modern Middle East*, Doubleday, 2013, pp.283-285.
5. Caro, R., *The Years of Lyndon Johnson: The Path to Power*, Vintage, 1990, pp.398-399 and 428-429.
6. *The Thirty-Six Strategies of Ancient China*, by S. Verstappen, China Books & Periodicals, 1999, p.57.
7. Liddell Hart, B., *Strategy*, Penguin, 2nd revised edition, 1967, pp.334-337 ("The Concentrated Essence of Strategy and Tactics") and pp. 361-370 ("Guerrilla War").