

VITAE

Todd R. Zenger

April 2024

CONTACT

David Eccles School of Business
The University of Utah
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EDUCATION

Ph.D. Organization and Strategic Studies, 1989, John E. Anderson Graduate School of Management, University of California, Los Angeles.

B.A. Economics *with distinction*, 1983, Stanford University.

CURRENT POSITIONS

N. Eldon Tanner Chair in Strategy and Strategic Leadership, David Eccles School of Business, University of Utah, 2014-present.

Presidential Professor, University of Utah, 2016-present.

Academic Director, Goff Strategic Leadership Center 2017-present.

Editor in Chief, *Strategy Science* 2022-

PREVIOUS POSITIONS

Academic Director, Master of Business Creation, 2021-2023.

Chair, Department of Entrepreneurship and Strategy, 2016-2020.

Robert and Barbara Frick Professor of Business Strategy, Olin Business School, Washington University, 2004-2014.

Academic Director, Executive MBA Program, 2003-2014.

Strategy Area Chair, 2000-2008, 2010-2014, Olin Business School.

Chair of the Tenured Faculty, Olin Business School, 2008-2010.

Senior Associate Dean for Academic Affairs, Olin Business School, Washington University, 2001-2003.

Chaired Professor of Organization and Strategy, Olin Business School, Washington University, 2002-2004.

Professor of Organization and Strategy, Olin Business School, Washington University, 1998-2002.

Associate Professor of Organization and Strategy, Olin Business School, Washington University, 1995-1998.

Assistant Professor of Organization and Strategy, Olin Business School, Washington University, 1990-1995.

Resident Fellow, Center for Business, Law, and Economics, Olin Business School, 1993-1996.

Assistant Professor of Strategy, School of Business and Management, Pepperdine University, 1989 - 1990.

Post Doctoral Fellow in Institutional Economics, Walter A. Haas School of Business Administration, University of California, Berkeley, winter 1989.

Visiting Assistant Professor of Strategy, School of Business and Management, Pepperdine University, 1988 - 1989.

Doctoral Fellow, John M. Olin Foundation, University of California, Los Angeles, 1986-1988.

PUBLICATIONS

Refereed Articles

“A Scientific Method for Startups” (with Teppo Felin, Alfonso Gambardella, and Elena Novelli), *Journal of Management*, forthcoming.

“The Theory-Based View: Entrepreneurial Microfoundations, Resources, and Choices,” *Strategic Management Journal*, 2023, 44(12): 2922-2949.

“Ownership Competence: the enabling and constraining role of institutions” (with Nicolai Foss, Peter Klein, Lasse Lien, and Thomas Zellweger), *Strategic Management Journal*, 2023, 44(8): 1955-1964.

- “Resource Origins and Search” (with Teppo Felin and Stuart Kauffman), *Strategic Management Journal*, 2023, 44(6): 1514-1533.
- “Entrepreneurs as Scientists: A pragmatist approach to producing value out of uncertainty” (with Thomas Zellweger), *Academy of Management Review*, 2023, 48(3): 379-408.
- “Entrepreneurs as Scientists, Bayesian Inference, and Belief Revision,” *Journal of Business Venturing Insights*, 2022, 18(9): e00350.
- “The Firm as a Subsociety: purpose, justice and the theory of the firm” (with Claudine Gartenberg), *Organization Science*, 2022, 34(5): 1651-1996.
- “Entrepreneurs as Scientists: A pragmatist alternative to the Creation-Discovery Debate” (with Thomas Zellweger), *Academy of Management Review*, 2022, 47(4): 696-699. (Dialogue Paper)
- “The Influence of Pay Transparency on (Gender) Inequity, Inequality, and the Performance-basis of Pay” (with Tomasz Obloj), *Nature Human Behaviour*, (2022), 6: 646–655.
- “Oliver Williamson and the Strategic Theory of the Firm” (with Nick Argyres), *Journal of Institutional Economics*, (2022), 18(2): 209-217.
- “Doing Well by Doing Good, Uniquely: Materiality and the Market Value of Unique CSR Strategies”, (with Leandro Nardi, Sergio Lazzarini, and Sandro Cabral), *Strategy Science*, 2022, 7 (1): 10-26.
- “Value Lab: A Tool for Entrepreneurial Strategy” (with Teppo Felin and Alfonso Gambardella), *Management and Business Review*, 2021, 1(2): 68-76.
- “Ownership Competence” (with Nicolai Foss, Peter Klein, Lasse Lien, and Thomas Zellweger), *Strategic Management Journal*, 2021, 42(2): 303-328.
- “Lean Startup and the Business Model: Experimentation Revisited” (with Teppo Felin), *Long Range Planning Journal*, 2020, 53(4): 101889.
- “Open Innovation: A Theory-based View” (with Teppo Felin), *Strategic Management Review*, 2020, 1(2): 223-232.
- “Politics, Governance, and Leadership: what can we learn from the Academy of Management’s response to E013769?” (with Gerald F Davis, Michel Anteby, Forrest S Briscoe, P Devereaux Jennings, Samina Karim, Aseem Kaul, Sergio Lazzarini, Banu Özkazanç-Pan, Paul Donnelly, Andreas Rasche, Anne S Tsui, and Thomas A Wright), *Journal of Management Inquiry*, 2019, 28(3): 283-290.
- “Special Issue Introduction: Assessing Key Dimensions of Strategic Decisions”, *Strategy Science* 2018, 3(4): 555-557.

- “What Makes a Decision Strategic?” (with Michael Leiblein and Jeffrey Reuer), *Strategy Science*, 2018, 3(4): 558-573.
- “The Theory-based View: Economic Actors as Theorists” (with Teppo Felin), *Strategy Science*, 2017, 2(4): 258-271.
- “Creating and Capturing value in Repeated Exchange Relationships: The Second Paradox of Embeddedness” (with Dan Elfenbein), *Organization Science*, 2017, 28(5): 894-914.
- “Network Prominence, Bargaining Power, and the Allocation of Value Capturing Rights in High-Tech Alliance Contracts” (with Umit Ozmel, Jeffrey Reuer, and Deniz Yavuz), *Organization Science*, 2017, 28(5): 947-964.
- “Organization Design, Proximity and Productivity Responses to Upward Social Comparison” (with Tomasz Obloj), *Organization Science*, 2017, 28 (1): 1-18 (lead article).
- “Problems, Theories, and Governing the Crowd” (with Jackson Nickerson and Robert Wuebker), *Strategic Organization*, 2017, 15(2): 275-288.
- “The Lemons Problem in Markets for Strategy” (with Mary Benner), *Strategy Science*, 2016, 1(2): 71-89.
- “CROSSROADS—Strategy, Problems, and a Theory for the Firm” (with Teppo Felin), *Organization Science*, 2016, 27(1): 222-231.
- “Valve Corporation: Composing Internal Markets” *Journal of Organization Design*, 2015, 4 (2): 20-21.
- “Closed or Open Innovation? Problem Solving and the Governance Choice” (with Teppo Felin), *Research Policy*, 2014, 43(5): 914-925.
- “What is a Relationship Worth? Repeated Exchange and the Development and Deployment of Relational Capital” (with Dan Elfenbein), *Organization Science*, 2014, 25(1): 222-244.
Recipient: Best Paper Award, Atlanta Competitive Advantage Conference (ACAC), 2009.
- “Corporate Strategy, Analyst Coverage, and the Uniqueness Paradox” (with Lubo Litov and Patrick Moreton), *Management Science*, 2012, 58 (10): 1797-1815.
- “The Organizational Economics of Organizational Capability and Heterogeneity: A Research Agenda” (with Nick Argyres, Teppo Felin and Nicolai Foss), *Organization Science*, 2012, 23(5): 1213-1226.

- “Capabilities, Transaction Costs, and Firm Boundaries: An Integrative Theory” (with Nick Argyres), *Organization Science*, 2012, 23(6): 1643-1657.
- “Sailing into the Wind: Exploring the Relationships among Ambidexterity, Vacillation and Organizational Performance” (with Peter Boumgarden and Jackson Nickerson) *Strategic Management Journal*, 2012, 33:587-610.
- “Theories of the Firm-Market Boundary” (with Teppo Felin and Lyda Bigelow), *Academy of Management Annals*, 2011, 5(1): 89-133.
- “Information aggregation, matching and radical market-hierarchy hybrids: Implications for the theory of the firm” (with Teppo Felin), *Strategic Organization*, 2011, 9(2): 163-173.
- “The Small Firm Effect and the Entrepreneurial Spawning of Scientists and Engineers” (with Dan Elfenbein and Bart Hamilton), *Management Science*, 2010, 56(4): 659-681. Recipient: INFORMS Times (Technology, Innovation Management, and Entrepreneurship Section) 2015 Best Paper Award.
- “Entrepreneurs as Theorists: On the Origins of Entrepreneurial Beliefs and Novel Strategies” (with Teppo Felin), *Strategic Entrepreneurship Journal*, 2009, 3 (2): 127-146.
- “The Knowledge Economy: Emerging Organizational Forms, Missing Microfoundations and Key Considerations for Managing Human Capital.” (with Teppo Felin and Joshua Tomsik), *Human Resource Management*, 2009, 48 (4): 555-570.
- “Envy, Comparison Costs, and the Economic Theory of the Firm” (with Jackson Nickerson), *Strategic Management Journal*, 2008, 29(13): 1371-1394. Recipient: Olin Award, Olin School Best Paper Award, 2008.
- “Dealing with the Paradox of Embeddedness: The Role of Contracts and Trust in Facilitating Movement out of Committed Relationships” (with Sergio Lazzarini and Gary Miller), *Organization Science*, 2008, 19(5); 709-728.
- “Examining the Conditional Limits of Relational Governance: Specialized Assets, Performance Ambiguity, and Long-standing Ties” (with Laura Poppo and Zheng Zhou), *Journal of Management Studies*, 2008, 45(7): 1195-1216.
- “The ‘Problem’ of Creating and Capturing Value” (with Jack Nickerson & Brian Silverman), *Strategic Organization*, 2007, 5 (3): 211-226.
- “Opportunity Discovery, Problem Solving and the Entrepreneurial Theory of the Firm” (with Chihmao Hsieh and Jack Nickerson), *Journal of Management Studies*, 2007, 44 (7): 1255-1277.
- “A Knowledge-based Theory of the Firm—The Problem Solving Perspective” (with Jack Nickerson), *Organization Science*, 2004, 15(6): 617-632 (lead article).

- “Order with Some Law: Complementarity vs. Substitution of Formal and Informal Arrangements” (with Sergio Lazzarini and Gary Miller), *Journal of Law, Economics, and Organization*, 2004, 20 (2): 261-298 (lead article).
- “Compensating for Innovation: Do Small Firms Offer High-Powered Incentives that Lure Talent and Motivate Effort” (with Sergio Lazzarini), *Managerial and Decision Economics*, 2004, 25: 329-345.
- “Being Efficiently Fickle: A Dynamic Theory of Organizational Choice” (with Jack Nickerson), *Organization Science*, 2002, 13(5): 547-566.
- “Do Formal Contracts and Relational Governance Function as Substitutes or Complements?” (with Laura Poppo), *Strategic Management Journal*, 2002, 23(8): 707-725.
Recipient: The Dan and Mary Lou Schendel Best Paper Prize, Strategic Management Society, 2019.
- “Informal and Formal Organization in New Institutional Economics,” (with Sergio Lazzarini and Laura Poppo) *Advances in Strategic Management*, 2002, 19: 277-306.
- “Crafting Internal Hybrids: Complementarities, Common Change Initiatives, and the Team-based Corporation” *International Journal of the Economics of Business*, 2002, 9(1): 79-95.
- “The Determinants of Incentive Intensity in Group-Based Rewards” (with C.R. Marshall), *Academy of Management Journal*, 2000, 43(2): 149-163.
Recipient: Recipient Best Paper Award, Academy of Management Human Resources Division, 1995.
- “Comment: Dynamically Engineering Bureaucracy” (with Jackson Nickerson), *Journal of Law, Economics, and Organization*, 1999, 15 (1): 47-55.
- “Testing Alternative Theories of the Firm: Transaction Cost, Knowledge-Based, and Measurement Explanations for Make-or-Buy Decisions in Information Services” (with Laura Poppo), *Strategic Management Journal*. 1998, 19: 853-877.
- “The Disaggregation of Corporations: Selective Intervention, High-Powered Incentives, and Molecular Units,” (with William Hesterly), *Organization Science*, 1997, 8 (3): 209-222 (lead article).
- “Explaining Organizational Diseconomies of Scale in R&D: The Allocation of Engineering Talent, Ideas, and Effort by Firm Size.” *Management Science*, 1994, 40(6): 708-729.
- “The Myth of a Monolithic Economics: Fundamental Assumptions and the Use of Economic Models in Policy and Strategy Research,” (with William Hesterly) *Organization Science*, 4 (1993):496-510.

Reprinted in *Talking About Organization Science: Debates, Discourses, Dialogue and Directions*, Peter Frost, Richard Daft, and Arie Lewin, editors, Thousand Oaks, CA: Sage Publications, 2000.

“Why Do Employers Only Reward Extreme Performance? Examining the Relationships Among Performance, Pay, and Turnover.” *Administrative Science Quarterly*, 37 (1992): 198-219 (lead article).

“Organizational Economics: An impending revolution in organization theory?” (with William Hesterly and Julia Liebeskind), *Academy of Management Review*, 1990, 15(3): 402-420.

“Diseconomies of Scale in Employment Contracts” (with Eric Rasmusen), *Journal of Law, Economics, and Organization*, 1990, 6(1): 65-92.

“Organizational Demography: The differential effects of age and tenure distributions on technical communication.” (with Barbara Lawrence), *Academy of Management Journal*, 1989, 32(3): 353-376.

Books

Beyond Competitive Advantage: How to solve the puzzle of sustaining growth while creating value, Harvard Business Review Press, June 2016.
Recipient: Axiom Best Business Book Award 2017 (Gold Medal)

Media Coverage

The BBC, BusinessWeek, Business Insider, Chronicle of Philanthropy, Financial Times, Forbes, The Globe and Mail, Handelsblatt Today, Harvard Business Review, HR Daily Advisor, HR Executive, Inc. Magazine, New York Times, Social Europe, Time Magazine, The Morning Brew, The Swaddle, Today Online, Wall Street Journal.

HBR Publications, Book Chapters and Other Publications

“(Unavoidable) Dynamics in Incentive Design” (with Tomasz Obloj), *Handbook of Research on Strategic Human Capital Resources*, (Anthony Nyberg and Thomas Moliterno, editors), pp. 434-446.

“What Sets Breakthrough Strategies Apart” *MIT Sloan Management Review*, Winter 2018 Magazine.

“The Downside of Full Pay Transparency” *Wall Street Journal*, August 14, 2017.

“The Case Against Pay Transparency”, *Harvard Business Review*, September 2016.

- “Do M&A Deals Every Really Create Value?”, *Harvard Business Review*, digital article, July 6, 2016.
- “Why Google Became Alphabet”, *Harvard Business Review*, digital article, August 11, 2015.
- “Trial and Error is No Way to Make a Strategy”, *Harvard Business Review*, digital article, April 24, 2015.
- “Start with a Theory, Not a Strategy”, *Harvard Business Review*, digital article, June 3, 2014.
- “Agency Problems” (with Timothy Gubler), *Palgrave Encyclopedia of Strategic Management*, 2014.
- “Dynamics of Organizational Structure” (with Nick Argyres), *Handbook on Economic Organization*, (Anna Grandori, editor), 2013.
- “Strategy: The Uniqueness Challenge”, *Harvard Business Review*, November 2013.
- “What is the Theory of Your Firm?”, *Harvard Business Review*, June 2013.
- “The Disney Recipe”, *Harvard Business Review*, digital article, May 28, 2013.
- “Limits to the Scale and Scope of the Firm” (with Jeffrey Xiaofei Huang), *The Economic Institutions of Strategy*, (Jackson Nickerson and Brian Silverman, editors), *Advances in Strategic Management*, Volume 26, 2009.
- “Governing Knowledge Creation: A Problem Finding and Problem Solving Perspective” (with Bruce Heiman and Jack Nickerson), *Knowledge Governance* (Nicolai Foss, editor), *Oxford University Press*, 2008.
- “Information Intermediaries Incentives and Corporate Strategy Choices in the US” (with Patrick Moreton), *Corporate Governance and Firm Organization*. Oxford University Press (Anna Grandori, editor), 2004, pp. 113-140.

Conference Paper Proceedings

- “Are Capability-based Theories of Firm Boundaries Really Distinct from Transaction Cost Theory? *Academy of Management Best Paper Proceedings*, 2007.
- “The Economic and Social Embeddedness of Relational Governance: An Empirical Study of Origins and Effectiveness.” (with Poppo, Laura, Zheng Zhou) *2003. Academy of Management Best Paper Proceedings*.
- “Group-Based Pay Plans: An Empirical Test of the Relationship Among Size, Incentive Intensity, and Performance,” (with CR Marshall) *1995 Academy of Management Best*

Paper Proceedings, pp. 161-165. (Recipient of Human Resources Division Best Paper Award)

“Opportunism, Routines, Measurement, and Boundary Choices: A Test of Transaction Cost and Resource-Based Explanations for Make-or-Buy Decisions in Information Services,” (with Laura Poppo) *1995 Academy of Management Best Paper Proceedings*, pp. 42-46.

“Employment Contracts, Performance, and Turnover among High-Technology Engineers,” *Proceedings of Conference on Managing High Technology Firms 1990*, High Technology Management Research Center, University of Colorado, Boulder.

Published Teaching Cases

“Monsanto and the Renessen Joint Venture: Globalizing Agricultural Biotechnology (A) and (B),” Olin Case Series (with Rahul Deshmukh).

“Corporate Strategy at Monsanto: Pressure to End the Life Sciences Experiment,” Olin Case Series (with Sergio Lazzarini).

Hewlett-Packard (A)-(D), Olin Case Series (with Leslee Zillmer).

Disney Corporate Strategy (A): Barbarians at the Magic Kingdom’s Gate, Disney Corporate Strategy (B): The Wonder Years, Disney Corporate Strategy (C): The Kingdom Under Siege, Olin Case Series.

WORKING PAPERS

“Competing with theories: how entrants use superior awareness (or confidence) to secure incumbents’ resources and capture rents” (with Timo Ehrig).

“Do Managers Face a Paradox in Selecting Corporate Strategy? Evidence from Mergers and Acquisitions,” (with Lubo Litov).
Recipient: Best Conference Paper Prize (Honorable Mention), Strategic Management Society meetings, Prague, 2012.

“Leadership Vacillation as a Pattern of CEO Succession” (with James Yen and Jackson Nickerson and Mu-Jeung Yang).

“Pay Transparency and Productivity” (with Cedric Gutierrez Moreno and Tomasz Obloj).

“Technological Uniqueness and Firm Performance” (with Yang Fan, Lubomir Litov, and Mu-Jeung Yang)

FELLOWSHIPS & AWARDS

Fellow of the Academy of Management, 2023.

Fellow of the Strategic Management Society, 2022.

The Dan and Mary Lou Schendel Best Paper Prize, awarded for most impactful paper in the *Strategic Management Journal* by the Strategic Management Society, 2019.

Eccles School Research Award 2018.

Axiom Best Business Book Award 2017 (Gold Medal in Business Theory) for *Beyond Competitive Advantage: How to Solve the Puzzle of Sustaining Growth while Creating Value*, HBR Press.

INFORMS Times (Technology, Innovation Management, and Entrepreneurship Section) 2015 Best Paper Award.

Best Conference Paper Prize (Honorable Mention), Strategic Management Society meetings, Prague, 2012.

Best Paper Award, Atlanta Competitive Advantage Conference (ACAC), 2009.

Olin Award, 2008, Olin School Best Paper Award.

Teacher of the Year, Executive MBA, 2007.

Teacher of the Year, Professional MBA, 2005.

Teacher of the Year, Executive MBA, 1995.

Best Paper Award, Human Resources Division, Academy of Management, 1995.

Resident Fellow, Center for Business, Law, Economics, Washington University, 1993-1995.

Post-doctoral Fellow in Institutional Economics, Haas School of Business University of California - Berkeley, Winter 1988.

State Farm Companies Dissertation Award in Business, 1987.

John M. Olin Doctoral Fellowship, UCLA, 1985-1987.

EDITORIAL ACTIVITIES

Editor in Chief, *Strategy Science*, 2022-

Senior Editor, *Strategy Science* (new INFORMS journal), 2013-2021.

Associate Editor, *Journal of Organizational Design*, 2017-present.

Associate Editor, *Management Science* (strategy area), 2004-2010.

Special Issue Editor, *Organization Science*, 2009-2011.

Editorial Board, *Strategic Management Journal*, 2008-present.

Editorial Board, *Academy of Management Review*, 2002-2008.

Editorial Board, *Strategic Organization*, 2003-2008.

Editorial Board, *Organization Science*, 1998-2006.

REFEREEING ACTIVITIES

Administrative Science Quarterly
Academy of Management Journal
Academy of Management Review
Organization Science
Journal of Management
Journal of Management Studies
Journal of Law, Economics, and Organization
Journal of Organization Design
Management Science
Research Policy
Strategic Management Journal
Strategic Organization
Strategy Science

CONFERENCE PRESENTATIONS

Strategic Management Society (September 2023), Facts, Papers, and the Future of Strategy Research.

Strategic Management Society (September 2023), SRF Dissertation Research Program Workshop, scholar panelist.

Strategic Management Society (September 2023), Corporate Strategy: Opportunities for cross-disciplinary research, panelist.

Strategic Management Society (September 2023), Pay Transparency and Productivity.

Academy of Management (August 2023), Frontiers on Purposeful Stakeholder Organization.

Academy of Management (August 2023), The Competitive Advantage of Theories, Mental Representations, and Experimentation.

Academy of Management (August 2023), Private Equity and Alternative Ownership/Governance: Research Opportunities for Strategy Scholars.

Academy of Management (August 2023), Foundations of a Theory-Based View of Strategy, Entrepreneurship, and Innovation.

Academy of Management (August 2023), Equity Market Pressures and Strategy.

Strategic Management Society (September 2022), A Scientific Approach to Entrepreneurship and Management.

Strategic Management Society (September 2022), What can management scholars and economists teach each other about inter-organizational governance?

Academy of Management (August 2022), Organizing for Good, Symposium Presentation.

Academy of Management (August 2022), A Strategic Theory of the Firm, Symposium Presentation.

Academy of Management (August 2022), Experimentation in Strategy and Entrepreneurship, Symposium Presentation.

SMS Masterclass (March 2022), Theories of the Firm (Virtual)

STR Seminar (June 2021), The Limits and Idiosyncracies of Public Equity Markets and Public Corporations (Virtual)

Owners as Strategists (June 2021), "Ownership Competence," Bocconi and Univesity of St. Gallen (Virtual)

Strategy Science (April 2021), The Firm as a Subsociety, HBS (Virtual).

Academy of Management (August 2020), Broadening Our Sight: Re-imagining Organizational Theories, Practices & Pedagogies.

Academy of Management (August 2020), Open Topics in Organizational Design.

Academy of Management (August 2020), A Scientific Approach to Start-ups.

Academy of Management (August 2020), Thoughts on Platforms, Platform Research, and Beyond.

Academy of Management (August 2020), A Theory-Based View of Entrepreneurship and Resource Formation.

Academy of Management (August 2020), Doing Well by Doing Good, Uniquely: The Market Value of Unique CSR Strategies.

Berkeley Haas Culture Conference, (January 2020), A Social Theory of the Firm—the firm as a subsociety.

Wharton Conference on Corporate Strategy and Innovation, (December, 2019), The influence of pay transparency on inequity, inequality, and the performance-basis of pay.

Strategic Management Society, (October 2019), Do we need to rethink corporate strategy in light of GE failure?

Strategic Management Society, (October 2019), Doing Well by Doing Good, Uniquely (with Leandor Nardi, Sergio Lazzarini, and Sandro Cabral)

Strategic Management Society, (October 2019), What makes a decision strategic?

Academy of Management, Boston (August 2019), A Social Theory of the Firm—the firm as a subsociety.

Academy of Management, Boston (August 2019), The Real Paradox of Embeddedness, Symposium on Interfirm Ties.

Academy of Management, Boston (August 2019), Dynamics of Governance, Discussant Comments.

Academy of Management, Boston (August 2019), Reviving a Political Perspective of Organizations and Behavioral Strategy: From Theories to Methods.

Academy of Management, Boston (August 2019), Future Directions and New Perspectives on the Research on Interfirm Collaborations.

The New Enlightenment, Edinburgh, Scotland (July 2019), Entrepreneurship and Innovation in an Age of Uncertainty (Panelist)

Strategic Management Society, Las Vegas (March 2019) A Practical Translation of Strategic Leadership.

Strategic Management Society, Paris (October 2018), Integrating Micro and Macro Perspectives on Human Capital.

Academy of Management, Chicago (August 2018), Open Innovation and the Theory of the Firm: How do Organizations and Boundaries still Matter?

Academy of Management, Chicago (August 2018), Discussant: The Future of Analysts' Work: Importance And Challenges Ahead.

Academy of Management, Chicago (August 2018), Entrepreneurial Strategy as Theory, Hypothesis and Experiment: Toward a Methodology and Protocol.

Academy of Management, Chicago (August 2018), Panelist, Social Ontology: Building a Foundation for the Social Sciences.

Academy of Management, Chicago (July 2018), Management in the Age of Machine Intelligence.

Strategy Science Conference (June 2018), Plenary Panelist: Entrepreneurial Strategy—Theory/Hypothesis/Experiment.

Rumelt Conference, Washington University (May 2018), Problem finding, problem solving, and a theory-based view of strategy.

Organization Science Winter Conference (March 2018), Plenary Address: Technology and Organization.

Strategic Management Society, Houston (October 2017), Strategic Foresight and Corporate Investment: can we motivate foresight?

Strategic Management Society, Houston (October 2017), Strategy and the Theory of the Firm.

Strategy Science Special Conference, Cupertino, (September 2017), Theory-based View of Strategy and Markets.

Academy of Management, Atlanta (August 2017), Where Do Capabilities Come From?

Academy of Management, Atlanta (August 2017), Organizational Structure and Individual Level Interactions.

Academy of Management, Atlanta (August 2017), The Visible Hand in the Age of Platforms and Modularity.

Academy of Management, Atlanta (August 2017), Discussant Comments

Academy of Management, Atlanta (August 2017), Corporate Theories, Governance, and the Scope of the Firm.

Academy of Management, Atlanta (August 2017), Explaining Away the Firm-Specific Human Capital Paradox.

3rd Lugano Conference on Organizations (June 2017), Plenary Remarks: Problem Finding, Problem Solving, and Theories of Value.

Winter Innovation Summit (January 2017), Panelist.

Strategic Management Society, Berlin (September 2016), Panelist: Strategy Microfoundations and Human Capital: The Way Forward.

Strategic Management Society, Berlin (September 2016), Panelist: The Strategic Human Capital Interest Group: A Six Year Retrospective and Look Ahead.

Strategic Management Society, Berlin (September 2016), Panelist: The Opportunity is the Problem: New Directions in Entrepreneurship.

Strategic Management Society, Berlin (September 2016), "Entrepreneurial Theories, Entrepreneurial Action, and the Theory of the (New) Firm" (with Robert Wuebker).

Academy of Management, Anaheim, (August 2016), Panelist: Do I Have an Endogeneity Problem, and Does It Matter?

Academy of Management, Anaheim, (August 2016), Panelist: Interactions for Innovation: Firms, Communities, and Crowds.

Academy of Management, Anaheim, (August 2016), Panelist: Corporate Short-termism and Strategy: Causes and Consequences.

"Organizing Crowds and Innovation", Oxford, (October 2015), "Theories, Problem Representations, and Governance (of the Crowd)."

Academy of Management, Vancouver, (August 2015), Panelist: The Organizational Safari.

Academy of Management, Vancouver, (August 2015), "Opening Governance and Innovation".

Academy of Management, Vancouver, (August 2015), "The Lemons Problem in Markets for Strategy" (with Mary Benner).

BYU-Utah Winter Strategy Conference, February 2015, Entrepreneurial Theories, Entrepreneurial Actions, and the Theory of the (New) Firm (with Rob Wuebker).

Organization Design Conference, Philadelphia, (August 2014), "How can firms use organization design to adapt in their external environment?"

Academy of Management, Philadelphia, (August 2014), “The Governance Origins of Capability.”

Academy of Management (Philadelphia 2014), “Strategy and Finance: The Lemons Problem in Markets for Strategy.”

Strategic Management Society, Copenhagen (March 2014), “The Role of Organizational Design in the Microfoundations of Strategy” (plenary speaker).

Academy of Management, Florida (August 2013), “Efficient durable domination.”

Academy of Management, Florida (August 2013), Firm Specific Human Capital Symposium (discussant remarks).

Academy of Management, Florida (August 2013), Bargaining Power, Network Prominence, and Alliance Contracts.

Atlanta Competitive Advantage Conference, May 2013, “Open vs. Closed Innovation, Problem Solving, and Governance Choice.” (plenary panel)

MIT Conference on Open Innovation, (April 2013), “Open vs. Closed Innovation, Problem Solving, and Governance Choice.”

Strategic Management Society, Prague, (October 2012), “What’s the real governance problem in strategy?”

Strategic Management Society, Prague, (October 2012), “Do managers face a paradox in selecting corporate strategy within strategic factor markets? Evidence from mergers and acquisitions” (with Lubo Litov).

Academy of Management (August 2012), Boston “Open Innovation, Problem Solving, and the Theory of the Firm.”

Open and User Innovation Conference (August 2012), Harvard, “Open Innovation, Problem Solving, and the Theory of the Firm” (with Teppo Felin).

Open Innovation Conference (June 2012), London, UK, Open Innovation, Problem Solving, and the Theory of the Firm” (with Teppo Felin).

European School for New Institutional Economics, (June 2012), Corsica, “The Dynamics of Organizing.”

Atlanta Competitive Advantage Conference (May 2012), A narrow, conveniently-researched, UCLA-centric oral history of events leading to the emergence of the resource-based view.

Academy of Management (August, 2011), “Research on Firm Scope: Future Directions,” Distinguished Speaker.

Academy of Management (August 2011), “Prices, Information Aggregation, and the Theory of the Firm” (with Teppo Felin).

Academy of Management (August 2011), “Microfoundations of Organizational Performance: a research agenda.”

INSEAD Strategy Day, “The Distribution of Value in Relationships” (May 2011) (with Dan Elfenbein).

BYU-Utah Winter Strategy Conference (March 2011) “(Dynamic) Capabilities, Value Creation, and the Boundaries of the Firm.”

Israel Strategy Conference (December 2010), “The Distribution of Value in Relationships: Bargaining over Relational Capital” (with Dan Elfenbein).

Strategic Management Society, Rome (September 2010), “Ability Sorting: Evidence from PhDs in Engineering and Science,” (with Dan Elfenbein and Barton Hamilton).

Strategic Management Society, Rome (September 2010), “Why Should We Have a Strategic Human Capital Interest Group” (Panel Presenter).

SMJ Strategy and Organizational Design Conference, Harvard Business School, (October 2010), “Sailing into the Wind: Exploring the Relationships among Ambidexterity, Vacillation and Organizational Performance” (with Jackson Nickerson and Peter Boumgarden).

Academy of Management (August 2010), “Do Investors Value Uniqueness in Corporate Strategy? Evidence from Mergers and Acquisitions” (with Lubo Litov).

Academy of Management (August 2010), “New Theories of the Firm, Heterogeneity, and Strategy” (Panel Presenter).

Academy of Management (August 2010), “Ability Sorting by Firm Size: Evidence from PhD’s in Engineering and Science” (with Dan Elfenbein and Bart Hamilton).

Academy of Management (August 2010), “Do Investors Value Uniqueness in Corporate Strategy? Evidence from Mergers and Acquisitions” (with Lubo Litov).

Atlanta Competitive Advantage Conference (May 2010), “Capabilities, Transactions Costs, and Firm Boundaries: A Dynamic Perspective and Integration” (with Nicholas Argyres).

Strategic Management Society, Washington DC (October 2009), “The Influence of Dynamics on the Theory of the Firm.”

Strategic Management Society, Washington DC (October 2009), “Research in Corporate Strategy.”

Strategic Management Society, Washington DC (October 2009), “The Economics of Relational (Social) Capital in De-socialized Exchange” (with Dan Elfenbein).

Academy of Management (August 2009). “Organizational Economics and Organizational Capabilities” (with Nick Argyres).

Academy of Management (August 2009). “Tie Portfolios, Tie Interdependence, and the Emergence of Churning Ties” (with Sergio Lazzarinni).

Academy of Management (August 2009). “The Persistent Value of Social Capital” (with Dan Elfenbein).

Atlanta Competitive Advantage Conference (May 2009), “The Economics of Relational (Social) Capital in De-socialized Exchange (with Dan Elfenbein).

Plenary Panel, BYU-University of Utah Winter Conference on Strategy (March 2009) “Developing Strategy through Analogies and Formulations.”

BYU-University of Utah Winter Conference on Strategy (March 2009) “The Economics of Social Capital in De-socialized Exchange” (with Dan Elfenbein).

Organization Science Winter Conference (February 2009), “Capabilities, Transactions Costs, and Firm Boundaries” (with Nick Argyres), Steamboat Springs, CO.

Plenary Address, Third Annual Workshop on Institutions and Organizations, Sao Paulo, Brazil, (October 2008), “Envy, Comparison Costs, and the Economic Theory of the Firm.”

West Coast Entrepreneurship Conference (September 2008), “Entrepreneurial Spawning of Scientists and Engineers: Stars, Slugs, and Small Firms” (with Dan Elfenbein and Bart Hamilton).

Academy of Management (August 2008) “Sailing toward Exploration and Exploitation: Achieving Ambidexterity through Organizational Vacillation,” (with Peter Boumgarden and Jackson Nickerson).

Academy of Management (August 2008) “Entrepreneurial Spawning of Scientists and Engineers: Stars, Slugs, and Small Firms” (with Dan Elfenbein and Bart Hamilton).

Harvard Strategy Conference (October 2007), “Sailing Toward Exploration and Exploitation: Achieving Abundant Ambidexterity through Organizational Vacillation” (with Peter Boumgarden and Jackson Nickerson).

Strategic Management Society (October 2007), “Theory as a Source of Entrepreneurial Learning” (with Teppo Felin).

Academy of Management (August 2007), "Theory as a Source of Entrepreneurial Learning" (with Teppo Felin).

Academy of Management (August 2007), "Are Capability-based Theories of Firm Boundaries Really Distinct from Transaction Cost Theory?" (with Nicholas Argyres).

Academy of Management (August 2006), "Strategy Choice, Capital Markets, and the Lemons Problem in Markets for Strategy."

Academy of Management (August 2005), "Envy, Comparison Costs, and the Economic Theory of the Firm."

Academy of Management (August 2005), "Problem Solving and the Entrepreneurial Theory of the Firm."

Academy of Management (August 2004), "Explaining the Diversification Discount: Information Intermediaries and Corporate Strategy" (with Patrick Moreton).

Academy of Management (August 2004), "The Inseparability of Transactions Cost and Capability Arguments in Explaining Firm Boundaries" with Nick Argyres).

Organization Science Winter Conference (February 2004), "Envy, Comparison Costs, and the Theory of the Firm."

Academy of Management (August 2003), "A Knowledge-based Theory of the Firm."

Academy of Management (August 2003), "Corporate Strategy and Financial Analysis" (with Patrick Moreton).

Academy of Management (August 2003), "An Empirical Test of the Origins and Effectiveness of Relational Norms".

Strategic Management Society, Paris, (September 2002), "Corporate Strategy and Financial Analysis" (with Patrick Moreton).

Academy of Management, Denver (August 2002), "The Strength of Churning Ties: A Dynamic Theory of Interorganizational Relations" (with Sergio Lazzarini).

Strategic Management Society, (November 2001), "Can Relational Norms Substitute for Ownership? An Empirical Examination of Alternative Governance Devices," (with Laura Poppo & Zheng Zhou).

Strategy Research Forum (May 2001), "Corporate Strategy and Financial Analysis: A Preliminary Study" (with Patrick Moreton).

Advances in Strategic Management Conference, New Institutionalism in Strategy, Columbia University, "Taking Informal Institutions Seriously: Revising Theories of New Institutional Economics," (April 2001).

- INFORMS, College on Organization Science, San Antonio (November 2000),
 “Substitutes or Complements? Exploring the Relationship between Relational
 Governance and Formal Contracts” (with Laura Poppo).
- Learning, Incentives, and Corporate Disaggregation Conference, Copenhagen Business
 School, (November 2000), “A Knowledge-based Theory of Firm Boundaries” (with
 Jackson Nickerson).
- Strategic Management Society, Vancouver (October 2000) “Examining the Limits of
 Relational Norms” (with Laura Poppo & Zheng Zhou).
- Academy of Management, Toronto (August 2000) “Substitutes or Complements?
 Exploring the Relationship between Relational Governance and Formal Contracts”
 (with Laura Poppo).
- BYU-University of Utah Winter Conference on Strategy (March 2000) “Substitutes or
 Complements? Exploring the Relationship between Relational Governance and
 Formal Contracts” (with Laura Poppo)
- Academy of Management, Chicago (August 1999), “Being Efficiently Fickle: A Dynamic
 Theory of Organizational Choice” (with Jack Nickerson)
- Strategy Research Forum (May 1999), “Being Efficiently Fickle: A Dynamic Theory of
 Organizational Choice” (with Jack Nickerson)
- Organization Science Winter Conference (January 1999), “Being Efficiently Fickle: A
 Dynamic theory of Organizational Choice.”
- Strategic Management Society, Orlando (November 1998), “A Knowledge-Based Theory
 of Boundary Choice.”
- Western Economics Association, Lake Tahoe, Nevada (June 1998), “Relational
 Governance, Bargaining Costs, and Performance: A Critical Test of the
 Effectiveness of Contracting with Your Supplier” (with Laura Poppo)
- Journal of Law, Economics, and Organization Bureaucracy Conference (April 1998),
 Comment on paper by Jim Baron addressing Bureaucracy and Path Dependence.
 Comment to be published in *Journal of Law, Economics, and Organization*.
- Strategic Management Society Conference, Barcelona (October 1997), “Why Do
 Managers Vacillate Between Organizational Modes?” (with Jack Nickerson)

Academy of Management, Boston (August 1997), "Contributions and Limitations of Knowledge-based Explanations of Boundary Choice" (with Laura Poppo)

Outsourcing Information Technology & Services: Issues and Evidence, Pittsburgh (April 1997), Discussant for "Designing and Managing the Outsourcing Relation."

Organization Science Winter Conference, Park City, Utah (January 1997), "Voids in Our Theory of the Firm."

Olin Alumni Seminar Series (October 1996), "The Revolution in Employee Pay: Crafting Effective Group Incentives."

Academy of Management, Cincinnati, (August 1996) "Relational Governance, Bargaining Costs, and Performance: A Critical Test of the Effectiveness of Partnering with Your Supplier" (with Laura Poppo)

Strategic Management Society, Mexico City, (October 1995) "Partnering with Your Supplier: Does it Mitigate Opportunism?" (with Laura Poppo)

Academy of Management, Vancouver, B.C., (August 1995) "Group-Based Pay Plans: An Empirical Test of the Relationship Among Size, Incentive Intensity, and Performance," (with CR Marshall) *Best Paper Proceedings*. (Awarded Best Paper, Human Resources Division)

Academy of Management, Vancouver, B.C., (August 1995) "Opportunism, Routines, Measurement, and Boundary Choices: A Test of Transaction Cost and Resource-Based Explanations for Make-or-Buy Decisions in Information Services," (with Laura Poppo) *Best Paper Proceedings*.

Organization Science Winter Conference, Snowmass, Colorado (January 1995), "Information Technology and Organizational Disaggregation."

ORSA/TIMS Joint National Meeting, San Francisco (November, 1992), paper presentation (with William Hesterly), "The Organizational Economics of Organizational Innovation."

Strategic Management Society Conference, London (October, 1992), paper presentation (with William Hesterly), "Inertia versus Renaissance: The Limits of Using Population Ecology for Understanding Adaptation in Modern Corporations."

Strategic Management Society Conference, London (October, 1992), paper presentation (with William Hesterly), "The Economics of Organizational Innovation: Convergence Toward Internal and External Networks of Small Teams."

International Conference on Managing the High Technology Firm, Boulder, Colorado (January 1990), paper presentation, "Employment Contracts, Performance, and Turnover among High Technology Engineers."

Strategic Management Society Conference, San Francisco (October 1989), paper presentation, "The Liabilities of Large Size in Organizing R&D."

Academy of Management, Anaheim, California (August 1988), paper presentation, "Employee Sorting and Organizational Diseconomies of Scale: An empirical investigation of employment contracts in high-technology R&D."

Academy of Management, Anaheim, California (August 1988), paper presentation (with Julia Liebeskind and William Hesterly), "Organizational Economics: New Directions in Empirical Research."

Academy of Management, Anaheim, California (August, 1988), symposium chair, "Organization Economics: New Directions in Empirical Research."

American Sociological Association, Chicago (August 1987), presentation (with Barbara Lawrence), "Speaking Easy: The Effect of Organizational Age and Tenure Demography on Technical Communication."

ORSA/TIMS National Conference, Atlanta (November 1985), paper presentation, "Organizational Demography and Social Interaction."

INVITED ACADEMIC SEMINARS

BYU (3)
Carnegie Mellon
Columbia University (School of Business) (3)
Columbia University (School of Law)
Copenhagen Business School (3)
Cornell
Dartmouth
Duke
Emory
ETH Zurich
Free University Berlin
Harvard Business School (3)
HEC Lausanne
HEC Paris
Hong Kong Polytechnique
INSEAD (4)
INSPER
Ivey Business School
LMU Munich
London Business School (4)
MIT (3)
Northwestern
NYU (2)
Ohio State (3)
Purdue (2)

Rice
Rutgers
Stanford University (2)
Syracuse University
Texas A&M
UCLA
University of Amsterdam
University of Bocconi (3)
University of British Columbia
University of California, Berkeley
University of California, Irvine (2)
University of California, Merced
University of Colorado
University of Illinois (3)
University of Michigan (4)
University of Minnesota (4)
USC (2)
University of Texas-Austin
University of Tilburg
University of Utah (2)
University of Zurich (2)
Washington State
Washington University
Wharton School (4)

DISSERTATION

"Organizational Diseconomies of Scale: Pooling vs. Separating Labor Contracts in Silicon Valley" (William G. Ouchi, Principal Advisor)

RESEARCH GRANTS

BCTIM Research Grant.

Center for Business, Law, and Economics Research Grant to study employment contracts for high-technology engineers, 1993-1994.

Center for Business, Law, and Economics Research Grant to study outsourcing decisions in information services. Co-investigator: Laura Poppo, 1992-1994.

State Farm National Doctoral Dissertation Award to study organizational diseconomies of scale in R&D, 1987-1988.

DOCTORAL COMMITTEES

Ryan Angus
Peter Boumgarden
Roy Beheler
Mo Chen (Co-chair)
Adam Clark
Ken Chilton
Ryan Cooper
Tim Gubler
Chihmao Hsieh (Chair)
Harvey James
Chad Killebrew (Chair)
Sergio Lazzarini (Chair)
Steve Kofford
Christopher Reece (CR) Marshall
Suzanne Shepard
Gary Mullins
Jeanine Koenig
Bruce Rayton
Carl Vieregger (Co-Chair)
James Yen

PROFESSIONAL SERVICE

Vice Chair of Faculty, Eccles School, 2023-2024

Academic Director, Master's of Business Creation 2020-2023

Member, RPT Committee, Eccles School, University of Utah, 2014-2016, 2020-2023

Academic Director, Goff Strategic Leadership Center, 2017-present

Chair, Strategy Science Section of INFORMS, 2019-2020

Convener of Strategy Science Conference 2019, Salt Lake City, UT, May 2019

Vice Chair Programs, Strategy Science Section of INFORMS, 2018-2019

Advisory Board, Sorenson Social Impact Center, 2018-2019

Chair of Department of Entrepreneurship and Strategy, 2016-2020.

Co-organizer of the Winter Strategy Conference 2016-present

Chair of Committee to review Strategy Science, 2016.

Member, Scientific Committee Lugano Conference on Organizations 2017

Member, College Council, Eccles School, 2015-2016.

Member, Academic Senate, University of Utah, 2015-2018.

Area Chair, Strategy Group, Olin School, 2000-2008, 2010-2014.

Member Ad Hoc Advisory Committee to University Librarian, 2012-2014

Office of the Provost Advisory Committee on Faculty Leadership, 2012-2014

Member, Executive Committee of the Washington University Faculty Senate Council, 2010- 2012.

Member, Honorary Doctorate Selection Committee, Washington University, 2010-2012.

Member, Washington University Faculty Senate Council, 2010-2013.

Search Committee for University Librarian, Washington University, 2011-2012

Chair of tenured faculty, 2008-2010

Chair, BSBA Curriculum Committee, 2007-2008

Chair, Search Committee for BSBA Associate Dean, 2007

Academic Director, EMBA Program, 2003-2014

Chair, Committee on Executive Education, Olin School, 2005-6

Chair, Task Force on Redesigning the BSBA program, 2005

Faculty Member, OMT Junior Faculty Consortium, 2004

Executive Committee, Business Policy and Strategy Division, Academy of Management, 2001-2003.

Member, Committee to select the Editor of *Organization Science*, 2001

Chair of the College on Organization Science, INFORMS, 2000-2001

Co-coordinator, Business Policy and Strategy Doctoral Consortium 2000-2001, Academy of Management.

Advisory Board, LINK Program (Learning Incentives, and Knowledge), Copenhagen Business School, 2000-2004.

Advisory Board, BYU-University of Utah Winter Strategy Conference, 2001-present.

Faculty, BPS Doctoral Consortium, 1999, 2008, 2010 Academy of Management

Chair-elect, College on Organization Science, INFORMS, 1999-2000.

Program Chair, College on Organization Science Program at Fall 1999 INFORMS meetings

Coordinator, 1998 INFORMS College on Organization Science Dissertation Proposal Workshop and Competition (elected office)

Panel Judge, INFORMS College on Organization Science Dissertation Proposal Workshop and Competition, 1997

Member-at-Large, Communications Strategy Committee, Organization and Management Theory Division of the Academy of Management, 1996-1997

Member, Olin Educational Technology Committee, 1999-2000.

Member, Olin Climate Committee, 1999.

Member, MBA Committee, 1998-2000.

Chair, IT Director Search Committee, 1998.

Co-Chair Olin Technology Committee, 1997-1999.

Board Member and Research Advisor, Consortium for Alternative Reward Strategies Research, 1992-1995.

MBA Curriculum Committee 1990-1992

Executive Programs Committee 1995-1996; 1998-2000.

MBA Admissions Committee 1995-1996

PhD Committee 1993-2000

Advisory Committee on Computing and Technology 1995-1998

Adhoc Committee on Faculty Research Budgets 1995

Olin School Strategic Review Committee 1995

TEACHING EXPERIENCE

<i>Executive MBA:</i>	Corporate Strategy Global Strategy Simulation
<i>MBC:</i>	Developing Your Business Model
<i>MBA:</i>	Corporate Strategy Strategy Formulation and Implementation Introduction to Management and Strategy Global Strategy Simulation Organization Design and Management
<i>Undergraduate:</i>	Organizational Economics
<i>PhD:</i>	Seminar in Strategic Management

EXECUTIVE EDUCATION EXPERIENCE

Ameren
 Biofire
 Black & Veatch
 Bunge Limited
 Bunge Foods
 Boeing Corporation
 Brookings Executive Education
 Charter Communications
 CHG
 Coin Acceptors Incorporated
 Colliers, Turley, Martin, Tucker
 Edison Brothers Stores
 Equifax
 Federal Judicial Center
 Laird Technologies
 Marathon
 Maritz, Inc.
 Monsanto Corporation
 MSCI
 O'Neal Steel
 Overstock
 Smurfit-Stone

Spartech
Spartech Customers' Program
Tesoro
University of Utah Medical Center
University of Amsterdam Controllers Program (1999, 1996)
Veterans' Hospital
Washington University Medical School
Washington University Academic Administrators
YPO St. Louis

Olin School Executive MBA (1994-2015)
University of Utah Executive MBA (2014-present)