

## MARGARETHE F. WIERSEMA

Dean's Professorship in Management  
The Paul Merage School of Business  
University of California, Irvine  
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### Education

<b>Michigan School of Business</b> The University of Michigan Ann Arbor, Michigan Dissertation: Strategic Redirection	<b>Ph.D. in Corporate Strategy</b>  1985
<b>Michigan School of Business</b> The University of Michigan Ann Arbor, Michigan Concentration: Managerial Accounting and Corporate Finance	<b>M.B.A.</b>  1977
<b>Grand Valley State Colleges</b> Allendale, Michigan Undergraduate Major: Economics	<b>Bachelor of Arts with high honors</b> 1975

### Appointments

<b>Dean's Professorship in Management</b> The Paul Merage School of Business University of California, Irvine	2007
<b>The Fayez Sarofim Vanguard Professorship in Management</b> Jesse H. Jones Graduate School of Management Rice University	2006-2007
<b>Full Professor of Strategic Management</b> The Paul Merage School of Business University of California, Irvine	2000-2006
<b>Associate Professor of Strategic Management</b> The Paul Merage School of Business University of California, Irvine	1994-2000
<b>Assistant Professor of Strategic Management</b> The Paul Merage School of Business University of California, Irvine	1987-1994

### Awards

International Fellow  
Advanced Institute of Management Research, London, United Kingdom

Distinguished PhD Alumni Award,  
Ross School of Business, University of Michigan, 2006

2009 Strategic Management Society PhD Fellowship Best Paper Award

2009 Most Challenging Professor Award, Health Care Executive M.B.A.  
Program

**Awards (continued)**

- 2008 Finalist for Glueck Best Paper Award,  
Business Policy & Strategy Division, Academy of Management
- 2006 Outstanding Teaching Award, Executive M.B.A. Program  
2006 Outstanding Teaching Award, Health Care Executive M.B.A. Program
- 2005 Finalist for Glueck Best Paper Award,  
Business Policy & Strategy Division, Academy of Management
- 2004 Strategic Management Society PhD Fellowship Best Paper Award
- 2003 Nominee for McKinsey/SMS Best Conference Paper Award
- 2002 Excellence in Teaching Award  
University of California Irvine, Committee on Teaching
- 2000 Carolyn Dexter Award Nominee,  
Business Policy & Strategy Division, Academy of Management
- 1993-1995 Outstanding Teaching Award, Executive M.B.A. Program
- 1994 Western Academy of Management, Ascendant Scholar
- 1990-1991 Teaching Excellence Award, Executive M.B.A. Program
- 1989-1990 Award for Teaching Excellence, Executive M.B.A. Program

**Publications**

- Wiersema, M. and H. Bowen. Forthcoming. "The Relationship Between International Diversification and Firm Performance: Why It Remains a Puzzle." *Global Strategy Journal*, inaugural issue.
- Wiersema, M and Y. Zhang. Forthcoming. "CEO Dismissal: The Role of Investment Analysts." *Strategic Management Journal*.
- Wiersema, M. and J. Beck. Forthcoming. CEO Dismissal: The Role of the Broader Governance Context." in M.A. Carpenter (Ed.), *Handbook of Top Management Team Research*, Chapter 13. Edward Elgar.
- Zhang, Y. and M. Wiersema. 2009. "The Stock Market Reaction to CEO Certification: The Signaling Role of CEO Background. *Strategic Management Journal*, Lead Article, Vol. 30:693-710.
- Wiersema, M. and H. Bowen. 2009. "The Use of Limited Dependent Variable Techniques in Strategy Research: Issues and Methods." *Strategic Management Journal*, Vol. 30: 679-692.
- Wiersema, M. and Y. Zhang. 2008. "CEO Dismissal: The Role of Investment Analysts as an External Control Mechanism." *Proceedings of the sixty-eight Annual Meeting of the Academy of Management*.
- Wiersema, M. and H. Bowen. 2008. "Corporate International Diversification: The Impact of Foreign Competition, Industry Globalization and Product Diversification." *Strategic Management Journal*, Lead Article, Vol.29:115-132.
- Moliterno, M. and M. Wiersema. 2007. "Firm Performance, Rent Appropriation, and the Strategic Resource Divestment Capability." *Strategic Management Journal*, Lead Article, Vol. 28 (11): 1065-1087.

**Publications (continued)**

Bowen, H. and M. Wiersema. 2005. "Foreign-Based Competition and Corporate Diversification Strategy." *Strategic Management Journal*, Vol. 26:1153-1171.

Wiersema, M. and T. Moliterno. 2006. "CEO Turnover in the New Era: A Dialogue with the Financial Community." *Ecology and Strategy, Advances in Strategic Management*, Vol. 23. J. Baum, S. Dobrev and A. Witteloostuijn (editors). Elsevier Press, pp. 137-176.

Moliterno, T. and M. Wiersema. 2005. "Rent Appropriation and Behavioral Antecedents of Strategic Resource Divestment." *Proceedings of the sixty-fifth Annual Meeting of the Academy of Management*.

Bowen, H. and Wiersema, M. 2004. "Modeling Limited Dependent Variables: Methods and Guidelines for Researchers in Strategic Management." In *Research Methodology in Strategy and Management, Volume 1*. D. Ketchen, Jr. and Don Bergh, Series Editors, Elsevier Press, pp.87-134.

Szeless, G., Wiersema, M., and G. Muller-Stewen. 2003. "Portfolio Interrelationships and Financial Performance in the Context of European Firms." *European Management Journal*, Vol.21:146-163.

Wiersema, M., and J. Robins. 2003. "The Measurement of Corporate Portfolio Strategy: Analysis of the Content Validity of Related Diversification Indexes." *Strategic Management Journal*, Vol. 24(1):39-59.

Bigley, G. and M. Wiersema. 2002. "New CEOs and Corporate Strategic Refocusing: How Experience as Heir Apparent Influences Use of Power." *Administrative Science Quarterly*, Vol.47:707-727.

Wiersema, M. 2002/2003. "Hard Times in the Executive Suite." *European Business Forum*, Vol.12:43-48.

Wiersema, M. 2002. "Holes at the Top: Why CEO Firings Backfire." *Harvard Business Review*, Vol. 80 (12):70-77.

Also appeared in *Harvard Business Review on Leadership at the Top*, HBS Press, Cambridge, Mass., Fall 2003: pp19-38.

Also appeared in a condensed version in *Directorship*, Vol.29 (4), April, 2003.

Selected by The Economist Intelligence Unit for their "Executive Briefing".

Robins, J. and M. Wiersema. 2000. "Strategies for Unstructured Competitive Environments: Using Scarce Resources to Create New Markets." In *Winning Strategies in a Deconstructing World*. Bresser, R. M. Hitt, R. Nixon, and D. Heuskel, Editors. Wiley, pp. 201-220.

Bowen, H. and M. Wiersema. 1999. "Matching Method to Paradigm in Strategy Research: Limitations of Cross-Sectional Analysis and Some Methodological Alternatives." *Strategic Management Journal*, Vol. 20:625-636.

Young-Ybarra, C. and M. Wiersema. 1999. "Strategic Flexibility in Information Technology Alliances: The Influence of Transaction Cost Economics and Social Exchange Theory." *Organization Science*, Vol. 10(4): 439-459.

Fondas, N. and M. Wiersema. 1997. "Changing of the Guard: The Influence of CEO Socialization on Strategic Change." *Journal of Management Studies*, Vol. 34(4): 561-584.

Bowen, H. and M. Wiersema. 1997. "Empirical Methods in Strategy Research: Regression, Analysis and the Use of Cross-Section Versus Pooled Time-Series, Cross-Section Data." in *Statistical Models for Strategic Management*. M. Ghertman, J. Obadia, J Arregle, Editors. Kluwer Academic Publishers, pp. 201-220.

Wiersema, M. and A. Bird. 1996. "Universalizing Upper Echelon Theory: Contrasting U.S. Theory with Japanese Firm Performance." *Journal of Asian Business*, Vol.12: 1-30.

**Publications (continued)**

Bird, A. and M. Wiersema. 1996. "Agency Theory: Underlying Assumptions and Implications for Non-US Settings: The Case of Japan." *Research in the Sociology of Organizations*, Vol.14: 149-180, P. Bamberger, M. Erez, and S. Bacharach, Editors.

Robins, J. and M. Wiersema. 1995. "A Resource-Based Approach to the Multi-Business Firm: Empirical Analysis of Portfolio Inter-Relationships and Corporate Financial Performance." *Strategic Management Journal*, Vol. 16: 277-300.

Wiersema, M. and J. Liebeskind. 1995. "The Effects of Leveraged Buyouts on Corporate Growth and Diversification within Large Firms." *Strategic Management Journal*, Vol. 16: 447-460.

Wiersema, M. 1995. "Executive Turnover and Composition as Antecedents to Corporate Restructuring." *Human Resource Management Journal*, Vol. 34(1): 185-202.

Wiersema, M. 1994. Commentary on "A Mid-Range Theory Regarding the Antecedents of Restructuring Types: An Integration of Agency, Upper Echelon and Resource-Based Perspectives." by D.L. Smart and M.A. Hitt. *Advances in Strategic Management, Volume 10: p..187-191.*

Wiersema, M. and G. Hansen. 1994. "Corporate Strategy: A Resource Based and Product Market Approach." *1994 Handbook of Business Strategy*, pp.194-209. H. Glass and B. Cavan, Editors, New York, N.Y. : Faulkner & Gray, Inc.

Wiersema, M. and A. Bird. 1993. "Organizational Demography in Japanese Firms: Group Heterogeneity, Individual Dissimilarity and Top Management Team Turnover." *Academy of Management Journal*, Vol. 36(5): 996-1025.

Also reviewed in *Academy of Management Executive*, "In Japan, Birds of a Feather Do Flock Together."

Wiersema, M. and K. Bantel. 1993. "Top Management Team Turnover as an Adaptation Mechanism: The Role of the Environment." *Strategic Management Journal*, Vol. 14(7): 485-504.

Wiersema, M. 1992. "Strategic Consequences of Executive Succession within Diversified Firms." *Journal of Management Studies*, Vol. 29(1): 73-94.

Also appeared in *Advances in the Practice, Theory, & Research of Strategic Human Resource Management*, 1994. Miner, J. and Crane, D., Editors. New York: HarperCollins

Liebeskind, J., Wiersema, M., and G. Hansen. 1992. "Leveraged Buyouts, Corporate Restructuring, and the Incentive - Intensity Hypothesis." *Financial Management Journal*, Vol. 21(1): 73-88.

Page, R. and M. Wiersema. 1992. "Entrepreneurial Strategies and Radical Innovation: A Punctuated Disequilibrium Approach." *Journal of High Technology Management Research*, Vol. 3(1): 65-81.

Page, R. and M. Wiersema. 1992. "Patterns of Organizational Development to Maintain Strategies of Innovation." In *Advances in Global High-Technology Management, Vol. 2: Top Management and Effective Leadership in High Technology*. L. Gomez-Mejia and M. Lawless, Editors. Greenwich, Conn.: JAI Press: 115-132.

Wiersema, M. and K. Bantel. 1992. "Top Management Team Demography and Corporate Strategic Change." *Academy of Management Journal*, Vol. 35(1): 91-121.

Wiersema, M. and A. Bird. 1992. "Organizational Strategy, Top Management Team Composition and Firm Performance." *1992 Association of Japanese Business Studies Proceedings*.

**Publications (continued)**

Page, R. and M. Wiersema. 1991. "Managing the Innovative Firm: Strategies for Sustaining Radical Innovation." *Proceedings of the Second Conference on Strategic Leadership in High Technology Organizations*.

Wiersema, M. and D. Ulrich. 1990. "Strategic Redirection and the Role of Top Management." *The Handbook of Business Strategy, 1989/1990 Yearbook*. H. Glass, Editor, Boston: Warren, Gorham & Lamont, 14:1-15.

Ulrich, D. and M. Wiersema. 1989. "Gaining Strategic and Organizational Capability in a Turbulent Environment." *Academy of Management Executive*, Vol. 3(2): 115-122.

**Invited Research Presentations**

"The Relationship between Global Strategy and Firm Performance: Why It Remains a Puzzle." Inaugural Global Strategy Conference. Chicago, Illinois. July, 2010.

"CEO Dismissal: The Role of Investment Analysts as an External Control Mechanism." Rotterdam School of Management. Rotterdam, The Netherlands. October, 2008.

"CEO Dismissal: The Role of Investment Analysts as an External Control Mechanism." Stern School of Business, New York University. November, 2008.

"CEO Dismissal: The Role of Investment Analysts as an External Control Mechanism." 1<sup>st</sup> Annual Duke Strategy Conference, April, 2008. The Fuqua School of Business, Duke University. April, 2008.

"CEO Dismissal: The Role of Investment Analysts and Institutional Investors." Sumantra Ghoshal Conference on Managerially-Relevant Research, London Business School. London, England. May, 2007.

"Institutional Context and CEO Dismissal: The Role of Investment Analysts, and Institutional Investors." McCombs School of Business, The University of Texas. Austin, Texas. April, 2007.

"Corporate International Diversification: The Impact of Foreign Competition, Industry Globalization and Firm Diversification." Marshall School of Business, The University of Southern California. Los Angeles, CA. December, 2004.

"Foreign-Based Competition and Corporate Diversification Strategy." London Business School, London, England. June, 2004.

"Foreign-Based Competition and Corporate Diversification Strategy." Tilburg University. Tilburg, The Netherlands. June, 2004.

"Foreign-Based Competition and Corporate Diversification Strategy." INSEAD, Fontainebleau, France. April, 2004.

"Human and Social Capital as Market Signals: Implications for CEO Selection." Katz School of Business, University of Pittsburgh. Pittsburgh, PA. October, 2003.

"CEO Dismissals and Implications for the Governance of European Firms". 33<sup>rd</sup> ISC-Symposium. University of St. Gallen, Switzerland. May, 2003.

"Human and Social Capital as Market Signals: Implications for CEO Selection." London Business School. London, England. February, 2003.

"E-Business to Consumers: What will the Future Look Like?" Invited Panelist, Western Academy of Management, Santa Fe, New Mexico. March, 2002.

"CEOs as Relief Pitchers: How Many Saves Do They Make?" Colloquium Series, Anderson School of Management, UCLA, Los Angeles, CA. March, 2001.

### **Invited Research Presentations (continued)**

“Strategic Flexibility in Alliances: The Influence of Transaction Cost Economics and Social Exchange Theory.” Special Conference on Managing Partnerships and Strategic Alliances. Organized by INSEAD/*Organization Science*. Fontainebleau, France. June, 1997.

“Empirical Methods in Strategy Research: Regression Analysis and the Use of Cross-Section Versus Pooled Time-Series, Cross-Section Data.” Conference on Statistical Models for Strategic Management. Organized by EDHEC. Nice, France. June 1996.

“Top Management Teams and Corporate Strategy.” Colloquium Series, University of Southern California, Los Angeles, CA. December, 1994.

“Top Management Teams and Corporate Strategy: A Line of Research.” Ascendant Scholar Symposium, Western Academy of Management Meetings. March, 1994.

“Corporate Restructuring Patterns within the Multi-business Firm: An Examination of Business Entry and Exit,” Colloquium Series, Strategic Management Research Center, Carlson School of Management, University of Minnesota. April, 1994.

“Top Management Team Research.” Colloquium Series, University of California, Riverside. March, 1994.

“The Role of Managerial Development and Organizational Structure in Promoting Managerial Capabilities.” School of Economics and Management, Lund University, Lund, Sweden. 1993.

“Top Management Team Turnover: Demography as an Explanatory Factor.” Organizational and Strategic Studies Minisymposium, UCLA. 1993.

“Organizational Antecedents to Executive Succession.” Organizational and Strategic Studies Minisymposium, UCLA. 1989.

### **Conference Research Presentations**

“Executive Turnover in the Stock Option Backdating Wave: When a Firm Gets Implicated Makes a Difference.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2010 (with Y. Zhang)

“The Influence of Strategic Motives and Competitive Context on Decision Comprehensiveness.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2009 (with M. Brauer)

“Corporate Scope, Structural Complexity, and Corporate Divestment: An Integrated Framework.” *29<sup>th</sup> Strategic Management Society Conference*, 2009. (with J. Beck)

“Product and International Diversification: Complements or Substitutes.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2008 (with H. Bowen)

“Market Signaling and CEO Dismissal: The Stock Market response to CEO Replacement Choice.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2008 (with T. Moliterno and M. Washburn).

“CEO Dismissal: The Role of Investment Analysts as an External Control Mechanism.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2008 (with A. Zhang)

“Corporate Malfeasance: Assessing the Factors that Result in Earnings Manipulation.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2007 (with J. Robins and S. Zhang).

“Firm Performance, Stock Analyst Ratings and CEO Succession.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2007 (with M. Washburn).

**Conference Research Presentations (continued)**

“Investment Analysts, Market Signals, and Their Impact on CEO Dismissal,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2006 (with M. Washburn).

“International and Product Diversification: Their Interrelationship and Impact on Firm Performance,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2006 (with H. Bowen).

Firm Performance, International Diversification and Product Diversification: Their Interrelationships and Determinants,” *Academy of International Business*, 2006. (with H. Bowen).

“Firm Performance, International Diversification and Product Diversification: Their Interrelationships and Determinants,” *Annual Conference on Corporate Strategy*, Berlin, Germany. 2006. (with H. Bowen).

“Corporate International Diversification: The Impact of Foreign Competition, Industry Globalization and Product Diversification,” *25<sup>th</sup> Strategic Management Society Conference*, 2005. (with H. Bowen).

“Determinants of Firm-Level Strategic Resource Divestment,” *2005 Atlanta Competitive Advantage Conference* (with T. Moliterno).

“Rent Appropriation and Behavioral Antecedents of Strategic Resource Divestment,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2005 (with T. Moliterno).

“Corporate International Diversification: The Impact of Foreign Competition, Industry Globalization and Product Diversification,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2005. (with H. Bowen).

“Corporate International Diversification: The Impact of Foreign Competition, Industry Globalization and Product Diversification,” *Academy of International Business*, 2005. (with H. Bowen).

“Foreign-Based Competition and Corporate Diversification Strategy,” *Annual Conference on Corporate Strategy*. Vallendar, Germany. 2005 (with H. Bowen).

“Modeling Limited Dependent Variables: Methods and Guidelines for Researchers in Strategic Management,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2004. (with H. Bowen).

“The Impact of Foreign-based Competition on Firm Diversification: A Resource-based Perspective,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2004. (with H. Bowen).

“Contextual Determinants of Firm-Level Strategic Resource Allocation,” *24<sup>th</sup> Strategic Management Society Conference*, 2004. (with T. Moliterno). Paper received the 2004 Booz Allen Hamilton/SMS PhD Fellowship Best Paper award.

“Corporate Governance in the US: The Failure of the Board of Directors,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2003.

“Human and Social Capital as Market Signals: Implications for CEO Selection,” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2003. (with T. Moliterno)

“CEO Selection: The Importance of Human and Social Capital as Market Signals.” *23<sup>rd</sup> Strategic Management Society Conference*, 2003. (with T. Moliterno) Nominated for the 6<sup>th</sup> annual McKinsey/SMS Best Conference Paper Award.

“Corporate Governance Failures in the United States: A Re-examination of Theory and Practice in the Boardroom.” *23<sup>rd</sup> Strategic Management Society Conference*, 2003. (with P. Phan)

**Conference Research Presentations (continued)**

“CEO Dismissal and Firm Performance: A New Look At Who’s To Blame.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2002.

“CEO Replacement Following Dismissal: What Do Boards Look For?” *22<sup>nd</sup> Strategic Management Society Conference*, 2002.

“E-Business: The New Market Reality and Its Implication for Competitive Strategy.” *21<sup>st</sup> Strategic Management Society Conference*, 2001. (with D. Horne)

“CEOs as Relief Pitchers: How Many Saves Do They Make?” *21<sup>st</sup> Strategic Management Society Conference*. 2001. Nominated for the McKinsey/SMS Best Conference Paper Award.

“The Antecedents of Organizational Trust in Information Technology Strategic Alliances.” *Organization and Management Theory Division, Annual Meeting of the Academy of Management*, 2001. (with C. Young-Ybarra)

“Meeting the Strategic Challenges of E-Commerce: Developing Competitive Business Models.” *20<sup>th</sup> Strategic Management Society Conference*, 2000. (with D. Horne)

“Relatedness and Firm Performance in European Firms: A Comparison of Related Entropy and Resource-Based Relatedness.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2000. 2000 Carolyn Dexter Award Nominee. (with G. Szeless and G. Muller-Stewens)

“How New CEOs Lead: The Interaction of Power and Job Preview Experience in Predicting Corporate Strategic Refocusing.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 2000. (with G. Bigley)

“International Competition and Corporate Strategy: The Effects of Core Industry Import Penetration on Firm Diversification.” *Business Policy and Strategy Division, Annual Meeting of the Academy of Management*, 1999. (with H. Bowen)

“Sustainable Competitive Advantage in an Internet World – Is There Such a Thing?” *19<sup>th</sup> Strategic Management Society Conference*, 1999. (with D. Horne)

“Strategy for Unstructured Competitive Environments: Using Scarce Resources to Create New Markets.” *19<sup>th</sup> Strategic Management Society Conference*. 1999. (with J. Robins).

“Strategic Commitment and Firm Performance.” *18<sup>th</sup> Strategic Management Society Conference*, 1998. (with J. Robins)

“Matching Methods to Paradigm in Strategy Research: “Limitations of Cross-Sectional Analysis and Some Methodological Alternative.” *18<sup>th</sup> Strategic Management Society Conference*, 1998. (with H. Bowen)

“Corporate Portfolio Strategies: Do We Need New Measures for New Concepts?” *17<sup>th</sup> Strategic Management Society Conference*, 1997. (with J. Robins)

“Empirical Methods in Strategy Research: Regression Analysis and the Use of Cross-Section Versus Pooled Time-Series, Cross-Section Data.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1997. (with H. Bowen)

“Measurement of Related Diversification: Are The Measures Valid for the Concepts.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1997. (with J. Robins)

“Strategic Flexibility in Alliances: The Role of Trust, Power, and Dependence.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1997. (with C. Young)

“Understanding Organizational Capabilities in Terms of Managerial Competencies: The Importance of Managerial Career Paths.” *16<sup>th</sup> Strategic Management Society Conference*, 1996. (with R. Grant)

**Conference Research Presentations (continued)**

“Agency Theory: Underlying Assumptions and Implications for Non-US Settings: The Case of Japan.” *International Management Division, Annual Meeting of the Academy of Management*, 1996. (with A. Bird)

“Why Do Firms Exit from Businesses: A Research Note on the Interaction Between TMT Turnover and Financial Performance.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1995. (with J. Robins)

“Career Paths and Organizational Capabilities: U.S. and Japanese Comparisons.” *14<sup>th</sup> Strategic Management Society Conference*, 1994. (with R. Grant)

“The Process of Corporate Restructuring: A Resource-based Analysis of How and Why Corporations Enter New Businesses.” *14<sup>th</sup> Strategic Management Society Conference*, 1994. (with J. Robins)

“Executive Newcomers: The Influence of Socialization on CEO Role Orientation and Organizational Strategic Direction.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1994.

“New Thinking on Organizational Capabilities, Coordination and Competitive Advantage.” *13<sup>th</sup> Strategic Management Society Conference*, 1993. (with R. Grant)

“Resource-Based Research on Corporate Strategy: An Empirical Approach to Understanding the Performance of Multi-Business Firms.” *13<sup>th</sup> Strategic Management Society Conference*, 1993. (with J. Robins)

“Executive Succession: The Impact of Socialization Mechanisms on Strategic Redirection.” *13<sup>th</sup> Strategic Management Society Conference*, 1993. (with N. Fondas)

“A Resource-Based Approach to the Multi-Business Firm: Empirical Analysis of Portfolio Inter-Relationships and Corporate Financial Performance.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1993. (with J. Robins)

“Research and Development Expenditures Investment Decisions: Do CEOs matter?” *12<sup>th</sup> Strategic Management Society Conference*, 1992. (with B. Tyler)

“Operational and Strategic Consequences of Large Leveraged Buyouts in the 1980s: A Longitudinal and Comparative Analysis.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1992. (with C. Young)

“Organizational Strategy, Top Management Team Composition and Firm Performance.” *Organization & Management Theory Division, Annual Meeting of the Academy of Management*, 1992. (with A. Bird)

“The Context of Top Team Turnover: Environmental, Organizational, and Group Demography Effects.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1992. (with K. Bantel)

“Organizational Strategy, Top Management Team Composition and Firm Performance.” *Association of Japanese Business Studies*, 1992. (with A. Bird)

“The Effects of Buyouts on the Scale and Scope of Firms.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1991. (with J. Liebeskind and G. Hansen)

“Leveraged Buyouts in Large Firms: Implications for Corporate Strategy.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1991. (with J. Liebeskind)

“Top Management Team Demography and Turnover: The Case of Japan.” *Organization & Management Theory Division, Annual Meeting of the Academy of Management*, 1991. (with A. Bird)

“Organizational Strategic Posture and Subsequent Executive Selection.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management Annual Meetings*, 1990.

### **Conference Research Presentations (continued)**

“Managing the Innovative Firm: Strategies for Sustaining Radical Innovation.” *Second Conference on Strategic Leadership in High Technology Organizations*, 1990. (with R. Page)

“Strategic Change at the Corporate Level: A Longitudinal Examination.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1989. (with G. Hansen)

“Entrepreneurial Strategies and Radical Innovation: A Punctuated Disequilibrium Approach.” *Technology & Innovation Management Division, Annual Meeting of the Academy of Management*, 1989. (with R. Page)

“Institutionalized Expectations and Innovation.” *Western Academy of Management Conference*, 1989. (with R. Page)

“Patterns of Corporate Strategy: Some Preliminary Empirical Findings.” *8<sup>th</sup> Strategic Management Society Conference*, 1988. (with G. Hansen)

“Innovation and Entrepreneurship within the Fortune 1000.” *Babson Entrepreneurship Research Conference*, 1988.

“Executive Succession, Top Management Team Consolidation, and Corporate Strategic Redirection.” *Business Policy & Strategy Division, Annual Meeting of the Academy of Management*, 1987.

“Maintaining Strategic Capability in a Turbulent Competitive Arena.” *7<sup>th</sup> Strategic Management Society Conference*, 1987. (with D. Ulrich)

“Strategic Redirection: The Role of Top Management.” *4<sup>th</sup> Strategic Management Society Conference*, 1984.

### **Business Experience**

#### **General Motors Corporation Detroit, Michigan**

1977-1980 *Corporate Financial Staff*

Various comptroller staff functions including developing and analyzing financial statements, administrating transfer pricing issues and development of executive reports and recommendations.

### **Professional Activities**

Associate Editor, *Strategic Management Journal*, 2009 – present.

Board of Directors, Strategic Management Society, 2006-2008.

President, Corporate Strategy & Governance Interest Group for Strategic Management Society, 2007-08.

Chair, Committee for SMS Best Doctoral Paper Award, 2008, 2009.

Member, Committee for SMS Emerging Scholar Award, 2007, 2008.

Program Chair for the Corporate Strategy and Governance Interest Group, Strategic Management Society, 2006 - 2007.

Associate Program Chair for the Corporate Strategy and Governance Interest Group, Strategic Management Society, 2005-2006.

Co-chair, Doctoral Student Workshop, Strategic Management Society Conference, 2005.

Invited Participant to the Business Policy & Strategy Division’s New Faculty Consortia, Academy of Management Annual Meetings, 2005.

Invited Panelist for the Western Academy of Management Doctoral Student and New Faculty Consortium, 2005.

Conference Review Panel, for the 2005 Strategic Management Society Conference.

**Professional Activities (continued)**

Invited Participant to the Business Policy & Strategy Division's Corporate Governance Professional development Workshop, Academy of management Annual Meetings, 2004.

Invited Participant to the Academy of management Session on Executive Compensation and Corporate Governance. Disseminated to the Academy of Management via its website. References in multiple business newspapers

Invited Participant to the 5<sup>th</sup> Strategy Conference co-hosted by University of Utah and Brigham Young University. Park City, Utah. 2004.

Conference Review Panel, for the 2004 Strategic Management Society Conference.

Conference Review Panel, for the 2002 Strategic Management Society Conference.

UCI CEO Roundtable Speaker. "E-Business to Consumers: What Will The Future Look Like?" Ojai, CA. March, 2001.

Invited Participant to the 2<sup>nd</sup> Strategy Conference co-hosted by University of Utah and Brigham Young University. Salt Lake City, Utah. 2001.

Conference Review Panel, for the 2001 Strategic Management Society Conference.

Session Co-chair, "Conversation on Corporate Leadership and Governance", Business Policy & Strategy Division, 2001 Academy of Management meetings. Washington, D.C.

Invited Participant to the 1<sup>st</sup> Strategy Conference co-hosted by University of Utah and Brigham Young University. Provo, Utah, 2000

Invited Participant to the New Faculty Consortium, Business Policy & Strategy Division, Academy of Management Annual Meetings. 1999.

Conference Review Panel, for the 1999 Strategic Management Society Conference, Potsdam, Germany.

Invited Participant, Program Committee for the 40<sup>th</sup> Annual Meeting of the Western Academy of Management. Long Beach, CA.

Chair and/or Discussant for paper sessions of the Business Policy & Strategy Division, Annual Academy of Management Meeting. 1990, 1994, 1996, 2003.

Chair and/or Discussant, Organization & Management Division, Annual Academy of Management Meeting. 1990, 1994, 1999.

Chair and/or Discussant, Managerial Organization Cognition Group, Annual Academy of Management Meeting, 1993, 1999.

Executive Committee, Business Policy & Strategy Division of the Academy of Management, 1995-1997.

Invited Participant in New Faculty Consortium, Business Policy & Strategy Division, Academy of Management Annual Meetings, 1995.

Conference Review Panel for the 1993 Strategic Management Society Conference. Northwestern University.

Responsible for Business Policy & Strategy Outstanding Educators Award presented to Prof. Michael Porter at the Academy of Management meetings, 1993.

Appointee, Committee on Teaching and Education, Business Policy & Strategy Division, Academy of Management, 1991-1993.

Organized and chaired a symposium on the Future of Management Education for the Business Policy & Strategy Division, Annual Academy of Management Meeting, 1992.

**Associate Editor***Strategic Management Journal***Editorial Board Member**

2008- *Academy of Management Review*  
 1999 - *Organization Science*  
 1995 – 2009 *Strategic Management Journal*  
 1994 - *California Management Review*  
 1993-1999 - *Journal of Management*

**Ad Hoc Reviewer**

*American Economic Review*  
*Administrative Science Quarterly*  
*Management Science*  
*Academy of Management Journal*  
*Journal of Management Studies*  
*Sloan Management Review*  
*Journal of Organizational Behavior*  
 National Science Foundation  
 Australian Research Council  
 Managerial & Organizational Cognition Group, AMA  
 Technology & Innovation Management Division, AMA  
 Organization & Management Theory Division, AMA  
 Business Policy & Strategy Division, AMA

**Professional Memberships**

Academy of Management Association  
 Strategic Management Society  
 The Institute of Management Science  
 Academy of International Business

**Institutional Service**

2009-2010	Strategy Area Chair Chair, Merage School Personnel Committee
2008-2009	Strategy Area Chair Chair, Strategy Recruiting Committee Chair-Elect, Merage School Personnel Committee
2007-2008	Chair, Faculty Advisory Committee Member, Strategy Recruiting Committee Member, Finance Recruiting Committee Adhoc Committee Member, Personnel Case
2006-2007	Member, Privilege & Tenure Committee, Jones School, Rice University Chair, Strategy Recruiting Strategy Area Chair
2005-2006	Chair-Elect, UCI Council on Planning & Budget Member, UCI Academic Planning Group

- Strategy Area Chair  
Member, Executive Program Steering Committee  
Member, EMBA Program Task Force
- 2004-2005      Member, UCI Council on Planning & Budget  
Member, UCI Academic Planning Group  
Chair, Merage School Personnel Committee I  
Chair, Strategy Recruiting Committee
- 2003-2004      Member, The Merage School Dean Search Committee  
Program Chair, 2004 Directors Corporate Governance Conference  
Chair, Strategy Recruiting Committee
- 2002-2003      Chair, The Merage School Personnel Committee  
Co-Chair, Organization & Strategy Area  
Member, The Merage School Dean Search Committee  
Member, Finance Area Recruiting Committee  
Chair, The Merage School Executive Education Committee
- 2001-2002      Member, The Merage School Personnel Committee  
Co-Chair, Organization & Strategy Area  
Chair, The Paul School Executive Education Committee
- 2000-2001      Co-Chair, Organization & Strategy Area  
Chair-Elect, The Merage School Personnel Committee  
Member, The Merage School Rankings Task Force  
Chair, The Merage School Executive Education Committee  
Member, University Research Park Committee
- 1999-2000      Co-Chair, Organization & Strategy Area  
Member, Ph.D. Committee  
Member, ITM Steering Committee  
Chair, Strategy Area Recruiting  
Chair, Executive Education Advisory Board  
Member, University Research Park Committee  
Member, UCI Committee on Rights, Responsibilities and Welfare
- 1998-1999      Co-Chair, Organization & Strategy Area  
Chair, San Diego Executive Degree Program Taskforce  
Chair, Executive Education Advisory Board  
Chair, Strategy Area Recruiting
- 1998-1999      Member, Masters Program Committee  
Member, University Research Park Advisory Committee  
Member, UCI Committee on Rights, Responsibilities and Welfare
- 1997-1998      Chair, Strategy Area  
Chair, Executive Education Advisory Board  
Member, Computer Steering Committee

Chair, Strategy Area Recruiting

- 1996-1997      Chair, Committee for Corporate Partners and COR Research Awards  
Member, UCI Committee on University and Faculty Welfare  
Member, Computer Steering Committee  
Member, UCI Medical School Advisory Committee
- 1995-1996      Strategy Area Chair  
Chair, Strategy Area Recruiting  
Member, Computer Steering Committee  
School of Business Representative: Academic Senate  
Member, Fulbright Campus Review Committee
- 1994-1995      Strategy Area Chair  
Chair, Strategy Area Recruiting  
Member, Computer Steering Committee  
Member, Masters Program Committee  
Member, Search Committee for the Taco Bell Endowed Chair  
Member, Strategy Task Force  
School of Business Representative: Academic Senate  
Colloquia Coordinator, Strategy Area
- 1990-1993      Member, M.B.A. Committee
- 1990-1992      Colloquia Coordinator, Strategy Area  
Member, Personnel Committee  
Alternate, Executive Committee  
Member, Strategy Recruiting Committee  
Member, School of Business Recruiting Committee