

---

## Contributors

---

**Allen C. Amason**, Associate Professor and Chair of the Management Department at the University of Georgia, earned his PhD from the University of South Carolina in 1993. His research focuses on strategy and strategic decision making and his work has been published in a variety of outlets like the *Academy of Management Journal*, the *Journal of Management*, the *Journal of Management Studies* and the *Journal of Business Venturing*. He is currently Associate Editor of the *Journal of Management Studies* and is a past Associate Editor of the *Journal of Management*. He has also served on the boards of the *Academy of Management Journal* and the *Journal of Management*. Professor Amason's teaching and consulting focus on strategic management, strategic decision making, and top management processes. He is an award-winning educator and has worked with numerous organizations including Exide Technologies, Rosetta Marketing, Johnson and Johnson, Computer Associates, Novartis, Tenet Healthcare, Nortel, and Advanced Micro Devices.

**Ted Baker** is an Associate Professor in the Management, Innovation and Entrepreneurship Department at the North Carolina State University College of Management, where he is Executive Director of the Center for Entrepreneurship and Technology Commercialization. He earned his PhD (Sociology) from UNC-Chapel Hill and his MBA from the University of Chicago. The first half of his adult life was spent in leadership roles in a variety of entrepreneurial ventures. His current research focuses on entrepreneurship under resource constraints (for example, in the informal settlements around Cape Town, South Africa and in the textiles industry in the American South) and in particular on bricolage and improvisation as constructs useful for understanding resourceful behavior. He serves on the editorial boards of *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Business Venturing*, *Journal of Management Studies*, and *Strategic Entrepreneurship Journal*.

**Joseph B. Beck** is an Associate Professor of Management in the John L. Grove College of Business at Shippensburg University, having received his PhD in Strategy from the Paul Merage School of Business at University of California, Irvine, in June 2010. He received an MBA from the University of Oregon in 2003. His research investigates issues related to corporate scope and corporate governance, encompassing elements of international expansion as well as expansion through innovation. His dissertation research focuses on the linkage between the theoretical determinants of corporate scope and strategic outcomes such as corporate divestment, as well as research into the relationship between external governance mechanisms and CEO dismissal.

**Christine M. Beckman**, Associate Professor of Organization and Management, joined the faculty of the Paul Merage School of Business at University of California, Irvine, in 1999, after receiving her PhD from Stanford University. She is a Chancellor's Fellow and

the Associate Director for The Don Beall Center for Innovation and Entrepreneurship. She was a visiting faculty member at the Haas School of Business at UC Berkeley in 2008–09. Her research focuses on how the social structures within which firms are embedded shape organizational actions and learning. She examines how the diversity and heterogeneity of social structure in various guises – networks, affiliations, team diversity, and internal labor markets – affect outcomes. Her work has focused on both established and emerging companies. She sits on the editorial boards of *Administrative Science Quarterly*, *Organization Science*, and *Strategic Organization* and has published in the top management and sociology journals.

**M. Diane Burton** is an Associate Professor in the School of Industrial and Labor Relations at Cornell University. Prior to joining the Cornell faculty in 2009, she was an Associate Professor of Management at the MIT Sloan School of Management. Professor Burton began her academic career at the Harvard Business School teaching leadership and organizational behavior. She earned her PhD in Sociology at Stanford University. Professor Burton studies employment relations and organizational change in entrepreneurial companies. Her work has been published in the *American Sociological Review*, the *American Journal of Sociology*, and *Organization Science*. Professor Burton is a Senior Editor of *Organization Science* and is a past Associate Editor of *Management Science*. She also serves on the editorial boards of *Administrative Science Quarterly*, *Journal of Business Venturing*, and *Strategic Entrepreneurship Journal*. A native of Pittsburgh, Pennsylvania, Professor Burton earned an undergraduate degree at Carnegie Mellon University, and an MEd from Harvard University Graduate School of Education.

**Albert A. Cannella Jr.** is Koerner Chair in Strategy and Entrepreneurship at Tulane University. He received his PhD from Columbia University in 1991. He serves on the editorial review boards of *Academy of Management Journal*, *Academy of Management Review*, *Journal of Management*, *Administrative Science Quarterly*, *Entrepreneurship Theory and Practice*, and *Strategic Management Journal*. His research interests focus on executives, entrepreneurship, and competitive dynamics.

**Mason A. Carpenter** is the M. Keith Weikel Professor in Leadership and the Pyle-Bascom Professor of Business Leadership in the Wisconsin School of Business at the University of Wisconsin–Madison. He joined the UW–Madison in 1997 after receiving his PhD from the University of Texas at Austin. Professor Carpenter studies corporate governance, top management teams, social networks, and the strategic management of global start-ups. He is Associate Editor of the *Academy of Management Review*, and serves on the editorial board of the *Strategic Management Journal*. His work has been published in *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *Journal of Management*, and elsewhere. Professor Carpenter is an award-winning teacher who also works to integrate experiential and behavioral perspectives of strategic management into the classroom through positions on the Business Policy and Strategy (BPS) and Strategic Management Society Executive committees, Doctoral and New Faculty BPS consortia, and the widely used BPS Strategy Teaching Toolkit. He is a California native, and earned his BS in finance and economics from Humboldt State University and University of Copenhagen, Denmark, MBA from

California State University at Bakersfield, and enology diploma from the University of Bordeaux II, France.

**Kevin D. Clark** is the Senior Associate Dean at the Villanova School of Business, Philadelphia where he is also a Research Associate of that school's Innovation, Creativity, and Entrepreneurship (ICE) Center and the Center for Global Leadership. His research has been published in the *Academy of Management Journal*, *Organizational Dynamics*, and the *Leadership Review* and focuses primarily on the role of the top management team in creating competitive advantage through strategic decision-making processes, the development and use of relational networks, and the facilitation of knowledge creation and innovation. He has also investigated the use of strategic human resource systems as applied to executive teams, the role of the leader in calibrating team process, and the micro-factors that contribute to the persistent wage gap in white collar professions. Future research plans involve a comparative study of executive teams in the People's Republic of China and the Republic of Italy.

**Walter J. Ferrier** (PhD University of Maryland) is a Gatton Endowed Associate Professor of Management in the Gatton College of Business and Economics at the University of Kentucky. He recently served as a Visiting Professor at the Helsinki University of Technology in Finland. His research interests lie mainly in the areas of dynamic competitive interaction, strategic leadership, and the structure of interorganizational networks. His research has been published in the *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *Managerial and Decision Economics*, and others. He won the *Academy of Management Journal's* "Best Paper Award" for his research on competitive interaction published in 1999. He also served as a guest editor for *Information Systems Research* for a special issue on "Digital Systems and Competition."

**Yan Gong** is an Assistant Professor of Strategy at the Paul Merage School of Business at the University of California, Irvine. He received his PhD in Management from the University of Wisconsin–Madison. His research focuses on capabilities, routines, and unexpected events in entrepreneurial firms. His current research explores dynamic paths of how new firms develop routines and capabilities, and how they respond to surprise events in entrepreneurial processes. His research has appeared in the *Academy of Management Review*, *Handbook of Organizational Routines*, and *Frontiers of Entrepreneurship Research*.

**Scott D. Graffin** is an Assistant Professor at the University of Georgia's Terry College of Business. He received his PhD in Strategic Management and Organization Theory from the University of Wisconsin–Madison. His research interests include corporate governance, and the impact of reputation, status, and the financial press on organization outcomes. Broadly, his work suggests that third-party assessments, such as reports by the financial press and certification contests, represent external governance mechanisms that influence the perceived quality of organizations and executives. Scott's research has been published in the *Academy of Management Journal*, *Organization Science*, *Strategic Organization*, and other outlets. A native of Waukesha, Wisconsin, Professor Graffin

earned an undergraduate degree at University of Wisconsin–Madison, and an MBA from the University of Wisconsin, Oshkosh.

**Ciaran Heavey** is currently an Assistant Professor/Lecturer of Strategy at the Quinn School of Business, University College Dublin. He received his PhD in Management from the University of Connecticut in 2009. His research interests span strategy and entrepreneurship and include such topics as top management teams, organizational ambidexterity, and corporate entrepreneurship and have been published in the *Strategic Management Journal*, the *Journal of Management Studies*, and *Advances in Global Leadership*.

**Margaret Hughes-Morgan** (PhD University of Kentucky) is an Assistant Professor of Strategy at the Eli Broad College of Business at Michigan State University. Her research interests lie mainly in the areas of dynamic competitive interaction, top management teams, and investor psychology. She is a member of the Academy of Management and the Strategic Management Society. She has eight years of work experience on Wall Street where her most recent position was a Director for the United Bank of Switzerland. She specializes in analysis of biotechnology and pharmaceutical stocks.

**M. Nesij Huvaj** is a PhD student in Management at the University of Connecticut. The central themes of his research interests are strategic leadership and entrepreneurship, with particular emphasis on governance, innovation, and new ventures.

**Carla D. Jones** is an Assistant Professor at the Bauer College of Business, University of Houston. She received her PhD from the W.P. Carey School of Business at Arizona State University. She is a member of the Academy of Management, and the Strategic Management Society. Her primary research interests are organizational executives (upper echelons) and competitive dynamics. She also researches organizational leaders (the CEO, the executive team, and the board of directors) and their influence on organizational outcomes. Related interests include the effects of organizational structure and ownership on corporate governance.

**Giuseppe (Joe) Labianca** (PhD Penn State University) is a Gatton Endowed Associate Professor of Management at the University of Kentucky's Gatton College of Business and Economics. He was previously on faculty at Emory's Goizueta Business School and Tulane's Freeman School of Business. His main research stream involves examining organizational behavior from a social network perspective, including recent work on network approaches to interpersonal conflict, groups, gossip, organizational justice, job satisfaction, and interpersonal control. His work has appeared in *Science*, the *Academy of Management Journal*, the *Academy of Management Review*, *Harvard Business Review*, *Organization Science*, and elsewhere. He is currently serving on the editorial board of *Organization Science* and as an Executive Committee member of the Academy of Management's Organization and Management Theory (OMT) Division. He recently won the OMT Division's Best Paper Award, Goizueta's Alumni Award for Excellence in Research, and the University of Kentucky Alumni Association's Great Teacher Award.

**Peggy M. Lee** is an Associate Professor at the W.P. Carey School of Business, Arizona State University. She has been a Visiting Professor at the McCombs School of Business, University of Texas at Austin and an Assistant Professor at the Goizueta Business School, Emory University. She received her doctorate from the Kenan-Flagler Business School, University of North Carolina at Chapel Hill. Her research focuses on corporate governance issues with a focus on the relationship between managers and shareholders. Her work has been published in the *Academy of Management Journal*, the *Strategic Management Journal*, *Organization Science*, and the *Journal of Financial Economics*, among others. She has served on the executive committees of the Business Policy and Strategy Group of the Academy of Management and the Competitive Strategy Group of the Strategic Management Society. She currently serves on the editorial boards of the *Strategic Management Journal* and the *Journal of Management*.

**Patrick G. Maggitti** is Assistant Professor of Strategic Management and Entrepreneurship and the Carmen and Sharon Danella Director of the Center for Innovation, Creativity, and Entrepreneurship (ICE Center) at the Villanova School of Business. His research interests focus on dynamic processes including innovation, entrepreneurship, decision making, search behavior, and market- and non-market-based competition. He has published in several journals including the *Academy of Management Journal*, *Academy of Management Executive*, *Employment Relations Today*, and *Leadership Review*. Dr. Maggitti has also been a chief executive officer and board member in the steel and mining industries where he founded two successful companies.

**Jeffrey A. Martin** is an Assistant Professor of Management in the Culverhouse College of Commerce at the University of Alabama. Prior to joining the Alabama faculty in 2010, he was an Assistant Professor of Management at the McCombs School of Business at The University of Texas at Austin. Professor Martin received his PhD in Management Science and Engineering from Stanford University in 2002. Professor Martin's research involves the programmatic study of organization and strategy in highly dynamic markets. An important theme in his work is a behavioral approach to the micro-foundations of dynamic capabilities. Professor Martin is conducting research in two different but complementary organizational settings that together build a more complete depiction of how dynamic capabilities originate and operate: multi-business organizations competing in high-tech product markets and the formation of new promising ventures. His paper (with Eisenhardt) "Dynamic Capabilities: What are they?" won the Dan and Mary Lou Schendel Best Paper Award for the *Strategic Management Journal* 2007.

**Anne S. Miner** is the Ford Motor Company Distinguished Chair in Management and Human Resources at the University of Wisconsin–Madison, where she is the Executive Director for the Initiative for Studies in Transformational Entrepreneurship and the Executive Director for the Strategic Management in the Life and Engineering Sciences. Her current research focuses on organizational entrepreneurial learning, learning from success and recovery experiences, and learning from failure. She has received several grants from the National Science Foundation, has served on the editorial boards of *Administrative Science Quarterly*, *American Sociological Review*, and *Academy of*

*Management Review*, and has been honored as the Distinguished Scholar of the Year for the Academy of Management division of technology and innovation management.

**Ann C. Mooney** is an Associate Professor at the Wesley J. Howe School of Technology Management at Stevens Institute of Technology. She received her PhD and MBA from The University of Georgia, and is a CPA. Mooney teaches Organizational Behavior and Strategic Management courses, and her research interests center on conflict and strategic decision-making practices of top executives and boards of directors. Mooney has published articles in a variety of journals including *The Academy of Management Review*, *Strategic Organization*, *The Journal of Management Studies*, and *The Academy of Management Perspectives*, and has received numerous teaching and research awards, including several Best Paper awards and a Women in International Science Collaboration award from the AAAS and NSF. Mooney consulted for Coopers and Lybrand and Arthur Andersen prior to her career in academia. As a professor, she has served as an independent consultant and professional facilitator for several Fortune 500 companies.

**Jay O'Toole** is a doctoral candidate at the University of Wisconsin–Madison. His current research focuses on founding top management teams, organizational entrepreneurial learning, and genealogical transfer of organizational routines. He has received several competitive research awards from the University of Wisconsin–Madison and his papers have been presented at the annual meetings of the Academy of Management as well as entrepreneurship research conferences such as the Smith Entrepreneurship Research Conference.

**Suzanne J. Peterson** is an Assistant Professor of Organizational Behavior and Management at the W.P. Carey School of Business at Arizona State University where she teaches graduate courses in leadership and organizational behavior. She holds degrees from the University of Southern California (BA) and The University of Nebraska (MBA, PhD). Her research interests include leadership dynamics surrounding executives, authentic leadership, positive organizational behavior, and most recently, the neuroscientific origins of leadership. Her work has appeared in business and psychology journals such as the *Journal of Applied Psychology*, *Personnel Psychology*, *Journal of Organizational Behavior*, and the *Journal of Management*. Before entering academia, Dr. Peterson worked as a change management consultant for Accenture.

**Smriti Prabhakar** is a PhD student in Management at the University of Connecticut. Her current research interests are in the area of strategic alliance portfolio, strategic entrepreneurship, and top management teams.

**Wm. Gerard (Gerry) Sanders** is Professor of Strategic Management at the Jones Graduate School of Business at Rice University. He was previously on the faculty of the Marriott School of Management at Brigham Young University. He earned a PhD in Strategic Management from The University of Texas at Austin in 1996. Professor Sanders' research is focused on the interpart of corporate governance and executive leadership, with a particular interest in their effects on firm strategy and performance. His research has been published in leading management journals. His work on the effects of stock option pay

has been featured in major news outlets such as the *New York Times*, *The Economist*, *Business Week*, *CFO*, and on National Public Radio's Marketplace. Professor Sanders is currently an Associate Editor of the *Academy of Management Journal*.

**Andrew Sangster** is a Professor of Management and Organizational Development at Touro University, teaching strategic management, organizational behavior, and research methods. He is also the director of the Management and I/O Psychology graduate programs there. Prior to his academic career he was an executive in the aerospace and computer industries. He holds a PhD in Strategic Management from the Drucker School of the Claremont Graduate University, and an MS in Finance from the University of Southern California. Professor Sangster's research focuses on a number of behavioral aspects of business strategy development and implementation. One of these is the relationship between executives' enduring dispositions and strategy formation and implementation (as in this *Handbook*). He also studies the strategic effects of working coalitions with respect to decision biases, social embedding, agency considerations, and their interactions. He is a reviewer for the *Academic of Management Journal*.

**Zeki Simsek** is an Associate Professor and Ackerman Scholar at the Business School of University of Connecticut. Professor Simsek's current research deals with theory and evidence at the interface of strategic leadership and entrepreneurship. He has authored papers on this topic in journals such as *Academy of Management Journal*, *Strategic Management Journal*, *Journal of Applied Psychology*, *Journal of Management Studies*, *Journal of Management*, *Organizational Research Methods*, and others. He teaches a PhD seminar on Strategic Entrepreneurship, an MBA course on Venturing and Value Creation, and an award-winning undergraduate course on Venture Planning, Management, and Growth. He currently serves on the editorial boards of *Academy of Management Journal*, *Strategic Entrepreneurship Journal*, *Entrepreneurship Theory and Practice*, *Venture Capital: An International Journal of Entrepreneurial Finance*, *Journal of Management Studies*, and *Organizational Research Methods*.

**Alexander D. Stajkovic** is the Procter & Gamble Bascom Associate Professor of Organizational Behavior at the University of Wisconsin–Madison. Alex was a visiting scholar at Stanford University (psychology department) in 2007–08. He received a distinguished research award in 2007 (UW–Madison), and two excellence in teaching awards (in 2005 at UW–Madison, and in 1998 at UC–Irvine). Alex's research focuses on motivation and leadership, which has been published in premier psychology and management journals such as *Psychological Bulletin*, *Journal of Applied Psychology*, *Academy of Management Journal*, and *Personnel Psychology*. Alex serves on the Editorial Boards of *Journal of Applied Psychology* (contributing editor), *Organizational Behavior and Human Decision Processes*, *Organizational Dynamics*, and *South African Journal of Human Resource Management*, and is a member of the Advisory Council of the *Harvard Business Review*. Alex is one of the most cited management scholars of his career age. He received both his MA and PhD degrees from the University of Nebraska at Lincoln in Organizational Behavior.

**Anja Tuschke** is Professor of Strategic Management at the Munich School of Management at Ludwig-Maximilians-University in Munich, Germany. Prior to joining the Munich

School of Management in 2007, she was Professor of Organizational Behavior and Director at the Institute of Organization and Human Resource Management at the University of Bern in Switzerland. The research interests of Professor Tuschke revolve around the link between strategic management, corporate governance, and performance. She is particularly interested in how social networks, top management characteristics, and governance mechanisms affect strategic choice and performance. Her work has been published in top management journals such as *Academy of Management Journal* and *Strategic Management Journal*. Professor Tuschke serves on the editorial boards of *Strategic Management Journal* and *Business and Research*.

**Andrew Ward** is the James T. Kane Associate Professor of Management and Associate Dean at the College of Business and Economics at Lehigh University. He was formerly on the faculty at the University of Georgia's Terry College of Business and Emory University's Goizueta Business School. He received his PhD from The Wharton School of the University of Pennsylvania. Ward conducts research on reputations, networks, CEO successions, CEO compensation, the roles and concerns of the chief executive officer, CEO/board relations, leadership, and corporate governance. His work has been published in numerous journals including *Administrative Science Quarterly*, *Organization Science*, and *Strategic Organization*, and he currently serves on the editorial review board of *Strategic Management Journal*. Ward is also the author of two books, *Firing Back* (Harvard Business School Press, 2007) and *The Leadership Lifecycle* (Palgrave Macmillan, 2003).

**Margarethe F. Wiersema** holds the Dean's Professorship in Strategic Management at the Paul Merage School of Business, University of California, Irvine. She has an MBA and PhD from the Ross School of Business at the University of Michigan. Professor Wiersema is internationally recognized as one of the leading experts on corporate strategy and CEO succession and replacement. The recipient of numerous awards for excellence in research and teaching, Professor Wiersema was awarded the 2006 Distinguished PhD Alumni Award from the Ross School of Business at the University of Michigan. She has published her research in the *Harvard Business Review*, *Strategic Management Journal*, the *Academy of Management Journal*, and *Administrative Science Quarterly*. Her research is widely acknowledged by over 1500 citations and she has been quoted by the *New York Times*, *The Financial Times*, *The Economist*, *Fortune*, *Business Week*, and the *Washington Post*. Professor Wiersema is an elected member of the board of directors of the Strategic Management Society and serves as Associate Editor of the *Strategic Management Journal*, the premier journal in the strategy field and serves on the editorial boards of the *Academy of Management Review*, *Organization Science*, and the *California Management Review*.

**Yan (Anthea) Zhang** holds the Jones School Distinguished Associate Professor of Management at the Jesse H. Jones Graduate School of Business at Rice University. Her research areas include CEO succession, corporate governance, high-technology entrepreneurship in China, and foreign direct investment in/from emerging markets. Her work has been published in *Academy of Management Journal*, *Strategic Management Journal*, *Journal of International Business Studies*, and *Journal of Management*. Her research



has been widely cited by prominent business media outlets including *The Economist*, *USA Today*, *Business Week*, *New York Times*, and *Financial Times*. She serves on the editorial review board of *Academy of Management Journal* and *Strategic Management Journal*, and is a consulting editor of *Management and Organization Review*. She is the representative-at-large of the Corporate Strategy and Corporate Governance Interest Group of Strategic Management Society and the representative-at-large of the Americas of the International Association of Chinese Management Research.

**Zhen Zhang** is an Assistant Professor of Management in the W.P. Carey School of Business at Arizona State University. He earned his PhD in Human Resources and Industrial Relations at the University of Minnesota. His research focuses on leadership process and development, the biological basis of organizational behavior, the inter-part between organizational behavior and entrepreneurship, and research methods. His work has appeared or is forthcoming in several journals including *Journal of Applied Psychology*, *Personnel Psychology*, *Organizational Behavior and Human Decision Processes*, the *Leadership Quarterly*, *Journal of Business Venturing*, *Psychological Methods*, and *Organizational Research Methods*.

