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Strategy and Entrepreneurship
Technology and Innovation Management
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I. EDUCATION

A. Degrees

1. Ph.D. 1986 Management of Organizations (Strategy Area)
Columbia Graduate School of Business
Columbia University
New York, NY 10027
2. M.S. 1981 Master of Science in Marketing
Graduate School of Business
Louisiana State University
Baton Rouge, Louisiana 70803
3. B.S. 1977 Bachelor of Science
Business--Majored in Accounting, Marketing and Management
College of Business
Louisiana State University
Baton Rouge, Louisiana 70803

B. Dissertation

“A Contingency Theory of Relatedness in Corporate Venturing and Venture Performance,” 1986.

II. RESEARCH/PUBLICATIONS

A. Published Research

1. Articles Published in Refereed Journals

Lead Article “Overcome Management Bias and Win the Globalization and Innovation Races: A Four-Step Strategy” (with Briance Mascarenhas), *Journal of Learning and Intellectual Capital*, Nov., 2004.

“Five Strategies for Rapid Firm Growth and How to Implement Them” (with Briance Mascarenhas, Arun Kumaraswamy, and Alok Baveja, *Managerial and Decision Economics*, 23: 317-330, 2002.

Lead Article “The Relative Influence of Country Conditions, Industry Structure, and Business Strategy on Multinational Corporation Subsidiary Performance,” (with Petra Christmann and George S. Yip, *Journal of International Management*, 5, 4: 241-265, 1999 .

Previous version won 2nd place—TIMS/ORSA competition for Best Global Strategy Paper

“Raising Radicals: Different Processes for Championing Innovative Corporate Ventures,” *Organization Science*, 5, 2: 148-172, 1994.

“Strategic Leaders or Strategic Groups: A Longitudinal Data Envelopment Analysis of the U.S. Brewing Industry,” (with Arie Lewin), *European Journal of Operations Research*, 1994.

“Intangible Assets, Entry Strategies, and Venture Success in Industrial Markets.” (with Mary L. Williams and Ming-Hone Tsai), *Journal of Business Venturing*, 6 (5), September 1991, 315-333.

“New Perspectives on Strategy Research: A View From the Management Sciences,” (with John Farley and Jerry Wind), Introduction to Special Issue, *Management Science*, October 1990.

“A Generic Model of Competitive Dynamics,” (with Olivia, T.A. and MacMillan, I.C.), *Academy of Management Review*, 13(3), July 1988, 374-389.

“Strategy Maps: A Spatial Representation of Intra-industry Competitive Strategy.” (with DeSarbo, W.S. and Olivia, T.A.) *Management Science*, 33 (12), December 1987, 1534-1551.

“Criteria for Corporate Venturing: Importance Assigned by Managers,” (with DeSarbo, W.S. and MacMillan, I.C.), *Journal of Business Venturing*, 2 (4), Fall 1987, 329-350.

“Cross-Sectional Estimation in Marketing: Direct Versus Reverse Regression,” (with Vonhonacker, W. R.), *Marketing Science*, 6 (3), Summer 1987.

“GEMCAT: A General Multivariate Methodology for Estimating CATastrophe Models,” (with Olivia T.A., De Sarbo, W.S. and Jedidi, K.), *Behavior Science*, 32, 1987, 121-137.

“Selecting Competitive Tactics: Try a Strategy Map,” (with Olivia, T.A. and Desarbo, W.S.), *Sloan Management Review*, 28 (3), 1987, 5-16.

“Corporate Ventures Into Industrial Markets: Dynamics of Aggressive Entry,” (with MacMillan, I.C.), *Journal of Business Venturing*, 2, 1987, 29-39.

“The Product Portfolio and Profitability—A PIMS-Based analysis of Industrial-Product Business,” (with MacMillan, I.C. and Hambrick, D.C.), *Academy of Management Journal*, 25 (4), 1982, 733-755.

“Strategic Attributes and Performance in the BCG Matrix—APIMS-Based Analysis of

Industrial Product Business,” (with Hambrick, D.C. and MacMillan, I.C.), **Academy of Management Journal**, 25, 1982, 519-531.

2. Under Review

“The Monsanto Paradox: The Role of Institutional Entrepreneurs in Pioneering a Technological Revolution” revise and resubmit, *Organization Science*, 2006.

3. Edited Works

“State of the Art in Theory and Method in Strategy Research,” (Day, Diana L., John Farley and Jerry Wind—co-editors), Special Issue of **Management Science**, October, 1990.

4. Chapters in Books

“Raising Radicals: Different Processes for Championing Innovative Corporate Ventures,” Shaker Zahra, editor, **Corporate Entrepreneurship**, Elsevier, Shaker Zahra, editor, Spring, 2006, reprint, Sole authored (collection of top publications in corporate entrepreneurship).

“Research Linkages Between Entrepreneurship, Strategic Management, and General Management,” in Don Sexton (editor), **State of the Art of Entrepreneurship**, Boston: PWS Kent, 1992.

“Applying DEA Analysis to Identify Strategic Groups in the Brewing industry: A Longitudinal analysis,” (with Arie Lewin, Ron Salazar, and Hongyu LI), in **Data envelopment analysis: Theory, Methodology and Application**, A. Charnes, W.W. Cooper, A.Y. Lewin, and L.M. Seiford, Editors, NY: Quorum books, 1993.

B. Presentations

1. Refereed or Competitive Paper Presentations

“The Monsanto Paradox II: The Role of Higher Order Dynamic Capabilities in Pioneering & Market Leadership” in “Higher Order Dynamic Capabilities: Theoretical Issues, Methodological Dilemmas, and New Empirical Evidence,” accepted by the BPS and OMT divisions of the International Academy of Management, Atlanta, GA, 2006.

“The Monsanto Paradox: Transformation of an Incumbent through Innovation of a New Organizational Form” with Ken Colwell, accepted by the OMT division of the International Academy of Management, Atlanta, GA, 2006.

“Corporate Leadership, Corporate Venture Capital and Corporate Transformation,” in “Teaching Old Dogs New Tricks: Strategic and Corporate Transformation in the 21st Century” accepted to the BPS and OMT divisions of the International Academy of Management Divisions—Honolulu,

Hawaii, 2005.

“A Picture Is Worth A Thousand Words: Pictorial and Graphical Analysis in Qualitative Research” in Professional Development Workshop on “The Power of Richness: The Why, What, When and How of Qualitative Research” accepted to 8 divisions of the Academy of Management--Business Policy and Strategy Division, Organizational Behavior, Organization and Management Theory Division, International Management Division, Technology and Innovation Management Division, Research Methods Division, Management History Division, and the Organizations and the Natural Environment Division--Honolulu, Hawaii, 2005.

“Corporate Venture Capital’s Role in Corporate Transformation,” Pre-Conference to Organization Science Winter Pre-Conference XI, Steamboat Springs, Colorado, February, 2005.

“The Competitive Advantages of Innovation,” at Joint Symposium on “The Competitive Advantages of Innovation,” Business Policy and Strategy, Organization and Management Theory, and Technology and innovation Management Divisions, National Academy of Management, Dallas, 1994.

“Emergence of Strategic Leaders Through Innovation: Competitive Advantage and the Potential Formation of Strategic Groups,” (with Arie Lewin), at Joint Symposium on “Industry/Firm Evolution, Rivalry and Innovation: Examining New Issues Within Strategic Group Theory,” Business Policy and Strategy and Organization and Management Theory Divisions, National Academy of Management, Atlanta, 1993.

“Championing Radical Innovation,” at Joint Symposium on “New Research on Top Management Roles in Corporate Entrepreneurship and Innovation,” Business Policy and Strategy, Entrepreneurship, and Organization and Management Theory Divisions, National Academy of Management, Atlanta, 1993.

“Theoretical Development and Empirical Examination of the Resources of Creative Destruction and Sustained Competitive Advantages in Related Diversification Moves,” at Symposium on “Building and Exploiting Capabilities or Competencies: Empirical Studies Within the Resources/Capabilities View of the Firm,” Business Policy and Strategy, National Academy of Management, Las Vegas, 1992.

“Inducing Theory from External Observations: A Data Envelopment Analysis of Strategic Group Theory,” (with Arie Lewin), National Academy of Management, Miami, August 1991.

“An Extension of the Structure-Strategy-Profitability Paradigm to a Consumer Products Industry,” (with Yip, G.), Academy of Management, San Francisco, 1990.

“A Contingency Theory of User Group, Relatedness and Resulting Synergies,” Symposium on the Interface Between Entrepreneurship and Marketing, American Marketing Association, Anaheim, August 1988.

“Determining Mobility Barriers and Evaluating Their Characteristics: A Dynamic Analysis of

the Banking Industry,” National Academy of Management, Anaheim, August 1988.

“Competitive Dynamics: The Organization’s Response to Competition,” (with T.A. Oliva), National Academy of Management, Anaheim, August 1988.

“An Empirical Test of the Main and Contingent Effects From Relatedness in Corporate Venturing,” Eighth Annual Babson Entrepreneurial Research Conference, May 1988.

“A Contingency Theory of Relatedness in Corporate Venturing and Resulting Synergies,” Strategic Management Society Conference, Boston, Fall 1987.

“A Contingency Theory of Product Life Cycle, Relatedness and Resulting Synergies,” Babson Conference, Pepperdine, April 1987.

“Start-Up Conditions: Differences Between Independent Business Units and Corporate Ventures,” (with Katz, J.A.), Babson Conference, Babson, April 1986.

“Aggressive Entry Into Industrial Markets,” (with MacMillan, I.C.), National Academy of Management, San Diego, August 1985.

“Market Share Effects: Some Contrasts Between Consumer and Industrial Businesses,” (with MacMillan, I.C. and Hambrick, D.C.), National Academy of Management, Dallas, August 1983.

2. Refereed or Competitive Symposia

Chair, Symposium--“Higher Order Dynamic Capabilities: Theoretical Issues, Methodological Dilemmas, and New Empirical Evidence,” with David Collis (Harvard University), Tammy Madsen (Santa Clara University), Constance James (Pepperdine University), Catherine Maritan (Syracuse University)—accepted by the BPS and OMT divisions of the International Academy of Management, Atlanta, GA, 2006.

Co-Chair of Professional Development Workshop on “The Power of Richness II: Issues in Qualitative Research” with J. Peter Murmann (Northwestern)—Presenters: Karl Weick (Michigan); Kathy Eisenhardt (Stanford); Mauro Guillen (Wharton); Nicolaj Sigelkow (Wharton); Sara Rynes (AMJ--editor); John A. Wagner, III (ASQ—associate editor), Lead Sponsor—BPS, also supported by all but 3 divisions/interest groups of the Academy, Academy Of Management, Atlanta, GA, 2006.

Chair, Symposium entitled “Teaching Old Dogs New Tricks: Strategic and Organizational Transformation in the 21st Century” with paper presentations by Marco Iansiti (Harvard University); Deborah Dougherty (Rutgers, Newark); Lois Peters (RPI); Mary Tripsas (Harvard University).

Co-Chair of Professional Development Workshop on “The Power of Richness: The Why, What, When and How of Qualitative Research” with J. Peter Murmann (Northwestern)—Presenters:

Charles Galunic (INSEAD); Robert Burgelman (Stanford); Klaus Weber (Northwestern); Deborah Dougherty (Rutgers—Newark); Gabriel Szulanski (INSEAD); Supporting Divisions-- Business Policy and Strategy Division, Organization and Management Theory Division, Organizations and the Natural Environment Division, Technology and Innovation Management Division, Research Methods Division, Management History Division, International Management Division, Organizational Behavior Division of the Academy Of Management, Honolulu, Hawaii, 2005.

Chair of Joint symposium on “The Competitive Advantages of Innovation,” Business Policy and Strategy, Organization and Management Theory, and Technology and Innovation Management Divisions, National Academy of Management, Dallas, 1994.

Co-Chair (with Robert Burgelman) of Joint Symposium on “New Research on Top Management Roles in Corporate Entrepreneurship and Innovation,” Business Policy and Strategy, Entrepreneurship, and Organization and Management Theory Divisions, National Academy of Management, Atlanta, 1993.

Co-Chair (with Jitendra Singh) of Joint Symposium on “Industry/Firm Evolution, Rivalry and Innovation: Examining New Issues Within the Strategic Group Theory,” Business Policy and Strategy and Organization and Management Theory, National Academy of Management, Atlanta, 1993.

Co-Chair (with David Teece) of Symposium on “Building and Exploiting Capabilities or Competencies: Empirical Studies Within the Resources/Capabilities View of the Firm,” Business Policy and Strategy Division, National Academy of Management, Las Vegas, August 1992.

Chair of Symposium on “The State of the Art in Theory and Research Methods in Strategic Group Research,” Business Policy and Strategy Division, National Academy of Management, Anaheim, August 1988.

2. Invited Presentations—

a. Conferences

Rensselaer Polytechnic Institute, Conference on “Creating and Managing the Biotechnology Venture,” October, 2006.

Jointly Sponsored Conference—UN, Academy of Management, and Case Western, on “Business as an Agent of World Benefit,” Cleveland, 2006.

“Paradoxes in Organizational Designs for Technological Innovation in Corporate Entrepreneurship,” TIMS/ORSA, Orlando, 1992.

“Entry Strategies and Markets/Marketing,” (with Zenas Block and Ian MacMillan), closing Presentation—Symposium on the interface between Marketing and Entrepreneurship, American Marketing Association, 1990.

“The Impact of Organizational Design on the Technological Inventiveness and Innovativeness of Internal Corporate Ventures,” TIMS/ORSA, Philadelphia, 1990.

“A Latent Variable Structural Model of Competitor Performance in a Multinational Industry,” (with Roos, J. and Yip, G.), TIMS/ORSA, Japan, 1989.

“A Longitudinal Analysis of Strategic Leaders in the Beer Industry,” (with Arie Lewin and Ron Salazar), ORSA/TIMS, Vancouver, 1989.

“Expert systems in Strategic Management,” (with Christner, R.), Enterprise Wide Information Management Conference, St. Louis, Missouri, 1987.

“Technological Innovation in Established Organizations,” USASBE (United States Association of Small Business & Entrepreneurship), 1989.

b. Universities

Management Colloquium--Rutgers University, Newark, 2006
Behavior Colloquium--Kellogg School, Northwestern University
Strategy Colloquium – Sloan School, MIT
Strategy Colloquium--Business School, Temple University
Strategy Colloquium – UCLA

C. Research in Progress

”Strategic Alliances in AgBiotech”

“Biotechnology in China”

“The Curse of Incumbency”

D. Editorial Activities

1. Editorial Review Boards

International Journal of Strategic Change Management

2. Ad Hoc Reviewer for:

Administrative Science Quarterly
Organization Science
Management Science
Academy of Management Review
Academy of Management Journal
Strategic Management Journal
Journal of Business Venturing

Entrepreneurship: Theory and Practice

3. Regular Reviewer—Academy of Management Conferences:

Business Policy and Strategy
Entrepreneurship
Organization and Management Theory
Technology and Innovation Management International Management

E. Research Interests

Corporate Entrepreneurship and Venturing
Radical Innovation
Pioneering & First Mover Advantages
Corporate Venture Capital
Strategic/Corporate Transformation
International Market Entry
International M&A
Technological Invention and Innovation
Competitive Strategy and Dynamics

III. TEACHING

A. Teaching

1. Rutgers University School of Business (Camden)
1995 - present Associate Professor with Tenure
1994 - 1995 Associate Professor without Tenure
2. Wharton School, University of Pennsylvania –
1985 - 1994 Ehrenkranz/Greenwall Term Chair Assistant Professor of Management
1999-present Associate Adjunct Professor of Management

B. Courses Taught

1. Main Courses Taught at both the Undergraduate and Graduate Level
 - a. Rutgers University School of Business (Camden):

Business Policy/Strategic Management – 1995—present
Corporate Entrepreneurship 1998-1999
Mergers & Acquisitions—2000 & 2003
Strategic Alliances—2002
Strategic Human Resource Management—Fall, 1994
 - b. The Wharton School, University of Pennsylvania

Corporate Development: Mergers & Acquisitions – 1999-2005; 1986 – 1994
Business Policy – 1999-2005; 1984 – 1994

2. Executive Education

a. MBA Courses—The Wharton School

Corporate Development: Mergers and Acquisitions
Corporate Entrepreneurship

b. Seminar Courses - The Wharton School

Strategic Planning
Management of Technology

c. WP Programs--The Wharton School

Management Policy

3. Ph.D. Courses—The Wharton School

Pro-Seminar: Innovation, Change and Entrepreneurship

C. Courses Developed

Corporate Entrepreneurship
Mergers and Acquisitions
Strategic Alliances
Strategy Under Uncertainty
Business Policy/Strategic Management
Ph.D. Course on Innovation, Change and Entrepreneurship
Executive MBA Course on Corporate Entrepreneurship

D. Cases

Paramount and Viacom versus QVC
Maximizing Value By Altering Corporate Ownership: Genoa Steel Co.

E. Educational Materials--Software Programs

Expert System: Selection Criteria for Entrepreneurial Ventures
Screening for Potential Acquisitions or Mergers: Valuation Analysis with Compustat Data

F. Teaching Interests

1. Courses

Corporate Entrepreneurship
Technological Innovation/Strategic Management of Technology
New Venture Creation
Business Policy/Strategic Management
Corporate Strategy
Mergers & Acquisitions
Strategic Alliances & Joint Ventures
Strategy Under Uncertainty
Competitive Strategy

2. Advising

Acted as advisor on Independent Study Courses or Advanced Study Projects for 77 students to date.

3. Teaching Evaluations

a. Rutgers--Camden

Average scores in the 4.1 to 4.5 range on a 5 point scale. Ranked in the top 5 in the school in 2002.

b. The Wharton School, University of Pennsylvania

Average scores in the 3.3 to 3.5 range on a 4 point scale.

IV. PROFESSIONAL ACTIVITIES

A. University Related Activities

Developed Entrepreneurship Program at Rutgers—Camden

Developed SIFE program at Rutgers—Camden

Served on the Dean's Search Committee for Provost—2004-2005

Served on the Curriculum Committee to develop new MBA curriculum 2003-2005.

B. Wharton-Sponsored conferences

Co-Chair—International Conference—“State of the Art in Theory and Method in Strategy Research” with Jerry Wind and John Farley, sponsored by Ned Bowman, Peter Lorange, and Ian MacMillan

Co-Chair—Conference “Corporate Entrepreneurship” with Dan Levinthal and Harbir Singh Sponsored by Ned Bowman and Ian MacMillan

Co-Chair—Conference “Building and Exploiting the Resources of the Firm” with Dan

Levinthal and Harbir Singh, sponsored by Ned Bowman and Ian MacMillan

C. Service to the Profession

1. Committees & Workshops

Review Committee for Best Dissertation Award—TIM Division, 2006

Review Committee for Best Dissertation Proposal—Product Development Management Assoc., 2006

Faculty Member, Junior Faculty Workshop, Business Policy and Strategy Division, 2005

Faculty Member, Junior Faculty Workshop, Entrepreneurship Division, 2005

Review Committee, Strategic Management Society, 1995

2. Leadership Activities

Governing Board, Executive Committee, Business Policy and Strategy Division, National Academy of Management, 2000-2001.

Chair of Business Policy and Strategy Division, National Academy of Management, 1999-2000.

Chair-Elect, Business Policy and Strategy Division, National Academy of Management, 1998-1999.

Program Chair, Business Policy and Strategy Division, National Academy of Management, 1997-98.

Assistant Program Chair, Business Policy and Strategy Division, National Academy of Management, 1996– 1997.

3. Other Service

Executive Committee, Business Policy and Strategy Division, National Academy of Management, 1992 – 1996.

Task Force on Entrepreneurship in Marketing, American Marketing Association, 1988-1992.

C. Professional Affiliations and Memberships

Academy of Management

Strategic Management Society

TIMS/ORSA

AIB

D. Non-University Related Activities

Board of Directors—University City Historical Society, 1988-1992

V. AWARDS, ELECTED POSITIONS, APPOINTED POSITIONS, GRANTS

A. Professional

1. Awards

Corporate Entrepreneurship Award from USASBE – national award for the top entrepreneurship researcher in the field

2nd place—TIMS/ORSA competition for Best Global Strategy Paper

2. Elected Positions

Governing Board, Executive Committee, Business Policy and Strategy Division, National Academy of Management, 2000-2001.

Chair of Business Policy and Strategy Division, National Academy of Management, 1999-2000.

Chair-Elect, Business Policy and Strategy Division, National Academy of Management, 1998-1999.

Program Chair, Business Policy and Strategy Division, National Academy of Management, 1997-98.

Assistant Program Chair, Business Policy and Strategy Division, National Academy of Management, 1996– 1997.

Executive Committee, Business Policy and Strategy Division, National Academy of Management, 1992 – 1996.

3. Appointed Positions

Reviewing Committee for Strategic Management Society—1995

Task Force on Entrepreneurship in Marketing, American Marketing Association, 1988-1992.
Head of the Advisory board—Marketing/Entrepreneurship Interface— American Association (presidential appointment)

4. Grants

Huntsman Center for Global Competition and Innovation
Reginald H. Jones Center for Management, Policy, Strategy & Organization—Wharton

School
IBM MOIS UNISYS grant
Snider Entrepreneurial Center—Wharton School
Center for Entrepreneurial Studies—NYU Strategic Planning Institute

B. University Related

1. Scholarships and Honors

Ehrenkranz/Greenwall Term Chair Assistant Professor of Management
Who's Who in Professional and Executive Women
Academy of Management Doctoral Consortium Fellow
Ph.D. Stipend Awards
Tuition Awards
Dean's List
State Winner – General Motors' Intercollegiate Marketing Competition
National Award Winner – Direct Marketing Association
Centennial Honor Awards
Freshman Honor Awards

2. Honorary Societies

Phi Kappa Phi – National Honorary for all fields of knowledge
Beta Gamma Sigma – National Honorary for Business
Mu Kappa Tau – National Honorary for Marketing