

**MELISSA A. SCHILLING**

Management Department  
Stern School of Business  
New York University  
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***Education***

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- 1997      **University of Washington, Graduate School of Business**  
Doctorate of Philosophy, Strategic Management, October, 1997  
*Minors:* Economics, Environmental Studies, Research Methods  
*Dissertation:* "Technology Adoption, Dominant Design and New Product  
Development: A Model of Technological Lock Out and Empirical Test" *Chair:*  
Charles Hill
- 1990      **University of Colorado, Boulder**  
Bachelor of Science degree in Business Administration  
*Majors:* Marketing, Finance, and Biology

***Academic Positions***

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- 2004-Present    *Associate Professor of Management*  
New York University, Stern School of Business
- 2001-2004      *Assistant Professor of Management*  
New York University, Stern School of Business  
Primary instructor for graduate and undergraduate courses in strategic  
management, and technology and innovation management.
- 1997-2001      *Assistant Professor of Management Policy*  
Boston University, School of Management  
Primary instructor for undergraduate classes in strategic management, strategic  
management of technology, and graduate classes in social issues in management.

***Honors, Grants and Awards***

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- 2004-2006      Kauffman Foundation Grant, \$338,703  
Co-Principal Investigator with William Baumol and Edward Wolff  
"Education for Entrepreneurial Invention Versus Education for Incremental  
Innovation"

- 2003-2008 National Science Foundation CAREER Grant, \$405,000  
“Technological Innovation and Knowledge Creation”
- 2000 Broderick prize for excellence in research, Boston University
- 2000 Nominated for Best Paper Prize, Academy of Management Conference
- 1999 Nominated for Best Paper Prize, Strategic Management Society Conference
- 1999 \$10,000 Research Grant, Systems Research Center, Boston University
- 1996 Outstanding Teaching Award, Doctoral Business Program, University of Washington
- 1996 Evert McCabe Endowed Fellowship, Doctoral Business Program, University of Washington
- 1996 Robert & Bonnie Slettedahl Endowed Fellowship, Doctoral Business Program, University of Washington
- 1995 Research Grant, Program for Entrepreneurship and Innovation, University of Washington
- 1994 Research Assistantship, Program for Entrepreneurship and Innovation, University of Washington

***Published and Forthcoming Journal Publications***

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- Rosenkopf, L. & Schilling, M.A. 2007. Comparing alliance structure across industries: Observations and explanations. *Strategic Entrepreneurship Journal*, 1:forthcoming.
- Sahaym, A., Steensma, H.K. & Schilling, M.A. 2007. The influence of information technology on the use of loosely-coupled organizational forms: An industry-level analysis. *Organization Science*, 18:865-880.
- Schilling, M.A. & Phelps, C. 2007. Interfirm collaboration networks: The impact of large-scale network structure on firm innovation. *Management Science*, 53: 1113-1126.
- Schilling, M.A. 2005. A small-world network model of cognitive insight. *Creativity Research Journal*, 17(2&3):131-154.
- Schilling, M.A. & Papparone, C. 2005. Modularity: An application of general systems theory to military force development. *Defense Acquisitions Review*, 12:279-293.
- Schilling, M.A. 2004. Review of How Breakthroughs Happen: The Surprising Truth about how Companies Innovate. *Administrative Science Quarterly*, 49:485-487.
- Schilling, M.A. 2003 Technological leapfrogging: Lessons from the U.S. videogame industry. *California Management Review*, 45(3):6-32

Schilling, M.A., Vidal, P., Ployhart, R. & Marangoni, A. 2003. Learning by doing *something else*: Variation, relatedness, and organizational learning. *Management Science*, 49:39-56.

Schilling, M.A. & Steensma, K. 2002. Disentangling the theories on firm boundaries: A path model and empirical test. *Organization Science*, 13: 387-401.

Schilling, M.A. 2002. Technology success and failure in winner-take-all markets: Testing a model of technological lock out. *Academy of Management Journal*, 45: 387-398.

Schilling, M.A. & Steensma, K. 2001. The use of modular organizational forms: An industry level analysis. *Academy of Management Journal*, 44: 1149-1169.

Translated as a research brief in the *Academy of Management Executive*, 16 (2): 166-168.

Schilling, M.A. 2000. Towards a general modular systems theory and its application to inter-firm product modularity. *Academy of Management Review*, Vol 25:312-334.

Reprinted in Garud, R., Langlois, D., & Kumaraswamy, A. (eds) *Managing in the Modular Age: Architectures, Networks and Organizations*. 2002. Oxford, England: Blackwell Publishers

Schilling, M. A. 2000. Decades ahead of her time: Advancing stakeholder theory through the ideas of Mary Parker Follett. *Journal of Management History*, 6 (5):224-242.

Schilling, M.A. 1999. Winning the standards race: Building installed base and the availability of complementary goods. *European Management Journal*, 17:265-274.

Schilling, M.A. 1998. Technological lock out: An integrative model of the economic and strategic factors driving technology success and failure. *Academy of Management Review*, Vol 23:267-284.

Schilling, M.A. and Hill, C.W.L. 1998. Managing the new product development process: Strategic imperatives. *Academy of Management Executive*, 12(3):67-81.

Reprinted in Shukla, P.K. (ed) *Production and Operations Management*, Annual Editions. Connecticut: Dushkin/McGraw-Hill.

Reprinted in *IEEE Engineering Management Review*, 26(4):55-68.

Schilling, M.A. and Schultz, M. 1998. Improving the organization of environmental management: Ecosystem management, external interdependencies, and agency structures. *Public Productivity and Management Review*, Vol 21(3):293-308.

***Works Under Revision or Review***

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- Schilling, M.A. 2008. Understanding the alliance data. Under second review at *Strategic Management Journal*.
- Baumol, W.J., Schilling, M.A., & Wolff, E.N. 2008. Innovative entrepreneurship: Is there education that helps and education that handicaps? Under review at *Journal of Economics and Management Strategy*.
- Fang, C., Lee, J. & Schilling, M.A. 2008. Balancing exploration and exploitation through structural design: advantage of the semi-isolated subgroup structure in organizational learning. Under review at *Organization Science*.
- Schilling, M.A. 2007. The technology collaboration network of U.S. technology-intensive firms and their partners. Revise and resubmit at *Research Policy*.
- Steensma, H.K. & Schilling, M.A. 2007. The influence of industry standards and technological change on the efficacy of contract manufacturing: A normative test of transaction cost logic. Under revision.
- Schilling, M.A. & Esmundo, M. 2008. Technology s-curves in renewable energy alternatives: Analysis and implications for industry and government. Under revision.
- Schilling, M.A. 2007. To protect or to diffuse? Appropriability, architectural control, and the rise of a dominant design. Under revision.
- Schilling, M.A. & Vidal, P. 2007. Learning curves in strategic decision-making by teams. Under revision.
- Schilling, M.A. & Phelps, C. 2004. Small-World Networks and Knowledge Creation: Implications for Multiple Levels of Analysis. Under revision.
- Schilling, M.A. & Steensma, H.K. 2006. When and why do firms use contract manufacturing? A multitheoretical approach and empirical test. Under revision.
- Lee, J., Fang, C. & Schilling, M.A. 2007. Exploration and exploitation in complex networks: The impact of small-world properties. Under revision.
- Baumol, W., Wolff, E. & Schilling, M.A. 2004. Education for entrepreneurial invention versus education for incremental innovation. Project underway.

### ***Books and Book Chapters***

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- Schilling, M.A. 2008. *Strategic Management of Technological Innovation, 2<sup>nd</sup> edition*. Boston: McGraw Hill.

Translated versions in Italian and Spanish.

Schilling, M.A. & Phelps, C. 2007. Interfirm collaboration networks: The impact of network structure on rates of innovation, pp. 100-134 in E. Sheshinski, and R.J. Strom, and W.J. Baumol (Eds) *Entrepreneurship, Innovation and the Growth Mechanism of the Free-Market Economies*. Princeton, NJ: Princeton University Press.

Baumol, W. & Schilling, M.A. 2006. Entrepreneurship. Forthcoming in the *New Palgrave: A Dictionary of Economics, 2<sup>nd</sup> Edition*. Hampshire, United Kingdom: Palgrave Macmillan.

Schilling, M.A. 2005. *Strategic Management of Technological Innovation*. Boston: McGraw Hill.

Translated versions in Italian, French, Chinese (short and long form), and Korean.

Schilling, M.A. 2005. Game not over: Competitive dynamics in the video game industry. Forthcoming in J. Lampel, J. Shamsie and T. Lant (Eds) *The business of culture: Strategic perspectives on entertainment & media*. Mahwah, NJ: Lawrence Erlbaum Associates.

Schilling, M.A., Johng, J., Kang, Y.J., Sul, J., Takanashi, M. 2005. Honda Insight: Development and Launch of a Hybrid Electric Vehicle. Forthcoming in Sharma, S. & Starik, M. (Eds) *New Perspectives and Horizons in Sustainability Research*. Sheffield: Greenleaf Publishing.

Schilling, M.A. 2002. Modularity in multiple disciplines. In Garud, R., Langlois, R., & Kumaraswamy, A. (eds) *Managing in the Modular Age: Architectures, Networks and Organizations*. Oxford, England: Blackwell Publishers, pg. 203-214

Schilling, M.A. 2002. Intraorganizational technology, in Baum, J. (ed) *Companion to Organizations*. Oxford, England: Blackwell Publishers, pg. 158-181.

Schilling, M.A. & Vasco, C.E. 2000. Product and process technological change and the adoption of modular organizational forms. In Bresser, R., Hitt, M., Nixon, R. & Heuskel, D., (eds) *Winning strategies in a deconstructing world*. Sussex, England: John Wiley & Sons, pg. 25-50.

### ***Conference Proceedings***

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Schilling, M.A. & Phelps, C. 2005. Alliance networks and knowledge creation: The impact of small-world connectivity on firm innovation. *2005 Academy of Management Best Paper Proceedings*.

Schilling, M.A. 2003. Factors driving the adoption of increasingly modular organizational forms. *American Association for Artificial Intelligence Spring Symposium*, Technical Report SS-03-02.

Schilling, M.A., Marangoni, A., Vidal, P. & Rajan, M. 2000. Learning by doing *something else*: The impact of task variation on organizational learning curves. **2000 Academy of Management Best Paper Proceedings**.

Schilling, M.A. and Schultz, M. 1994. Ecosystem management and organization structure, **Association of Management Conference Proceedings**, August.

### **Cases**

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Davis, T., Davis, D., Moodie, S. & Schilling, M.A. 2007. Honda and hybrid electric vehicles. In Hill, C.W.L. and Jones, G. **Strategic Management, An Integrated Approach**, 7th Ed. Boston, MA: Houghton Mifflin

Schilling, M.A., Kittner, J. & Karl, S. 2003. Microsoft's Xbox. In A. Thompson & A. Strickland's **Strategic Management**, 13th Edition. New York: McGraw Hill.

Schilling, M.A., Bevier, S., Beaupierre, C., Libarikian, V., & Ekesi, R. 2003. Treo: Handspring's last stand? In Hill, C.W.L. and Jones, G. **Strategic Management, An Integrated Approach**, 6th Ed. Boston, MA: Houghton Mifflin. Also available through McGraw Hill's Primis Online.

Angga-Prana, S., Ji, M. & Schilling, M.A. 2003. Iridium: Communication for the new millenium, in Hill, C.W.L. and Jones, G. **Strategic Management, An Integrated Approach**, 6th Ed. Boston, MA: Houghton Mifflin. Also available through **McGraw Hill's Primis Online**.

Tjahyadikarta, P. & Schilling, M.A. 2002. Palm economy. In Hitt, M., Hoskisson, R. and Ireland, R.D., **Strategic Management, Competitiveness and Globalization**, Fifth Edition. Minneapolis/St. Paul: West Publishing.

Brooks, S., Schilling, M.A. & Scrofani, J. 2002. Monsanto: Better living through genetic engineering? In Hitt, M., Hoskisson, R. and Ireland, R.D., **Strategic Management, Competitiveness and Globalization**, Fifth Edition. Minneapolis/St. Paul: West Publishing. Also available through **McGraw Hill's Primis Online**.

Chiu, R., Chou, C. & Schilling, M.A. 2001. Sony Playstation2: Just another competitor? In Hitt, M., Hoskisson, R. and Ireland, R.D., **Strategic Management, Competitiveness and Globalization**, Fifth Edition. Minneapolis/St. Paul: West Publishing.

Palacio, J., Schilling, M.A. & Shiotani, H. 2001. Shrinking the standard: Sony Corp. and the MiniDisc. **Boston University Teaching Case #2001-03**.

Essner, D., Liao, P. & Schilling, M. A. 2001. Sun Microsystems: Establishing the Java standard. **Boston University Teaching Case # 2001-02**.

Schilling, M.A. 2000. The PDA Industry, 2000. **Boston University Teaching Case # 2001-06**.

Schilling, M.A., Eng, A. & Velasquez, M. 2000. Madd Snowboards. In Hitt, M., Ireland, D. & Hoskisson, B. *Strategic management: Competitiveness and globalization*, fourth edition. St. Paul, MN: West Publishing

Schilling, M. A. and Kotha, S. 1998. Starbucks Corporation: Entry into Japan, in Hitt, M., Ireland, R.D., and Hoskisson, R. *Strategic Management, Competitiveness and Globalization*, Minneapolis/St. Paul: West Publishing.

Reprinted in *Cases for Contemporary Strategy Analysis* by Grant, R. E. & Neupert, K. E. Second Edition, Blackwell Publishers, 1999.

Schilling, M.A. 1996. Starbucks: Still Perking? in Hill, C.W.L. and Jones, G. *Strategic Management, An Integrated Approach*, 4th Ed. Boston, MA: Houghton Mifflin

Schilling, M.A. 1994. Starbucks: Taking the Espresso Lane to Profits, in Hill, C.W.L. and Jones, G. *Strategic Management, An Integrated Approach*, 3rd Ed. Boston, MA: Houghton Mifflin.

### ***Presentations***

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Schilling, M.A. 2007. Knowledge networks and knowledge creation. Presented at *University of California, Berkeley*.

Schilling, M.A. 2007. BPS New Faculty Consortium, Co-Chair, at the *2007 Academy of Management Conference*, Atlanta.

Schilling, M.A. 2006. Understanding the alliance data and its implications. Presented at the *2007 Winter Strategy Conference*, Solitude Utah.

Schilling, M.A. 2006. Learning in complex networks. Presented at the *2006 INFORMS Conference*, Pittsburgh.

Schilling, M.A. 2006. BPS New Faculty Consortium, Co-Chair, at the *2006 Academy of Management Conference*, Atlanta.

Fang, C., Lee, J. & Schilling, M.A. 2006. Learning in complex networks: The interaction between learning rates and network structure. Presented at the *2006 Academy of Management Conference*, Atlanta.

Schilling, M.A. 2006. Modularity. Discussant, at the *2006 Academy of Management Conference*, Atlanta.

Sahaym, A., Steensma, H.K., & Schilling, M.A. 2006. The influence of information technology on firm boundaries: An industry-level analysis. Presented at the *2006 Academy of Management Conference*, Atlanta.

- Schilling, M.A. 2006. William Baumol Special Session on Entrepreneurship, Innovation and Growth II: Empirical Approach. Discussant, at *American Economic Association*, January.
- Schilling, M.A. 2005. New venture business models and performance. Discussant, *Smith Entrepreneurship Research Conference*, Baltimore, April.
- Schilling, M.A. & Walter, J. 2005. Resource-based and network-based motives for technology licensing: An exploratory study. Presented at the *2005 Academy of Management Conference*, Honolulu.
- Schilling, M.A. & Phelps, C. 2005. Alliance networks and knowledge creation: The impact of small-world connectivity on firm innovation. Presented at the *2005 Academy of Management Conference*, Honolulu.
- Schilling, M.A. 2005. Frontier research areas in strategy. Presented at the BPS Doctoral Consortium at the *2005 Academy of Management Conference*, Honolulu.
- Schilling, M.A. & Phelps, C. 2004. Small-world networks and knowledge creation: Implications for Multiple Levels of Analysis. Presented at the *2004 Academy of Management Conference*, New Orleans.
- Schilling, M.A. 2004. Interfirm collaboration networks: The impact of network structure on rates of innovation. Invited presentation at *University of California, Los Angeles*. May.
- Schilling, M.A. 2004. Firm size and interfirm collaboration. Invited presentation at the *Entrepreneurship in the 21st Century conference*, sponsored by the Office of Advocacy, U.S. Small Business Administration and the Ewing Marion Kauffman Foundation. March.
- Schilling, M.A. 2004. Interfirm collaboration networks: The impact of network structure on rates of innovation. Invited presentation at *University of California, San Diego*. March.
- Schilling, M.A. 2004. Interfirm collaboration networks: The impact of network structure on innovation. Invited presentation at *University of North Carolina, Chapel Hill*. February.
- Schilling, M.A. 2004. Interfirm collaboration networks: The impact of network structure on innovation. Invited presentation at *University of Texas, Austin*. February.
- Schilling, M.A. 2004. Interfirm collaboration networks: The impact of network structure on rates of innovation. Invited presentation at *University of California, Irvine*. February.
- Schilling, M.A. 2003. Interfirm collaboration networks: The impact of network structure on rates of innovation. Invited presentation at the *Conference on Entrepreneurship, Innovation and the Growth Mechanism of the Free-Market Economies*. Organized by William Baumol, New York University, November.

- Schilling, M.A. 2003. Interfirm Knowledge Networks and Knowledge Creation: The Impact of "Small World" Connectivity. Invited presentation at the *Rotman Strategic Management Workshop*, October.
- Schilling, M.A. 2003. Interfirm collaboration networks and innovation: The impact of small-world connectivity. Invited presentation at the *Wharton Strategy Seminar*, October.
- Schilling, M.A. 2003. Information technology and the adoption of modular organizational forms. Invited presentation at the *2003 Leverhulme Conference, London Business School*, October.
- Schilling, M.A. 2003. Modularity at the technological and organizational levels. Invited presentation at *London Business School*, October.
- Schilling, M.A. 2003. Knowledge networks and knowledge creation at the individual, group, and interfirm levels. Presented at the *2003 Academy of Management Conference*, Seattle, August.
- Schilling, M.A. 2003. To protect or to diffuse? Architectural control, appropriability, and the rise of a dominant design. Presented at the *2003 Academy of Management Conference*, Seattle, August.
- Schilling, M.A. 2003. Context-free modularity definitions and measures. Presented at the *2003 Academy of Management Conference*, Seattle, August.
- Schilling, M.A. 2003. Factors driving the adoption of increasingly modular organizational forms. Presented at *American Association for Artificial Intelligence Spring Symposium*, Stanford University, March.
- Schilling, M.A. 2003. Knowledge creation in knowledge networks. Presented at the *Organization Science Winter Conference*, Steamboat Springs, February.
- Schilling, M.A. 2002. Technology standards: Appropriability and the rise of a dominant design. Invited speaker at the *2002 US - China Strategic Management of Technological Innovation Bilateral Workshop*, sponsored by the *National Science Foundation*.
- Schilling, M.A. 2002. Switching clocks. Presented at the *2002 Academy of Management Conference*, Denver, August.
- Schilling, M.A. 2002. Modularity: Theory, evidence, and directions for future research. Invited presentation in the Technology & Operations Management Seminar, *Harvard Business School*.
- Schilling, M.A. 2001. Modularity in multiple disciplines. Presented at the *2001 INFORMS Conference*.

- Schilling, M.A. 2001. Technological leapfrogging: Lessons from the U.S. videogame industry. Presented at the **2001 Strategic Management Society Conference**. Nominated for Best Paper Prize.
- Vidal, P.G. & Schilling, M.A. 2001. Learning by doing versus learning before doing: The impact of learning strategies on task performance. Presented at the **2001 Academy of Management Conference**, Washington DC, August.
- Schilling, M.A. & Steensma, H.K. 2001. The use of increasing modular organizational forms: An industry-level analysis. Invited presentation at the **National Bureau of Economic Research**.
- Schilling, M.A. 2001. Industry drivers of increasingly modular organizational forms. Invited presentation in the **Florida University Research Scholars** series, February.
- Schilling, M.A., Marangoni, A., Vidal, P. & Rajan, M. 2000. Learning by doing *something else*: The impact of task variation on organizational learning curves. Presented at the **2000 Academy of Management Conference**, Toronto, August. Nominated for Best Paper Prize.
- Schilling, M.A. 2000. Modular organizational forms. Presented at the **2000 Academy of Management Conference**, Toronto, August
- Schilling, M.A. 2000. Modular organization designs: The transformation of the U.S. Army. Invited presentation at **Erasmus University** in Rotterdam, June.
- Schilling, M.A. 2000. Modular organization designs: The transformation of the U.S. Army. Invited presentation at **INSEAD, Fontainebleau**. June.
- Schilling, M.A. 2000. Modular organization designs: The transformation of the U.S. Army. Presented at the 2000 **Competence-Based Management Conference**, Helsinki, June.
- Schilling, M. A. 1999. Towards a general modular systems theory. Presented at the **1999 INFORMS Philadelphia Conference**, November.
- Schilling, M.A. & Vasco, C.E. 1999. Rapid market transformation and the adoption of modular organizational forms. Presented at the **1999 Strategic Management Society Conference**, October. Nominated for Best Paper Prize.
- Schilling, M.A., Vasco, C. E. & Sy, W. 1999. The disaggregation of the firm: An empirical test of the impact of technological change and globalization on organizational form. Presented at the **1999 Academy of Management Conference**, August.
- Schilling, M. A. 1999. Variation, relatedness, and organizational learning. Presented at the **1999 Academy of Management Conference**, August.

- Schilling, M.A. 1998. From markets to hierarchies...to dynamic modularity. Presented at the 1998 *INFORMS Seattle Conference*, October.
- Schilling, M.A. 1998. Antecedents and outcomes of modularity. Presented at the 1998 *Academy of Management Conference*, August.
- Schilling, M. A. 1997. Technology adoption, dominant design and technological lock out: Results from empirical test. Presented at the 1997 *Strategic Management Society Conference*, October.
- Schilling, M. A., Mustard, J. S. 1997. Determinants of board of director non-stock compensation: Paid to perform or comply? Presented at the 1997 *Academy of Management Conference*, August.
- Schilling, M. A. 1997. Decades ahead of her time: Mary Parker Follett and the origins of stakeholder theory. Presented at the 1997 *Academy of Management Conference*, August.
- Schilling, M.A. 1996. Northeast Independent Medical Consultants, Inc.: Teaching Case, presented at the *Academy of Management Conference*, August.
- Schilling, M.A. and Berman, S. 1996. Board of Director Compensation and Firm Performance, presented at the *Stanford Center for Organization Research Asilomar Conference*, April.
- Schilling, M.A. 1995. The determinants of strategic lock out and the new product development decision, presented at the *Strategic Management Society Conference*, October.
- Schilling, M.A., Ilinitich, A. and Ruth, J. 1995. Changing attitudes towards the firm: An empirical investigation of the persuasive effects of information, presented at the *Academy of Management Conference*, August.
- Schilling, M.A. 1995. Surfing the net: Using computers in the classroom, invited speaker at the *Academy of Management Conference*, August.
- Schilling, M.A. 1995. Increasing or decreasing returns to research and development expenditures: Exploring the boundaries of new product development, presented at the *Stanford Center for Organization Research Asilomar Conference*, April..
- Schilling, M.A. 1994. The efficacy of new product development: Japan versus the United States, presented at the *Organizational Studies Doctoral Student Conference*, September.
- Schilling, M.A. and Schultz, M. 1994. Ecosystem management and organization structure, presented at the *Association of Management Conference*, August.
- Schilling, M.A. and Ilinitich, A. 1994. Amoco Corporation: Making tough decisions in the face of increasing environmental regulation, presented at the *North American Case Research Association Conference*, November.

## ***Courses Taught***

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### STRATEGY

MBA core course on strategic management

### CORPORATE STRATEGY ANALYSIS

MBA core course on corporate-level strategy.

### BUSINESS STRATEGY ANALYSIS

MBA core course on business-level strategy.

### STRATEGY AND POLICY

Undergraduate capstone course in strategic management, including corporate-level strategy, business-level strategy, structure and controls.

### TECHNOLOGICAL INNOVATION AND THE NATURAL ENVIRONMENT

Graduate course on the impact of technological innovation on the natural environment, environmental technologies, and methods of managing the development of new technologies relevant to the natural environment.

### TECHNOLOGICAL INNOVATION AND NEW PRODUCT DEVELOPMENT

MBA course on patterns of technological innovation, formulating technology strategy, and implementing new product development and deployment.

### STRATEGY IN HIGH TECHNOLOGY ENVIRONMENTS

Elective course that focuses on strategic issues specific to high technology industries, including technology standards battles, network externalities, managing the new product development process, modular products and production processes, technological leapfrogging, alliances, and flexible forms of organization.

### SOCIAL ISSUES IN MANAGEMENT

Elective course covering moral development and ethical issues in business, including externalities, property rights, employee welfare, and foreign practices.

### ***Professional Activities***

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Co-Chair of BPS Junior Faculty Consortium, 2006.

Coordinator of BPS Mid-Career Faculty Consortium, 2005.

Facilitator for BPS Doctoral Consortium, 2005.

Editorial Review Board of *Organization Science*, 2004-

Elected member of the Executive Committee of the Technology and Innovation Management division of the *Academy of Management*, 2002-2003

Appointed member of the Research Committee of the Business Policy and Strategy division of the *Academy of Management* 2002

Program chair for *the 2003 Organization Science Winter Conference*

Ad Hoc Reviewer for: *Administrative Science Quarterly, Academy of Management Review, Academy of Management Journal, Management Science, Organization Science, IEEE Transactions on Engineering Management, Oxford University Press, Research Policy, Journal of Engineering and Technology Management, Strategic Management Journal.*

Reviewer for the *2002 Best Dissertation Proposal Award* for the Technology and Innovation Management division of the *Academy of Management*

Reviewer for the *2002 Best Paper Award* for the Business Policy and Strategy division of the *Academy of Management*

Reviewer for the *2002 Strategic Management Society Best Paper Award.*

Reviewer for the *2001 Organization Science Dissertation Proposal Competition*

Served on three Ph.D. dissertation committees

### ***Non-Academic Positions***

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1999-2000      *Strategic Analysis Consultant, Siemens*  
Conduct yearly two-day seminars on strategic analysis and planning for Siemens' Information Technology Services Division.

1995            *Strategic Analysis Consultant, Medical Consultants Northwest, Seattle, WA*  
Developed a business plan for the company that involved restructure and expansion of product categories

1993-1995      *Quality Assurance Technician, Wasser Communications, Seattle WA*  
Performed quality testing and programming for several contract projects including Microsoft's Music Centrale and online help for Windows NT, and

Weyerhaeuser's online procedures documentation.

- 1991-1992,  
1987-1990     *Group Marketing Coordinator and Event Manager, National Snowboard Inc./American Ski Association, Denver, CO*  
As Group Marketing Coordinator: Established and serviced national accounts, and trained and managed group marketing personnel. As Event Manager: Responsible for promoting and managing 16 national snowboard events per year, including handling negotiations with resorts and public relations, and training and managing snowboard instructors and the demo site team.
- 1990-1991     *Salesperson, Procter & Gamble, Denver, CO*  
Responsible for a \$1.3 million territory covering Colorado, Wyoming, and South Dakota. Earned the salesperson of the quarter award in the Summer of 1990.