

## MARGARETHE F. WIERSEMA

Dean's Professorship in Strategic Management  
The Paul Merage School of Business  
University of California, Irvine  
Irvine, CA 92697-3125

email: [mfwierse@uci.edu](mailto:mfwierse@uci.edu)  
[www.merage.uci.edu/go/mwiersema](http://www.merage.uci.edu/go/mwiersema)

---

---

### Education

<b>Ross School of Business</b> The University of Michigan Ann Arbor, Michigan Dissertation: Strategic Redirection	<b>Ph.D. in Corporate Strategy</b>  1985
<b>Ross 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 Strategic Management</b> The Paul Merage School of Business University of California, Irvine	2007-
<b>Full Professor of Strategic Management</b>	2000-2006
<b>Associate Professor of Strategic Management</b>	1994-2000
<b>Assistant Professor of Strategic Management</b>	1987-1994
<b>The Fayez Sarofim Vanguard Professorship in Management</b> Jesse H. Jones Graduate School of Management Rice University	2006-2007
<b>Visiting Professor</b> London Business School	2004
<b>Visiting Professor</b> Copenhagen Business School	2014

### Awards

Honorary Doctorate, Copenhagen Business School, 2016.  
Senior Editor, Global Strategy Journal, 2015.  
Strategic Management Society Fellow, 2012.  
International Fellow  
Advanced Institute of Management Research, London, United Kingdom  
Distinguished PhD Alumni Award  
Ross School of Business, University of Michigan, 2006

**Awards (continued)**

2017 Outstanding Teaching Award, Health Care Executive M.B.A. Program

2016 Outstanding Teaching Award, Health Care Executive M.B.A. Program

2015 Outstanding Teaching Award, Health Care Executive M.B.A. Program

2014 Outstanding Teaching Award, Health Care Executive M.B.A. Program

2011 Finalist for Glueck Best Paper Award Business Policy & Strategy  
Division, Academy of Management

2011 Outstanding Teaching Award, Health Care Executive M.B.A. Program

2009 Strategic Management Society PhD Fellowship Best Paper Award

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

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 Teaching Excellence Award, Executive M.B.A. Program

**Research**

My research interests are focused on several inter-related issues that are among the central concerns of the field of strategic management. First, my research on executives and corporate governance is aimed at developing an understanding of the processes by which organizations achieve effective governance and leadership. My research has helped to advance our knowledge and understanding of executive succession and the contextual factors influencing executive dismissal and selection as well as how executive succession can influence organizational strategy. In addition, my research examines the role of the board and financial analysts on firm strategy and CEO succession. Second, my work on corporate strategy has helped to narrow the gap between theoretical and empirical work in the field as well as generating new empirical insights into important substantive problems of corporate strategy. My research is widely acknowledged by over 8,700 citations and has been quoted in the *New York Times*, *The Financial Times*, *The Economist*, *Fortune*, *Business Week*, and the *Washington Post*.

**Publications - Refereed Journal Articles**

Wiersema, M., Nishimura, Y., and K. Suzuki. Forthcoming. "Executive Succession: The Importance of Social Capital in CEO Appointments." *Strategic Management Journal*.

Brauer, M. and M. Wiersema. 2018. "Analyzing Analyst Research: A Review of Past Coverage and Recommendations for Future Research." *Journal of Management*. Vol. 44(1):218-248.

Weber, L. and M. Wiersema. 2017. "Dismissing a Tarnished CEO? Psychological Mechanisms & Unconscious Biases in the Board's Evaluation." *California Management Review*. Vol. 59(3):22-41.

Wiersema, M. and L. Mors. 2016. "What Board Directors Really Think of Gender Quotas." *Harvard Business Review*.

Nakauchi, M. and M. Wiersema. 2015. "Executive Succession and Strategic Change in Japan." *Strategic Management Journal*. Vol. 36(2):298-306.

Beck, J. and M. Wiersema. 2013. "Executive Decision-Making: Linking Dynamic Managerial Capabilities to the Resource Portfolio and Strategic Outcomes." *Journal of Leadership and Organizational Studies*. Vol. 20(4):408-419.

Brauer, M. and M. Wiersema. 2012. "Industry Divestiture Waves: How a Firm's Position Influences Investor Returns." *Academy of Management Journal*. Vol. 55:1472-1492.

Wiersema, M and Y. Zhang. 2012. "Executive Turnover in the Stock Option Backdating Wave: The Impact of Social Context." *Strategic Management Journal*, Vol. 34:590-609

Wiersema, M. and H. Bowen. 2011. "The Relationship Between International Diversification and Firm Performance: Why It Remains a Puzzle." *Global Strategy Journal*, inaugural issue. Vol. 1: 152-170.

Wiersema, M and Y. Zhang. 2011. "CEO Dismissal: The Role of Investment Analysts." *Strategic Management Journal*. Vol. 32: 1161-1182.

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.

**Publications - Refereed Journal Articles (continued)**

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.

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

Szeless, G., Wiersema, M., and G. Muller-Stewens. 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 a condensed version in *Directorship*, Vol.29 (4), April, 2003.  
Selected by The Economist Intelligence Unit for their "Executive Briefing".

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.

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.

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. 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."

**Publications - Refereed Journal Articles (continued)**

- 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.
- 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.
- Wiersema, M. and K. Bantel. 1992. "Top Management Team Demography and Corporate Strategic Change." *Academy of Management Journal*, Vol.35(1):91-121.
- Ulrich, D. and M. Wiersema. 1989. "Gaining Strategic and Organizational Capability in a Turbulent Environment." *Academy of Management Executive*, Vol. 3(2):115-122.
- Wiersema, M. and Beck, J. Corporate Diversification. 2016. *Oxford Research Encyclopedia of Business and Management*, 2016.

**Publications - Book Chapters**

- Wiersema, M. and Beck, J. "Corporate Diversification." in *Oxford Research Encyclopedia of Business and Management*, 2016.
- Wiersema M.F. and Beck, J. "Generic Strategies" in *The Palgrave Encyclopedia of Strategic Management*. Teece, D. & Augier, M (eds). London: Palgrave Macmillan.
- Wiersema, M.F. and HERNBERGER, J. "Corporate Strategy" in *The Palgrave Encyclopedia of Strategic Management*. Teece, D. & Augier, M (eds). London: Palgrave Macmillan.
- Wiersema, M. and J. Beck. 2011. "CEO Dismissal: The Role of the Broader Governance Context." in M.A. Carpenter (Ed.), *Handbook of Top Management Team Research*, Chapter 13. Edward Elgar.
- 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. 23:137-176. J. Baum, S. Dobrev and A. Witteloostuijn (editors). Elsevier Press.
- 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 1:87-134. D. Ketchen, Jr. and Don Bergh, Series Editors, Elsevier Press.
- Wiersema, M. 2002. "Holes at the Top: Why CEO Firings Backfire." *Harvard Business Review on Leadership at the Top*, HBS Press, Cambridge, Mass., Fall 2003: 19-38.
- 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*: 201-220. Bresser, R. M. Hitt, R. Nixon, and D. Heuskel, Editors. Wiley.
- 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.
- 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.

**Publications - Book Chapters (continued)**

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*, Vol.10:187-191.

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

Wiersema, M. 1992. “Strategic Consequences of Executive Succession within Diversified Firms.” *Advances in the Practice, Theory, & Research of Strategic Human Resource Management*, 1994. Miner, J. and Crane, D., Editors. New York: HarperCollins

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 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.

**Publications - Published Conference Proceedings**

Nakauchi, M. and M. Wiersema. 2011. “Executive Succession and Strategic Change: The Impact of the Board in Japanese Companies.” *Proceedings of the Seventy-First Annual Meeting of the Academy of Management*

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*.

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*.

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

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*.

**Invited Research Presentations**

Invited Speaker, Bocconi University. Milan, Italy. May 2017

Invited Speaker, INSEAD. Fontainebleau, France. June 2017

Invited Speaker, 2017 INSEAD Conference on Behavioral Perspectives on Corporate Governance. Fontainebleau, France. June 2017.

Invited Panelist. Junior Faculty Consortium. SMS 2017 annual conference.

Invited Speaker. World Materials Forum. Nancy, France. June 2017

Invited Speaker, Baruch College of Business, City University of New York. April, 2016

Invited Speaker, University of Catania. Catania, Sicily. October 2016.

“My Research Voyage: Challenges and Achievements.” Copenhagen Business School. March, 2016.

**Invited Research Presentations (continued)**

“Board Gender Diversity: The Good, the Bad, and the Ugly.” Copenhagen Business School. March, 2016.

“Hubris and Activist Hedge Fund Success.” Seoul National University. Seoul, Korea. October 2015.

Invited Panelist, Junior Faculty Consortium. Business Policy & Strategy Division, Academy of Management, 2016.

Plenary Speaker. 1<sup>st</sup> Oxford University Centre for Corporate Reputation Conference. Said Business School, Oxford University. Oxford, England. September 2015.

Invited Plenary Speaker. 2015 Strategic Management Society Special Conference. Santiago, Chile.

Invited Panelist. 2015 Strategic Management Society Doctoral Workshop. Santiago, Chile.

Invited Speaker, World Materials Summit. Nancy, France. June, 2015

Invited Speaker. CEIBS. Shanghai, China. October 2015.

Invited Speaker. 2014 Strategic Management Society Pre-Conference, IE Business School. Madrid, Spain.

Invited Panelist. Corporate Strategy Research. 2014 Strategic Management Society Annual Conference. Madrid, Spain.

Invited Panelist. The Future of Research Methods. 2014 Strategic Management Society Annual Conference. Madrid, Spain.

Invited Panelist, Value Creation and Innovation Through Corporate Spin-Offs. Academy of Management Annual Conference. Philadelphia PA. 2014.

Invited Panelist, Junior Faculty Consortium, International Management Division, Academy of Management Annual Conference. Philadelphia, PA. 2014.

“The Impact of Firm Performance Expectations on Corporate Downsizing.” Copenhagen Business School. Copenhagen, Denmark. May 2014.

“Publishing in Top Journals.” Copenhagen Business School. Copenhagen, Denmark. May 2014.

“CEO Appointments: The Role of Investment Analysts.” University of California Riverside. Riverside, CA. April 2014.

“CEO Appointments: The Role of Investment Analysts.” Copenhagen Business School. Copenhagen, Denmark. October 2013.

Speaker and Panelist, Micro Perspectives on Strategy: Substance and Theories. Strategic Management Society Annual Conference. Atlanta, Georgia. 2013.

Speaker and Panelist, Strategic Leadership and Strategic Change. Strategic Management Society Annual Conference. Atlanta, Georgia. 2013.

“CEO Appointments: The Role of Investment Analysts.” Ross School of Business, University of Michigan. Ann Arbor, Michigan. October 2012.

“CEO Replacements: The Role of Investment Analysts.” School of Business, University of Colorado. Boulder, Colorado. April 2012.

Speaker and Panelist, Corporate Governance and Executive Leadership in the Age of Globalization. Strategic Management Society Special Conference. Guangzhou, China. December, 2012.

Speaker and Panelist, Strategic Leadership, Strategic Management Society Annual Conference. Prague, Czech Republic. October, 2012.

**Invited Research Presentations (continued)**

“CEO Replacements: The Role of Investment Analysts.” School of Business, Xiamen University. Xiamen, China. December 2012.

Panelist, Multinationality and Firm Performance. 2011 Strategic Management Society Conference. Miami, Florida.

Panelist, Gender Dynamics in Teaching Strategy - Challenges for Female Faculty. 2011 Strategic Management Society Conference. Miami, Florida

“CEO Dismissal: The Role of Investment Analysts.” College of Business, Oregon State University. Corvallis, Oregon. February 2011.

“Executive Turnover in the Stock Option Backdating Wave.” Marshall School of Business. University of Southern California. September, 2011.

“Global Strategy and Firm Performance: A Survey and Research Agenda” Inaugural Global Strategy Journal Conference. Chicago, Illinois. July 2010.

Speaker and Panelist. Analysts in Management Practice and Research. Academy of Management Annual Conference. San Antonio, Texas. 2011.

Panelist, Doctoral Consortium. 2009. Strategic Management Society Annual Conference. Cologne, Germany.

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

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



**Invited Research Presentations (continued)**

“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.

“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.” Anderson School of Management, UCLA. 1993.

“Organizational Antecedents to Executive Succession.” Anderson School of Management, UCLA. 1989.

**Research Presentations**

“Women Directors and Corporate Social Performance: The Moderating Impact of Discretion.” *Strategic Management Society Annual Conference*, 2017 (with Y. Thams)

“Too Scared to Fight? The Impact of Hedge Fund Activist Status and Power on Target Firm Settlement.” *Strategic Management Society Annual Conference*, 2017 (with H. Koo)

“Hubris and Activist Hedge Fund Success.” *Strategic Management Society Annual Conference*, 2015 (with A. Ahn and Y. Zhang)

“Who Wears a Bulletproof Vest? The Moderating Role of Past Performance on CEO vs. Non-CEO Executive(s) Turnover in Corporate Misconduct. Business Policy & Strategy Division, *Annual Meeting of the Academy of Management*, 2015 (with A. Zhang and X. Yi)

“Women Executive and Directors: Advances & Challenges” *Strategic Management Society Annual Conference* 2016 (with Louise Mors) Co-Chair and Presenter.

“Cognition and Corporate Misconduct.” *Strategic Management Society Annual Conference*, 2016 (with L. Weber) Co-chair and Presenter.

“Investors and the Appointment of Prestigious CEOs.” Business Policy & Strategy Division, *Annual Meeting of the Academy of Management*, 2014 (with J. HERNBERGER)

“CEO Appointment after Dismissal: The Role of Investment Analysts.” Business Policy & Strategy Division, *Annual Meeting of the Academy of Management*, 2012 (with J. HERNBERGER)

**Research Presentations (continued)**

“Executive Succession and Strategic Change: The Impact of the Board and Board Chair in Japanese Companies.” Business Policy & Strategy Division, *Annual Meeting of the Academy of Management*, 2011 (with M. Nakauchi)

- Finalist for 2011 Glueck Best Paper Award

“Security Analysts” Stock Recommendations: The Influence of All-American Analysts on Their Peers.” Business Policy & Strategy Division, *Annual Meeting of the Academy of Management*, 2011 (with J. HERNBERGER)

“Executive Turnover in the Stock Option Backdating Wave: When a Firm Gets Implicated Makes a Difference.” Business Policy & 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 & Strategy Division, *Annual Meeting of the Academy of Management*, 2009 (with M. Brauer)

“Corporate Scope, Structural Complexity, and Corporate Divestment: An Integrated Framework.” *Strategic Management Society Annual Conference*, 2009 (with J. Beck)

- 2009 Strategic Management Society PhD Fellowship Best Paper Award.

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

- Finalist for 2008 Glueck Best Paper Award

“Corporate Malfeasance: Assessing the Factors that Result in Earnings Manipulation.” Business Policy & 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 & Strategy Division, *Annual Meeting of the Academy of Management*, 2007 (with M. Washburn)

“Investment Analysts, Market Signals, and Their Impact on CEO Dismissal,” Business Policy & Strategy Division, *Annual Meeting of the Academy of Management*, 2006

“International and Product Diversification: Their Interrelationship and Impact on Firm Performance,” Business Policy & 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,” *Strategic Management Society Annual Conference*, 2005 (with H. Bowen)

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

**Research Presentations (continued)**

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

- Finalist for 2005 Glueck Best Paper Award

“Corporate International Diversification: The Impact of Foreign Competition, Industry Globalization and Product Diversification,” Business Policy & 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 & 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 & Strategy Division, *Annual Meeting of the Academy of Management*, 2004 (with H. Bowen)

“Contextual Determinants of Firm-Level Strategic Resource Allocation,” *Strategic Management Society Annual Conference*, 2004 (with T. Moliterno)

- 2004 Strategic Management Society/PhD Fellowship Best Paper award

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

“Human and Social Capital as Market Signals: Implications for CEO Selection,” Business Policy & 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.” *Strategic Management Society Annual International 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.” *Strategic Management Society Annual International Conference*, 2003 (with P. Phan)

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

“CEO Replacement Following Dismissal: What Do Boards Look For?” *Strategic Management Society Annual International Conference*, 2002

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

“CEOs as Relief Pitchers: How Many Saves Do They Make?” *Strategic Management Society Annual Conference*, 2001

- Nominated for the 4<sup>th</sup> annual McKinsey/SMS Best Conference Paper Award.

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

“Meeting the Strategic Challenges of E-Commerce: Developing Competitive Business Models.” *Strategic Management Society Annual Conference*, 2000 (with D. Horne)

**Research Presentations (continued)**

“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 (with G. Szeless and G. Muller-Stewens)

- 2000 Carolyn Dexter Award Nominee

“How New CEOs Lead: The Interaction of Power and Job Preview Experience in Predicting Corporate Strategic Refocusing.” Business Policy & 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 & 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?” *Strategic Management Society Annual Conference*, 1999

“Strategy for Unstructured Competitive Environments: Using Scarce Resources to Create New Markets.” *Strategic Management Society Annual Conference*, 1999 (with J. Robins)

“Strategic Commitment and Firm Performance.” *Strategic Management Society Annual Conference*, 1998 (with J. Robins)

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

“Corporate Portfolio Strategies: Do We Need New Measures for New Concepts?” *Strategic Management Society Annual 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.” *Strategic Management Society Annual International Conference*, 1996 (with R. Grant)

“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.” *Strategic Management Society Annual International Conference*, 1994 (with R. Grant)

“The Process of Corporate Restructuring: A Resource-based Analysis of How and Why Corporations Enter New Businesses.” *Strategic Management Society Annual 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

**Research Presentations (continued)**

- “New Thinking on Organizational Capabilities, Coordination and Competitive Advantage.” *Strategic Management Society Annual Conference*, 1993 (with R. Grant)
- “Resource-Based Research on Corporate Strategy: An Empirical Approach to Understanding the Performance of Multi-Business Firms.” *Strategic Management Society Annual Conference*, 1993 (with J. Robins)
- “Executive Succession: The Impact of Socialization Mechanisms on Strategic Redirection.” *Strategic Management Society Annual International 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?” *Strategic Management Society Annual 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
- “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.” *Strategic Management Society Annual Conference* (with G. Hansen)
- “Innovation and Entrepreneurship within the Fortune 1000.” *Babson Entrepreneurship Research Conference*, 1988

## **Research Presentations (continued)**

“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.” *Strategic Management Society Annual Conference*, 1987 (with D. Ulrich)

“Strategic Redirection: The Role of Top Management.” *Strategic Management Society Annual 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.

## **Consulting and Executive Education**

I have provided expertise on the subject of strategic analysis, marketing strategy, business development, and strategic thinking with both private and public companies. I have also consulted with boards of publicly listed companies on the duties and responsibilities of the board of directors and the board’s role in providing strategic oversight and evaluating the company’s executives. In addition, I have developed custom executive programs for the senior management of a variety of organizations including Ingram Micro, Fluor Daniel, Conexant, Panasonic Aviation, UC Irvine Medical Center, Monarch Healthcare, and Children’s Hospital of Orange County. I organized the first Directors Corporate Governance Conference at UC Irvine and have taught in both UCI’s and UCLA’s Director Training Programs.

## **Professional Activities**

### **Editorships**

- Associate Editor, *Strategic Management Journal* 2009 - (the top journal in the field of strategy)
- Senior Editorial Board, *Global Strategy Journal* 2015 -
- Associate Editor, *Academy of Management Review* 2011-2012 (The top theory journal in management, with the highest impact score of any journal in the field of business)

### **Executive Positions**

- 2017-2018 Strategic Management Society Fellows Deputy Dean. Elected position
- Board of Directors, Strategic Management Society (the leading academic organization in the strategy field), 2006-2010. Elected position
- President, Corporate Strategy & Governance Interest Group for Strategic Management Society, 2007-08. Elected position

**Professional Activities – Executive Positions (continued)**

- Program Chair for the Corporate Strategy and Governance Interest Group, Strategic Management Society, 2006 - 2007. Elected position
- Associate Program Chair for the Corporate Strategy and Governance Interest Group, Strategic Management Society, 2005-2006. Elected position
- Executive Committee, Business Policy & Strategy Division, Academy of Management, 1995-1997. Elected position

**Other**

- Chair, Committee for SMS Best Doctoral Paper Award, 2008, 2009. Appointed
- Member, Committee for SMS Emerging Scholar Award, 2007, 2008. Appointed
- Chair, Doctoral Student Workshop, SMS Conference, 2015. Appointed
- Member, SMS Conference Best Paper Review Committee. 2012, 2013, 2014, 2015, 2016, 2017. Appointed
- Co-Chair, Women Executives & Directors: Advances and Challenges. SMS Conference, 2016.
- Co-Chair, Cognitive Influences and the Ramification of Corporate Misconduct. SMS Conference, 2016.
- Track Chair, SMS Special Conference. St. Gallen, Switzerland. May 2015. Appointed.
- Invited to be an All-Academy Theme Reviewer, Academy of Management 2015.
- 2015 Chair, SMS Fellows Membership Committee. Appointed
- Co-Chair, The Power of Words in Capital Markets. All Academy Symposium, Annual Meeting of the Academy of Management. Philadelphia, PA. 2014
- Co-Chair, Reviewing Theoretical Papers. Academy of Management Annual Conference. Boston, Mass. 2012.
- Chair and Organizer, Being a Department Chair: Learnings from Others. Special Session Organized by AMA board. Academy of Management Annual Conference. Boston, Mass. 2012.
- Invited Participant, Inaugural 2011 Foster Forum, Center for Leadership & Strategic Thinking, Foster School of Business, University of Washington.
- Chair, Methods Interest Group. SMS Annual Conference. Miami, Florida. 2011.
- Organizer. Recognizing and Encouraging High-quality Research in Strategy. Strategic Management Society Annual Conference. Miami, Florida. 2011.
- Organizer. Exploring the Strategic Mind: Methods for Studying Cognition and Strategy. Strategic Management Society Annual Conference. Miami, Florida. 2011.

**Professional Activities (continued)**

- Discussant, Understanding how Organizations Cope with and Respond to Failure: That Which Does not Kill me Makes Me...? Academy of Management Annual Conference. Chicago, Ill. 2009.
- Chair, Private Equity Symposium – Academy of Management Annual Conference, 2007.
- Invited Participant to the Business Policy & Strategy Division’s New Faculty Consortia, Academy of Management Annual Conference, 1995, 1999, 2005.
- Invited Panelist for the Western Academy of Management Doctoral Student and New Faculty Consortium, 2005
- Invited Participant to the Business Policy & Strategy Division’s Corporate Governance Professional development Workshop, Academy of Management Annual Conference, 2004
- Invited Participant to the Academy of Management Session on Executive Compensation and Corporate Governance
- Invited Participant to the 1<sup>st</sup>, 2<sup>nd</sup>, and 5<sup>th</sup> Strategy Conference co-hosted by University of Utah and Brigham Young University. Park City, Utah. 2000, 2001, 2004
- Conference Review Panel, for the Strategic Management Society Annual Conference, 1993, 1999, 2001, 2002, 2004, 2006, 2007, 2008, 2009, 2013, 2014, 2015, 2016.
- Session Co-chair, “Conversation on Corporate Leadership and Governance”, Business Policy & Strategy Division, 2001 Academy of Management Annual Conference. Washington, D.C.
- 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, Academy of Management Annual Conference. 1990, 1994, 1996, 2003, 2007, 2009, 2011, 2014.
- Chair and/or Discussant, Organization & Management Division, Academy of Management Annual Conference. 1990, 1994, 1999
- Chair and/or Discussant, Managerial Organization Cognition Group, Academy of Management Annual Conference, 1993, 1999, 2004, 2010

**External Referee**

*University of Michigan, University of Washington, Purdue University, Rice University, INSEAD, London Business School, University of Wisconsin, University of Minnesota, University of Texas, Northeastern University, Michigan State University, University of Toronto, University of South Carolina, Boston University, Carnegie-Mellon University, University of California, Riverside, University of California, Santa Barbara, IMD, Arizona State University, Tulane University, Rutgers University, University of Colorado, University of Kansas, University of Arkansas, University of Tennessee, University of Oklahoma, New York University, George Washington University, Technion, City University of Hong Kong, Singapore Management University, University of Oregon, University of Texas at Dallas, Case Western Reserve University.*



**Professional Activities (continued)****Editorial Review Boards**

2008 – 2011 *Academy of Management Review*  
 1999 – *Organization Science*  
 1995 – *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*  
*Journal of International Business Studies*  
*Strategic Organization*

**Ad Hoc Reviewer (continued)**

Managerial & Organizational Cognition Group, Technology & Innovation Management Division, Organization & Management Theory Division, Business Policy & Strategy Division

**Professional Memberships**

Academy of Management Association  
 Strategic Management Society

**University Service**

2015-2018 Member, Council on Research, Computing and Libraries  
 2008-2011 Merage School Representative, Academic Senate  
 2007-2009 Member, UCI Undergraduate Council  
 2004-2006 Chair-Elect, UC Irvine Council on Planning & Budget  
 2004-2006 Member, UC Irvine Academic Planning Group  
 2002-2004 Member, Merage School Dean Search Committee  
 1998-2002 Member, UC Irvine Research Park Committee  
 1994-2001 Member, Committee for Corporate Partners  
 1994-2001 Member, COR Research Awards  
 1996-1999 Member, UC Irvine Committee on University and Faculty Welfare  
 1996-1998 Member, UC Irvine Medical School Advisory Committee  
 1994-1996 Business School Representative, Academic Senate  
 1998-1999 Member, UC Irvine Research Park Director Search Committee  
 1996-1997 Member, UC Technology Transfer Taskforce  
 1995-1996 Member, UC Irvine Fulbright Review Committee

**University Service – Merage School of Business**

2016 - present	Co-Chair, Digital Strategy Initiative
2015 - present	Member, Masters Program Committee
2015 - 2016	Member, Building Committee
2015 - 2016	Member, Merage School Strategic Planning Committee
2015 - 2016	Member, Teaching Committee
2012 - 2013	Member, Masters Program Committee
2010 - 2011	Chair, Merage School Personnel Committee (elected)
2009 - 2010	Member, Merage School Personnel Committee (elected)
2008-2010	Member, EMBA Task Force Committee
2007-2010	Member, Merage School Curriculum Innovation Committee
2007-2008	Faculty Chair (elected)
2007-2008	Member, Dean’s Faculty Advisory Committee (elected)
2007-2008	Member, Finance Recruiting Committee
2006-2007	Member, Privilege & Tenure Committee, Jones School, Rice University
2005-2006	Member, HCEMBA/EMBA Steering Committee
2005-2006	Member, HCEMBA/EMBA Task Force
2004-2005	Chair, Merage School Personnel Committee (elected)
2003-2004	Member, Merage School Personnel Committee (elected)
2003-2004	Program Director, 2004 UCI Corporate Director Conference
2002-2003	Chair, Merage School Personnel Committee (elected)
2000-2002	Member, Merage School Personnel Committee (elected)
2002-2003	Member, Finance Recruiting Committee
1999-2000	Member, PhD Committee
1998-2004	Chair, Merage School Executive Education Committee
2000-2001	Member, Business School Rankings Task Force
1995-2000	Member, Information Technology Management Steering Committee
1999-2000	Chair, San Diego Executive Degree Program Taskforce
1998-1999	Member, Masters Program Committee

**University Service – Strategy Area**

2013-2015	Chair, Strategy Area Recruiting
2013-2015	Strategy Area Coordinator
2008-2011	Strategy Area Coordinator
2009-2010	Chair, Strategy Area Recruiting

**University Service – Strategy Area (continued)**

2007-2009	Member, Strategy Area Recruiting
2006-2007	Strategy Department Chair (Jones School of Business, Rice University)
2006-2007	Chair, Strategy Recruiting (Jones School, Rice University)
2006-2007	Member, Personnel Committee (Jones School, Rice University)
2003-2006	Chair, Strategy Area Recruiting
2004-2006	Strategy Area Coordinator
1998-1999	Chair, Strategy Area Recruiting
1994-2004	Organization & Strategy Area Co-Coordinator

**Other Service**

External Reviewer,	Management Department, The Ohio State University Fisher School of Business.
Grant Reviewer	National Science Foundation, Australian Research Council, Erasmus Research Institute of Management, Hong Kong Research Grants Council