

John E. Joseph

Strategy Area · Paul Merage School of Business · University of California Irvine · Irvine, CA 92617
Email: johnj2@uci.edu

ACADEMIC POSITIONS

University of California, Irvine · Paul Merage School of Business · Irvine, CA	
Associate Professor of Strategy	2017-Present
Assistant Professor of Strategy	2015 - 2017
Duke University , Fuqua School of Business · Durham, NC	2008 - 2015
Assistant Professor of Strategy	
Northwestern University · Kellogg School of Management · Evanston, IL	2005 - 2008
Lecturer of Management and Organizations	

RESEARCH INTERESTS

- Impact of organizational design on strategic decision making, innovation and growth
- Attention and performance feedback in large multiunit organizations
- Strategic decision making amidst uncertainty and ambiguity

PEER-REVIEWED JOURNAL PUBLICATIONS

- Joseph, J., Baumann, O., Burton, R., and Srikanth, K., Reviewing, Revisiting, and Renewing the Foundations of Organization Design. in Joseph et al., (Eds.) *Advances in Strategic Management: Organization Design*, Emerald Publishing: UK., forthcoming
- Dutt, N. and Joseph, J. Regulatory Uncertainty, Corporate Structure, and Strategic Agendas: Evidence from the U.S. Renewable Electricity Industry, *Academy of Management Journal*, In-press
- Chatterji, R., Cunningham, C., and Joseph, J. The Limits of Relational Governance: Sales Force Strategies in the Medical Device Industry, *Strategic Management Journal*, 40(1), 55-78.
- Joseph, J. and Wilson, A. 2018. The Growth of the Firm: An Attention-Based View, *Strategic Management Journal*, 39(6), 1779-1800.
 - Top ten SSRN download (Week of August 21 and week of September 2, 2017)
- Ocasio, W. and Joseph, J. 2017. An Attention-Based View of Great Strategies, *Strategy Science*, 3(1) 289-294.
- Joseph, J. Klingebiel, R. and Wilson, A. 2016. Organizational Structure and Performance Feedback: Centralization, Aspirations and Termination Decisions, *Organization Science*, 27 (5): 1065–1083
 - Nominated for the SMS Best Conference Paper Prize, SMS Conference 2011, Miami
- Klingebiel, R. and Joseph, J. 2016. Technology Entry Timing and Innovation Strategy in the Mobile Handset Industry, *Strategic Management Journal*, 37: 1002–1020.
 - Industry Studies Association (ISA) Ralph Gomory Best Industry Studies Award
- Joseph, J. and Gaba. V. 2015. The Fog of Feedback: Ambiguity and Firm-Responses to Multiple Aspiration Levels. *Strategic Management Journal*, 36: 1960-1978.

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- Joseph, J. Ocasio, W. and McDonnell, M. 2014. The Structural Elaboration of Board Independence: Executive Power, Institutional Logics, and the Adoption of CEO-only Board Structures in U.S. Corporate Governance" *Academy of Management Journal*, 57:1834-1858.
- Gaba. V. and Joseph, J. 2013. Corporate Structure and Performance Feedback: Aspirations and Adaptation in M-form Firms, *Organization Science*, 24(4): 1102-1119.
 - Top ten SSRN download (Week of August 11 and week of August 24, 2012)
- Joseph, J. and Ocasio, W. 2012 Architecture, Attention and Adaptation in the Multibusiness Firm: General Electric, 1951-2001. *Strategic Management Journal*, 33 6: 633-660.
- Ocasio, W. and Joseph, J. 2008. Rise and Fall, or Transformation? The Evolution of Strategic Planning at the General Electric Company, 1940-2006. *Long Range Planning*, 41: 248-272.
- Ocasio, W. and Joseph, J. 2005. Cultural Adaptation and Institutional Change: The Evolution of Vocabularies of Corporate Governance, 1972-2002. *Poetics*, 33: 163-178.

OTHER PUBLICATIONS

- Joseph, J., Baumann, O., Burton, R., and Srikanth, K., (Eds.) *Advances in Strategic Management: Organization Design*, Emerald Publishing: UK.
- Joseph, J., 2018. Commentary: Evolution of the Journal and the Field of Organization Design, *Journal of Organization Design*.
- Klingebiel, R. and Joseph, J. 2017. Commentary: Reflection on Entry Timing and Innovation Strategy, *Strategic Management Journal*, 38: 1948–1949.
- Joseph, J. and Klingebiel, R. 2016. Centralized Decision Making Helps Kill Bad Products. *Harvard Business Review Online*. October 18. <https://hbr.org/2016/10/centralized-decision-making-helps-kill-bad-products>
- Klingebiel R., and Joseph, J. 2015. When First Movers are Rewarded and When They're Not. *Harvard Business Review Online*. August 11. <https://hbr.org/2015/08/when-first-movers-are-rewarded-and-when-theyre-not>
- Wilson, A. and Joseph, J. 2015. Organizational Attention and Technological Search in the Multibusiness Firm: Motorola from 1974-1997, In G. Gavetti and W. Ocasio (Eds.), *Advances in Strategic Management: Cognition and Strategy*. UK: Emerald Group Publishing Limited.
- Joseph, J. 2015. "Realism." In M. Augier and D. Teece (Eds.) *The Palgrave Encyclopedia of Strategic Management*, Palgrave MacMillan.
- Leonardelli, G. J., Pickett, C.L., Joseph, J.E., & Hess, Y.D. 2011. Optimal distinctiveness theory in nested categorization contexts: Moving from dueling identities to a dual identity. In R.M.

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Kramer, G.J. Leonardelli, & R.W. Livingston (Eds.), *Social Cognition, Social Identity, and Intergroup Relations: A Festschrift in Honor of Marilyn Brewer*. Psychology Press, New York: Taylor & Francis.

- Ocasio, W. and Joseph, J. 2006. Governance Channels at General Electric: 1950-2001. In. Burton, R. M.; Eriksen, B.; Haakonsson, D. D., and Snow, C. C., (Eds.) *Organizational Design: The Dynamics of Adaptation and Change*. Springer Publishers, Information and Organization Design Series, Boston, MA.
- Ocasio, W. and Joseph, J. 2005. An Attention Based Theory of Strategy Formulation: Linking Decision Making and Guided Evolution in Strategy Processes. In Doz, Y., Porac, J., and Szulanski, G. (Eds.) *Advances in Strategic Management*.
- Joseph, J. and Ocasio, W. 2005. And Then There Were None: Political Settlements of Insider Board Membership. *Academy of Management Meetings Best Paper Proceedings, Honolulu*.

PAPERS UNDER REVIEW

- Joseph, J. and Gaba, V. Organizational Structure, Information Processing and Decision Making: A Retrospective and Roadmap for Research, *3rd Re&R at Academy of Management Annals*
- Joseph, J., Bromiley, P. and Sharma, P. Corporate Proximity, Firm Risk and Entry Timing of New Technologies, Under review at *Strategic Management Journal*

WORKING PAPERS AND WORKS-IN-PROGRES

- Joseph, J. Rhee, L. and Wilson, A. Corporate Hierarchy and Organizational Learning: Recombinative Search in the Multiunit Firm
- Ref, O., Joseph, J., and Shapira, Z., Looking Up or Looking Down? Social Comparison, Multiple Reference Points, and Responses to Performance Feedback
- Joseph, J., Cunningham, C., and Kim, J. Learning within Hierarchies: Corporate Proximity, Learning Opportunities, and Product Re-Entry Following Failure
- Machoba, V., Joseph, J., and Klingebiel, R. Whether or Not to Learn: Of Cautious Steps or Big Leaps. Under review at *Strategic Management Journal*
- Joseph, J. and Wilson, A. Innovation and the Structural Distribution of Attention: A Neo-Carnegie Perspective.
- Joseph, J., Klingebiel, R., Du, K., Mitchell, W. Following Faster and Smarter: Attention Focus and Responses to Pioneer Entry in the Mobile Device Industry
- Joseph, J. and Gaba, V. A Behavioral Theory of Organizational Growth
- Keum, D. and Joseph, J. Negotiated Aspirations in the Multi-Unit Firm

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CASE STUDIES

- Joseph, J., Jiang, C., and Han, K., A. 2018. “Siemens Healthineers: Diagnostic Imaging in Brazil.” Paul Merage School of Business Case, University of California, Irvine.
- Joseph, J. and Acharya, I. 2013. “Pfizer-Pharmacia Merger: Building Capabilities through M&A.” Fuqua School of Business Case, Duke University.
- Joseph, J. and Wilson, A. 2011. “Siemens Healthcare: Diagnostic Imaging in Brazil.” Fuqua School of Business Case, Duke University.
- Joseph, J. 2009. “Motorola and Mobile Devices: A Next Generation.” Fuqua School of Business Case, Duke University.
- Joseph, J. 2007. “Big Bets, Small Bets and Innovation: Corporate Intrapreneurship at Motorola.” Kellogg School of Management Case, Northwestern University.

HONORS, GRANTS AND RECOGNITIONS

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|------|---|
| 2017 | Industry Studies Association (ISA) Ralph Gomory Best Industry Studies Paper Award for “Entry Timing and Innovation Strategy in Feature Phones” published in <i>Strategic Management Journal</i> . |
| 2017 | Center for Organizational Research Small Grant, University of California, Irvine |
| 2016 | Junior Faculty Research Award - Paul Merage School of Business |
| 2016 | Innovation in Teaching Award – Paul Merage School of Business |
| 2016 | CORCLR faculty research grant, Paul Merage School of Business |
| 2012 | Best Paper Nomination, Strategic Management Society, Attention to Multiple Goals in Strategic Decision Making: An Inductive Analysis of Technology Commercialization at Motorola |
| 2011 | Best Paper Nomination, Strategic Management Society, June 2011 for Organizational Structure and Performance Feedback: Centralization, Aspirations and Phase-out |
| 2007 | ABCD Reviewer Award, OMT Division, Academy of Management |
| 2006 | Center for Technology and Innovation Management, Kellogg School of Management, NSF Grant |
| 2005 | Dispute Resolution Research Center Grant, Kellogg School of Management, Northwestern University |
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RECENT PRESENTATIONS AND CONFERENCES

Invited University Seminar Presentations

- 2018 “Learning within Hierarchies: An Empirical Test and Extension of March 1991,” Presented at Boston College, Boston MA
- 2018 “Learning within Hierarchies: An Empirical Test and Extension of March 1991,” Presented at INSEAD, Singapore
- 2018 “Learning within Hierarchies: An Empirical Test and Extension of March 1991,” Presented at CEIBS, Shanghai, China
- 2017 Panelist for Organization Design and Managerial Practices Panel, SMS Special Conference on Strategic Human Capital, Milan Italy
- 2016 “Organizational Structure, Attention Allocation and Innovation in the Multidivisional Firm,” Presented at the University of Michigan
- 2015 “Organizational Structure, Attention Allocation and Innovation in the Multidivisional Firm,” Presented at the Frankfurt School of Business and Finance.
- 2015 “Organizational Structure and Performance Feedback: Centralization, Aspirations and Termination Decisions,” Presented at the University of California, Irvine
- 2013 “Organizational Structure and Performance Feedback: Situated Decision Making and Persistence in Product Phase-out,” Presented at the Wharton School of Business
- 2013 “Organizational Structure and Performance Feedback: Situated Decision Making and Persistence in Product Phase-out,” Utah-BYU Winter Strategy Conference
- 2012 “Learning within hierarchies: Organizational structure, performance feedback and product phase-out decisions,” Presented at Manchester University
- 2012 “Learning within hierarchies: Organizational structure, performance feedback and product phase-out decisions,” Presented at Yonsei University
- 2011 “Ambiguity and Adaption in M-form Firms: Seamless Mobility and Internal Corporate Venturing at Motorola,” Presented at Harvard Business School
- 2010 “Architecture, Attention and Adaptation: The Case of General Electric, 1951-2001.” Presented at the *SMJ Special Issue Conference on Strategy and Organizational Design*, Harvard Business School.

Invited Conference Activities

- 2018 “Learning within Hierarchies: An Empirical Test and Extension of March 1991,” Presented at the *Consortium for Strategy Research (CSR)*, Boston, MA

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- 2018 “Learning within Hierarchies: An Empirical Test and Extension of March 1991,” Presented at the *Consortium on Competitive and Cooperation (CCC)*, Haas School of Business, Berkeley, CA
- 2017 “Learning within Hierarchies: An Empirical Test and Extension of the March Exploration/Exploitation Model,” Presented at the *SMS Special Conference on Strategic Human Capital*, Milan, Italy

Accepted Conference Activities (Academy of Management)

- 2018 Organizer: “Organizational Structure and the Behavioral Theory of the Firm,” (Showcase Symposium) *Academy of Management, Chicago*
- 2018 Organizer: “Current Research in Organization Design: Topics, Tools, and Triumphs”, (PDW) *Academy of Management, Chicago*
- 2018 Panelist: “Organizational Structure and Innovation,” (Showcase Symposium) *Academy of Management, Chicago*
- 2018 Panelist: “Performance and Aspiration Levels: Investigating the Underlying Processes,” (Symposium) *Academy of Management, Chicago*
- 2017 Organizer: “Current Research in Organization Design: Topics, Tools, and Triumphs”, (PDW) *Academy of Management, Houston*
- 2017 Organizer: “Cognition in Firm Environments: A Topic Modeling Approach to Organizational Adaptation,” (Showcase Symposium) *Academy of Management, Houston*
- 2017 Presenter: “Organizational Design and Business Models,” *Academy of Management, Houston*
- 2016 Organizer: “Cognition in Firm Environments: A Topic Modeling Approach to Organizational Adaptation,” (Showcase Symposium) *Academy of Management, Anaheim*
- 2016 Presenter: “Organizational Design and Business Models,” *Academy of Management, Anaheim*
- 2016 Presenter: “Current Research in Organization Design: Topics, Tools, and Triumphs”, (PDW) *Academy of Management, Anaheim*
- 2016 Presenter: “Marching through the Fog: Ambiguity, Inertia and Innovation,” *Academy of Management, Anaheim*
- 2015 Organizer: “Big Tent, Little Ideas and the New, New Directions of Behavioral Theory of the Firm Research,” (PDW) *Academy of Management, Vancouver*
- 2015 Organizer: “Current Research in Organization Design: Topics, Tools, and Triumphs,” (PDW) *Academy of Management, Vancouver*
- 2015 Organizer: “Cognition and Change: Uniting Dynamic Cognitive Perspectives,” (Showcase Symposium) *Academy of Management, Vancouver*

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- 2015 Presenter: “Multiple Methods,” (PDW) *Academy of Management, Vancouver*
- 2015 Presenter: “An Attention-based Theory of Firm Growth,” *Academy of Management, Vancouver*
- 2015 Panelist: “Organizational Aspirations and Strategic Action: Open Questions and Avenues for Future Research,” (PDW) *Academy of Management, Vancouver*
- 2014 Organizer: “Current Research in Organization Design: Topics, Tools, and Triumphs,” (PDW) *Academy of Management, Philadelphia*
- 2014 Organizer: “A New Look at Corporate Parenting: Linking Structure and Cognition in the Multibusiness Firm,” (PDW) *Academy of Management, Philadelphia*
- 2014 Presenter: “Vocabularies Matter: Cognition, Communication, Coordination, and Constitution: Studying Vocabularies,” (PDW) *Academy of Management, Philadelphia*
- 2014 Presenter: “Organizational Architecture & Problem Solving: A Topic Modeling Approach to New Problem Attention,” *Academy of Management, Philadelphia*
- 2013 Organizer: “Cognition in Complex Organizations,” (Showcase Symposium), *Academy of Management, Orlando*
- 2013 Presenter: “Goal Ambiguity, Attention and Internal Selection in the Multibusiness Firm” *Academy of Management, Orlando*
- 2013 Presenter: “Fog of Feedback: Ambiguity and Firm-Responses to Multiple Aspiration Levels,” *Academy of Management, Orlando*
- 2013 Presenter: “Attention Needs More Attention - Bridging Micro and Macro Perspectives,” (PDW) *Academy of Management, Orlando*
- 2012 Organizer: “Architecture of Adaptation: Role of the corporate office in adaptation of the multi-business firm,” (Symposium) *Academy of Management, Boston, MA*
- 2012 Organizer: “What are the Drivers of Innovation & Technology? Understanding Antecedents to Search,” (PDW) *Academy of Management, Boston, MA*
- 2012 Presenter: “Ambiguity and Adaption in M-form Firms: Seamless Mobility and Internal Corporate Venturing at Motorola,” *Organization Science Winter Conference, Steamboat Springs, Colorado.*
- 2011 Organizer: “Fog of Feedback: New Insights on Performance Feedback Amidst Turbulent, Complex and Ambiguous Decision-Making Environments,” *Academy of Management, San Antonio, TX.*
- 2011 Presenter: “Aspiration Correlation and Innovation,” *Academy of Management, San Antonio, TX.*

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- 2011 Presenter: “Corporate Structure, Performance Feedback and Innovation in Multi-divisional Firm,” *Academy of Management, San Antonio, TX.*
- 2011 Presenter: “Politically-Contested Structural Elaboration in Corporate Governance,” *Academy of Management, San Antonio, TX*
- 2010 Organizer: “Aspirations for Aspirations: What’s Next for Organizational Goals and Performance Feedback?” (Symposium) *Academy of Management, Montreal, Canada.*
- 2010 Presenter: “Corporate Structure, Performance Feedback and Innovation: Failure-Induced Change and Threat-Rigidity Effects in Corporate Hierarchies.” *Academy of Management, Montreal, Canada.*
- 2010 Presenter: “Frames, Focus and Feedback: The Effects of Top Management Cognition and Performance Feedback on New Product Introductions.” *Academy of Management, Montreal, Canada.*

Accepted Conference Activities (Other)

- 2018 “Learning within Hierarchies: An Empirical Test and Extension of March 1991,” Presented at the *Strategy Science* conference, Wharton School of Business, Philadelphia, PA
- 2017 “Organizational Structure, Attention Allocation and Innovation in the Multidivisional Firm,” Presented at the *Organization Science Winter Conference*, Park City, Utah
- 2015 Chair, *Organizational Design Community Annual Conference*, Vancouver, BC.
- 2014 Presenter: “Ambiguity, Attention and Adaption in M-form Firms: Seamless Mobility and Internal Corporate Venturing at Motorola,” Presented at the *OMT-ASQ Conference, INSEAD*
- 2013 Presenter: “Organizational architecture and problem solving: A topic modeling approach to new problem attention,” Presented at *Organizational Learning Conference, Asilomar, CA*
- 2012 Presenter: “Ambiguity, Attention and Adaption in M-form Firms: Seamless Mobility and Internal Corporate Venturing at Motorola,” Presented at the *Organization Science Winter Conference, Steamboat Springs, Colorado.*
- 2011 Presenter: “Learning within Hierarchies: Corporate Structure and Performance Feedback.” Presented at the *Sumantra Ghoshal Conference on Managerially Relevant Research, LBS*
- 2011 Presenter: “Learning within Hierarchies: Corporate Structure and Performance Feedback.” Presented at the *Wharton Technology Conference, Wharton School of Business.*

TEACHING EXPERIENCE

MBA level

- 2015-2018 Strategic Management (Core Class), Full-time MBA, FEMBA, and Hybrid programs
Received 2018 Full-time MBA Core Teaching Award
- 2008-2014 Foundations in Strategy (Core Class), Full-time MBA Program

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- 2005-2007 Negotiations
Received Kellogg School of Management Doctoral Teaching Award
- 2005-2006 Leadership in Organizations (Core class)
Received Kellogg School of Management Doctoral Teaching Award

PhD level

- 2015-Present Foundation Theories of Organizations (Organization theory)
2015-Present Foundation Theories of Strategy (Strategy content)

PROFESSIONAL ACTIVITIES AND SERVICE

Editorial positions

- Co-Editor, *Journal of Organization Design* 2017 - Present
- Co-Editor, *Advances in Strategic Management: Organization Design* 2017 - Present
- Editorial Board, *Strategic Management Journal* 2011 - Present
- Editorial Board, *Administrative Science Quarterly* 2013 - Present
- Ad-hoc reviewer for *Organization Science*, *Academy of Management Journal*, *Strategy and Organization*, *Management Science*

External Service (Memberships)

- Strategic Management Society (SMS)
 - Representative-at-Large, Behavioral Strategy Interest Group (2017-2019)
 - Representative-at-Large, Strategy Process Interest Group (2015-2017)
- Academy of Management (AOM)
 - BPS Doctoral Consortium Co-Chair (2018-19)
 - BPS Doctoral Consortium Participant (2014)
 - BPS Best Dissertation Award Reviewer (2013)

Doctoral advising

- Kim, John, Ph.D. 2022 expected. Strategy Area, Paul Merage School of Business, University of California, Irvine. (Chair)
- Punit Sharma, Ph.D. 2019 expected. Strategy Area, Paul Merage School of Business, University of California, Irvine. (Committee)
- Alex J Wilson, Ph.D., 2015. Strategy Department, Fuqua School of Business, Duke University. Dissertation Title: *Drivers of New Practice Adoption: Predicting the Gap between Routine "as Designed" and Routine "as Realized"*. (Chair) Placement: University of Minnesota
- Nilanjana Dutt, Ph.D., 2013. Strategy Department, Fuqua School of Business, Duke University. Dissertation Title: *Identifying Search Space*. (Committee) Placement: Buconni University

School service

- Area Coordinator (Dept. Chair), Strategy, University of California, Irvine 2018-present
- Member, Masters Program Committee (MPC), University of California, 2018
- Member, Digital transformation committee, University of California, Irvine 2016-present
- Member, Ph.D. committee, University of California, Irvine 2015-2018
- Faculty advisor, Case competition, National Black MBA conference (Duke University, 2013)

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- Faculty advisor, Global Business Practicum for Center for Business Education and Research (CIBER, Duke University) – GE Brazil (2011), GE India (2012)
- Presenter, LEAD program for high potential youth (Duke University, 2010; 2011)

EDUCATION

Northwestern University · Kellogg School of Management · Evanston, IL June 2009
Ph.D. in Management and Organizations

University of Pennsylvania · The Wharton School · Philadelphia, PA May 2001
M.B.A. in Management

Muhlenberg College · Allentown, PA May 1989
B.A. in Business Administration

INDUSTRY EXPERIENCE

Speaking, research and consulting engagements include: Argyle Executive Forum, British Petroleum, Children's Hospital of Orange County, CMO Council, Dart Enterprises, Duke University Hospital, General Electric, Heidrick and Struggles, Kellogg Center for Non-Profit Management, Market-bridge, Mazda, Molina Healthcare, Motorola, and Samsung Electronics.