

Michael J. Leiblein

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Education

Purdue University, Krannert Graduate School of Management, Ph.D.

Rensselaer Polytechnic Institute, Lally School of Business, M.B.A.

Rensselaer Polytechnic Institute, B.S., Electrical Engineering.

Professional Positions

Assistant to Associate Professor, Fisher College of Business, Ohio State University.

Visiting Professor, Copenhagen Business School (Fall, 2012).

Instructor to Assistant Professor, University of South Carolina.

Consultant, Andersen Consulting.

Control Systems Engineer, Johnson Controls.

Professional Awards

Academic Research Awards

- *Academy of International Business*. 2015 Best Paper Award Finalist (w/ Kiran Awate).
- *Academy of Management Operations Division*. 2009 Chan Hahn Best Paper Award Finalist in Operations Management (w/ John Gray & Aleda Roth).
- *Academy of Management Strategy Division*. 2007 Distinguished Paper Award in Business Policy & Strategy (w/ Tammy Madsen).
- *Academy of Management Strategy Division*. 2005 Distinguished Paper Award in Business Policy & Strategy (w/Tammy Madsen).
- *Academy of Management Strategy Division*. 1996-1997 Free Press Best Dissertation Award in Business Policy & Strategy Finalist.
- *Academy of Management Innovation Management Division*. Honorable Mention for 1996 Best Paper Award in Technology & Innovation Management (w/ Carolyn Woo).
- *Academy of Management Strategy Division*. 1994 Glueck Best Paper Award in Business Policy & Strategy (w/ Tim Folta).

Academic Research Grants

- Koch Foundation. 2016-2018: Grant for research and teaching in innovation & entrepreneurship. (\$1,369,254). Declined.
- National Science Foundation. 2011-2015. PI on “Outsourcing, offshoring, and performance.” Proposal 1133043 Funded by Division of Social and Economic Sciences, Innovation and Organization Sciences Program (\$341,721).
- Ohio State University. 2010-2015: Co-PI, Food Innovation Center (\$3,750,000).

Academic Teaching Awards

- Outstanding Core MBA Professor, Professional MBA Classes of 2000 and 2002.

Other Academic Awards

- *Academy of Management Review* Reviewer of the Year award (2018) and Developmental Reviewer Awards (2019, 2020).
- *Strategic Management Journal* outstanding editorial board member, 2010, 2017, 2018.
- *Academy of Management BPS* outstanding reviewer, 2001, 2004 through 2007.

Publications

1. Leiblein MJ, J Chen, & H Posen. Conditionally Accepted. "Learning Curve Uncertainty: A Real Options Approach to Understanding How Uncertainty Affects First-mover Advantages and Spillovers." *Academy of Management Review*.
2. Markman, G., M. Lieberman, MJ Leiblein, L. Wei, Y. Wang. Forthcoming. "The distinctive domain of the sharing economy: Definitions, Value Creation, and Implications for Research." *Journal of Management Studies*. <https://doi.org/10.1111/joms.12707>.
3. Chaudhuri, S., MJ Leiblein, & JJ Reuer. 2021. "Prioritizing Research in Strategic Management: Insights from Practitioners and Academics." *Strategic Management Review*. Vol 2(1): 1-28. <http://dx.doi.org/10.1561/111.00000015>.
4. Ioulianos, I., MJ Leiblein, & L. Trigeorgis. 2021. "Multinationality, Portfolio Diversification, and Asymmetric MNE Performance: The moderating role of real options awareness." *Journal of International Business Studies*. Vol 52: 388-408. <https://doi.org/10.1057/s41267-020-00357-3>.
5. Whetsell, T, M Siciliano, K Witkowski, and M Leiblein. 2020. "Government as a Network Catalyst." *Journal of Public Administration Research and Theory*. Vol 30(3): 448-464. <https://doi.org/10.1093/jopart/muaa002>.
6. Leiblein, MJ, JJ Reuer. 2020. "Foundations and Futures of Strategic Management." *Strategic Management Review*. Vol 1(1): 1-33. <http://dx.doi.org/10.1561/111.00000001>. See also Reuer, J. J., Leiblein, M. J., and Li, W. 2020. Foundations and futures of strategic management: Implications for scholarship in China. *Quarterly Journal of Management*, 5(4): 1-21.
7. Whetsell, T, MJ Leiblein, & C Wagner. 2019. "Between promise and performance: Science and technology policy implementation through governance networks." *Science and Public Policy*. Vol 46(6).
8. Leiblein, MJ, JJ Reuer, & TR Zenger. 2018. "Assessing Key Dimensions of Strategic Decisions." *Strategy Science*. Vol 3(4): 555-557. <http://DOI.org/10.1287/stsc.2018.0073>.
9. Leiblein, MJ, JJ Reuer, & TR Zenger. 2018. "What Makes a Decision Strategic?" *Strategy Science*. Vol 3(4): 558-573. <http://DOI.org/10.1287/stsc.2018.0074>.
10. Posen, H. MJ Leiblein, & J Chen. 2018. "Towards a behavioral theory of real options: Noisy signals, bias, and learning." *Strategic Management Journal*. Vol. 39(4): 1112-1138. <https://doi.org/10.1002/smj.2757>.
11. Leiblein, MJ, J Chen, & H Posen. 2017. "Resource allocation in strategic factor markets: A realistic real options approach to generating competitive advantage." *Journal of Management*. Vol. 43(8): 2588-2608. <https://doi.org/10.1177%2F0149206316683778>.
12. Madsen, TL & MJ Leiblein. 2015. "Resource stocks, innovation, & persistent heterogeneity." *Journal of Management Studies*. Vol. 52(8): 1097-1127. <https://doi.org/10.1111/joms.12154>.
13. James, S, MJ Leiblein, & S Lu. 2013. "How firms capture value from their innovations." *Journal of Management*. Vol. 39(5): 1123-1155. <https://doi.org/10.1177%2F0149206313488211>.
14. Leiblein, MJ. 2011. "What do resource- and capability-based theories propose?" *Journal of Management*. Vol. 37(4): 909-932. <https://doi.org/10.1177%2F0149206311408321>.
15. Gray, J, A Roth, & MJ Leiblein. 2011. "Quality risk in offshore manufacturing." *Journal of Operations Management*. Vol. 29(7-8): 737-752. DOI: 10.1016/j.jom.2011.06.004.
16. Leiblein, MJ & T Madsen. 2009. "Unbundling competitive heterogeneity: Incentive structures and capability influences on technological innovation." *Strategic Management Journal*, Vol.30(7): 711-735. <https://doi.org/10.1002/smj.746>.

Publications (continued)

17. Leiblein, MJ 2007. "Environment, organization, and innovation: How entrepreneurial decisions affect innovative success." *Strategic Entrepreneurship Journal*, Vol. 1(1), pp. 141-144. doi.org/10.1002/sej.9.
18. Leiblein, MJ & J Reuer. 2004. "An analysis of the effects of firm capabilities and international collaboration on the foreign sales of semiconductor firms." *Journal of Business Venturing*, Vol. 19(1), pp. 285-307. [https://doi.org/10.1016/S0883-9026\(03\)00031-4](https://doi.org/10.1016/S0883-9026(03)00031-4). Reprinted in Oviatt, BM and PP McDougall., *International Entrepreneurship*. Edward Elgar Publishing, 2007.
19. Leiblein, MJ & DJ Miller. 2003. "An empirical examination of transaction- and firm-level influences on the vertical boundaries of the firm." *Strategic Management Journal*, Vol. 24(9), pp. 839-859. <https://doi.org/10.1002/smj.340>.
20. Leiblein, MJ. 2003. "The choice of organizational governance form and firm performance: Predictions from transaction cost, resource-based, and real options theories." *Journal of Management*, Vol. 29(6), pp. 937-962. DOI: 10.1016/S0149-2063(03)00085-0.
21. Leiblein, MJ, JJ Reuer, & F Dalsace. 2002. "Do make or buy decisions matter? The influence of governance on technological performance." *Strategic Management Journal*, Vol. 23(9), pp. 817-833. <https://doi.org/10.1002/smj.259>. Reprinted in Leiblein, MJ and A Ziedonis 2011, *Technology Strategy & Innovation Management*, Edward Elgar.
22. Cabral, R & MJ Leiblein. 2001. "Adoption of capital embodied process innovations in industries with learning by doing." *Journal of Industrial Economics*, Vol. 49(3), pp. 269-280. doi.org/10.1111/1467-6451.00149.
23. Reuer, JJ & MJ Leiblein. 2000. "Downside risk implications of multinationality and international joint ventures." *Academy of Management Journal*, Vol. 43(2), pp. 203-214. DOI: 10.2307/1556377. Reprinted in Reuer, JJ. *Strategic Alliances: Theory and Evidence*. Oxford University Press, 2004. Reprinted in Rugman, AM and J Li. *Real Options and International Investment*. Edward Elgar Publishing, 2005.
24. Miller, KD & MJ Leiblein. 1996. "Corporate risk-return relations: Returns variability versus downside risk." *Academy of Management Journal*, Vol. 39(1), pp. 91-122. DOI: 10.2307/256632.

Books and Book Chapters

25. Leiblein, MJ, JT Macher, & T Ungureanu. 2019. "Why do small firms systematically benefit less from collaborative activity than large firms?" *The Oxford Handbook on Entrepreneurship and Collaboration*. Oxford University Press. Oxford, UK.
26. Leiblein, MJ. 2013. "Platform Innovation." *The Palgrave Encyclopedia of Strategic Management*. Eds. David Teece and Mie Augier, Palgrave-Macmillan Publishers.
27. Leiblein, MJ & A Ziedonis. 2011 (editors). *Technology Strategy & Innovation Management*, Edward Elgar Publishing. Leiblein, MJ & A Ziedonis. 2011. "Introduction to technology strategy & innovation management." In *Technology Strategy & Innovation Management*, Edward Elgar Publishing.
28. Leiblein, MJ & JT Macher. 2009. "The problem-solving perspective: A strategic approach to understanding environment and organization." *Advances in Strategic Management* Greenwich, CT: Elsevier Vol. 26.
29. Leiblein, MJ & A Ziedonis. 2007. "Distinguishing between deferral and growth options." *Advances in Strategic Management* Greenwich, CT: Elsevier Vol. 24. Reprinted in Leiblein, MJ and A Ziedonis 2011, *Technology Strategy & Innovation Management*, Edward Elgar.

Books and Book Chapters (continued)

30. Leiblein, MJ & J Reuer. 2001. Real Options: Let the buyer beware. Mastering Risk. London, UK: FT-Prentice-Hall. Reprinted as “Real Options: Caveat Emptor.” Financial Times (London). May 9, 2000. Reprinted as “L’Art de la gestion des risques.” Les Echos (France). October 4, 2000. Reprinted in: Vedpuriswar, A. V. 2004. *Enterprise Risk Management*. Hyderabad, India: ICFAI Press.
31. Galbraith, C., G. Merrill, & M. Leiblein. 1992. “Matching executive compensation to competitive Strategy.” 1992. In Handbook of Business Strategy, Warren-Gorham-Lamont, Boston, Mass. Reprinted in John B. Miner and Donald P. Crane (eds.) 1995. Advances in the practice, theory, and research of strategic human resource management Harper Collins, New York, NY. pp. 340-353.

Best Paper Proceedings

32. Gray, J, A Roth, & MJ Leiblein. 2009. “Quality risk in offshore manufacturing.” *Academy of Management Best Paper Proceedings*, Chicago. DOI: 10.5465/AMBPP.2009.44264147.
33. Madsen, T & MJ Leiblein 2007. “Resource stocks, innovation & persistent heterogeneity.” *Academy of Management Best Paper Proceedings*, Philadelphia. DOI: 10.5465/AMBPP.2007.26530115.
34. Leiblein, MJ, & T Madsen. 2005. “Unbundling competitive heterogeneity: Incentive structures and capability influences on technological innovation.” *Academy of Management Best Paper Proceedings*, Hawaii.
35. Leiblein, MJ & CY Woo. 1996. “The impact of technological experiences and collaborative manufacturing arrangements on the likelihood and timing of process technology adoption.” *Academy of Management Best Paper Proceedings*, Cincinnati. DOI: 10.5465/AMBPP.1996.4980951.
36. Folta, TB & MJ Leiblein. 1994. “An analysis of technology acquisition through collaborative arrangements: A strategic option perspective.” *Academy of Management Best Paper Proceedings*, Dallas. DOI: 10.5465/AMBPP.1994.10341629.

Other Publications

37. Cherry Bekaert, MJ Leiblein, & NCMM. 2015 (Oct.). Organizing for innovation in the middle market.
38. Leiblein, MJ. 2015 (July). Organizing to create and capture innovative value in the middle market.
39. Leiblein, MJ & J Miller 2014. Innovation benchmarking for middle market firms. National center for the middle market white paper.
40. Leiblein, MJ & J Miller 2013. Organizing for innovation: Where middle market companies should place their chips in the great game of innovation. National center for the middle market white paper.

Manuscripts Under Journal Review

- Leiblein, MJ, M Moller, & T Pedersen. “Are governance mode and location choices interdependent?” Under 2nd round of review.
- Bruhs, S, G Hoetker, MJ Leiblein, & T Mellewigt. “Crossing the streams: A synthesis and research agenda for plural governance.” Invited for 2nd revision.
- Humphrey, J., MJ Leiblein, & DG Ross. “Creation, risk, and uncertainty: Towards a unifying theoretical framework for entrepreneurial strategy.” Invited to revise and resubmit (1st revision).

Other Projects

- Leiblein, MJ, T Whetsell, & V. Iurkov. “Three views of advantage.”
- Leiblein, MJ. “When are international decisions strategic?” Invited essay for *Global Strategy Journal*.
- Leiblein, MJ. “The micro foundations of strategic decision making: How cognition affects investment, entry & performance in strategic factor markets.” Developing online simulation.

Other Projects (continued)

- Leiblein, MJ, S Awate, R Mudambi, & K Awate. “The performance consequences of organization and location decisions.” A prior version was presented at the 2015 Atlanta Competitive Advantage Conference (Atlanta). 2015 AIB Conference (Bengaluru (Bangalore)) * *Finalist for Best Conference Paper*. 2015 AoM Conference (Vancouver).

Other Research Grants

OSU / Fisher College Dean’s Summer Research Fellowship (2002-2007, 2012). OSU / Fisher College of Business International Travel Grant; 1999 & 2000 (\$1,000); OSU / Fisher College of Business Small Research Grant; 1999-2002, 2005-11 (\$2,000); Purdue University Center for Manufacturing Management & Enterprise; 1994 (\$2,500); State Farm Dissertation Research Grant; 1994 (\$1,500).

Conference Research Papers & Panel Presentations

Leiblein MJ, J Chen, & H Posen. “Learning Curve Uncertainty: A real options approach to understanding how uncertainty affects early mover advantages.”

- 2020 Academy of Management Conference; 2020 Strategic Management Society Conference; 2021 Strategy Science Conference.

Leiblein, MJ. The Time is Now: Getting Serious about Strategic Management’s Distinctive Competence (kickoff panel with Jay Barney and Xavier Castaner).

- 2020 European Academy of Management Conference.

Leiblein, MJ, “High-leverage Research Opportunities in Strategic Management”

- 2019 Strategic Management Society (Minneapolis, MN). Panel with R Bettis, A McGahan, & T Zenger.

Leiblein, MJ. “Dynamics of Governance”

- 2019 Academy of Management (Boston, Mass). Panel w/ N Jia, J Macher, K Mayer, J Nickerson, & T Zenger.

Leiblein, MJ, JJ Reuer, and T Zenger. “What Makes a Decision Strategic?”

- 2018 Strategy Science (Wharton; Philadelphia, PA).

Ioulianos, I., MJ Leiblein, and L Trigeorgis. “Real option awareness in multinational firms.”

- 2018 SMS Conference (Oslo, Norway). 2018 SMS Annual Conference (Paris). 2018 AoM Conference (Chicago, Ill).

Leiblein, MJ, Foundations and Futures: Integrating Generations of Strategic Management Research (Lead Conference Plenary Panel)

- 2017 SMS Annual Conference (Houston, TX). Panel with R Bettis, C Helfat, J Reuer, and D Schendel.

Leiblein, MJ. Strategic responses to competitive shocks. (Plenary Panel)

- 2017 AoM Conference (Atlanta, GA). Panel with N MacGregor, T Madsen, and R Seamans.

Leiblein, MJ, JT Macher, and T Ungureanu. “Why do small firms systematically benefit less from collaborative activity than large firms?”

- 2017 Colorado University Entrepreneurship and Collaboration Conference (Boulder, CO).

Leiblein, MJ. Using experiments to assess strategic management and problem-solving theories in entrepreneurship (Plenary Panel).

- 2016 SMS Conference (Berlin). Panel with N Furr, P Klein, J Nickerson, R Wuebker, & T Zenger.

Leiblein, MJ, J Chen, and H Posen. “Resource allocation, real options, and competitive advantage: A behavioral approach.”

- 2016 SMS Conference (Berlin). 2016 AoM Conference (Anaheim). 2015 Utah Winter Strategy Conference.

Posen, H, MJ Leiblein, and J Chen. “Organizational learning, real options, and investment timing”

- 2015 Atlanta Competitive Advantage Conference (Atlanta). 2015 SMS Conference (Denver) **Nominated for Best Conference Paper* (withdrawn, conflict of interest).

Conference Research Paper & Panel Presentations (continued)

Leiblein, MJ, M Moller, and T Pedersen. "The antecedents of outsourcing and offshoring decisions."

- 2014 AoM Conference (Philadelphia). 2014 AIB Conference (Vancouver); 2014 SMS Conference (Madrid). *Nominated for Best Conference Paper (withdrawn, conflict of interest).

MJ Leiblein w/ AM Marend. "Resource-, relational-, and positional-views of performance advantage: The contingencies of their relative importance?"

- 2014 SMS Special Conference (Copenhagen). 2015 AoM Conference (Vancouver).

Leiblein, MJ, JI Miller. "Whether and how do middle market firm's innovation efforts differ?"

- 2013 SMS Conference (Atlanta).

James, S, MJ Leiblein, and S Lu. From value creation to value capture: A review of how firms appropriate returns from innovation.

- 2012 SMS Conference (Prague). 2013 AoM Conference (Orlando).

Leiblein, MJ. Long live the dyad, the dyad is dead (Panel).

- 2012 AoM Conference (Boston). Panel with R Gulati, J Nickerson, and J Mahoney.

Leiblein, MJ and L Weber. Using experiments to address challenges in inter-firm research (Panel).

- 2012 AoM Conference (Boston).

Leiblein, MJ and V Du plat. Performance and misalignment. An organization economics approach.

- 2012 AoM Conference (Boston).

Khare, N and MJ Leiblein. Whether and how do governance capabilities influence organizational form?

- 2011 AoM Conference (San Antonio). 2011 SMS Conference (Miami). 2011 Atlanta Competitive Advantage Conference (Atlanta).

Khare, N, MJ Leiblein, and JB Barney. "Examining the relationship between asset specificity and the choice of governance forms across homogenous partners."

- 2010 AoM Conference (Montreal). 2010 SMS Conference (Rome).

Gray, J, A Roth, and MJ Leiblein. "Quality risk in offshore manufacturing."

- 2009 AoM Conference (Chicago). 2009 SMS Conference (Washington DC).

Leiblein, MJ, J Macher and A Ziedonis. "Alliance organization and technological performance: Disaggregating the causes and consequences of ownership and colocation."

- 2009 International Society for New Institutional Economics conference (Berkeley).

Leiblein, MJ and C Maritan. The Dynamic Capability Lifecycle.

- 2008 SMS Conference (Vienna).

Leiblein, MJ and A Ziedonis. "Deferral and growth options under sequential innovation: Do real options explain technological leapfrogging?"

- 2007 SMS Conference. 2007 Atlanta Competitive Advantage conference.

Nothnagel, K, MJ Leiblein, & T Mellewigt. "Integrating the RBV and strategic factor market literatures."

- 2007 SMS Conference.

Madsen, T and MJ Leiblein. "Firm level heterogeneity and persistent differences in innovation & Performance."

- 2007 AoM Conference. 2006 Atlanta Competitive Advantage Conference.

Leiblein, MJ and A Ziedonis. "Distinguishing between deferral and growth options."

- 2006 UNC / JAI real options Conference.

Conference Research Paper & Panel Presentations (continued)

Leiblein, MJ and J Macher. "Why do small firms systematically benefit less from collaborative activity than large firms?"

- 2006 NSF Roundtable on Entrepreneurship Research (sponsored by Georgia Tech & NSF). 2006 SMS Conference (Vienna). 2006 AoM Conference (Atlanta). 2006 Atlanta Competitive Advantage Conference.

Leiblein, MJ and J Macher. "Alliance organization and technological performance: Integrating KBV and TCE Explanations."

- 2005 SMS Conference. 2005 AoM Conference. 2005 Atlanta Competitive Advantage Conference. 2005 Wharton Technology Mini Conference. 2005 Georgetown – Maryland colloquia series.

Leiblein, MJ and T Madsen. "Empirical evidence regarding the influence of incentive and capability differences on new-technology adoption across small and large firms."

- 2005 AoM Conference. 2005 Atlanta Competitive Advantage Conference. 2004 SMS Conference (Puerto Rico).

Leiblein, MJ "Organization economics and entrepreneurship: Why capabilities and organization are important to entrepreneurship research?"

- 2005 Lally Fisher Darden Conference.

Leiblein, MJ "Conversations in business & competitive strategy."

- 2004 AoM Conference.

Leiblein, MJ "Considering organizational form dynamics" (Panel).

- 2004 AoM Conference multi-divisional symposia (J. Nickerson, chair).

Leiblein, MJ "Comparing capability acquisition mechanisms: Experience, organizational form, and the development of semiconductor capabilities."

- 2004 Atlanta Competitive Advantage Conference. 2003 AoM Conference (Seattle).

Leiblein, MJ. "Determinants of new-technology adoption by entrepreneurial and established firms."

- 2003 SMS Conference (Washington DC).

Leiblein, MJ "Alliance formation and technological performance: A polychotomous choice model with selectivity."

- 2002 SMS Conference (Paris).

Leiblein, MJ. "Integrating option thinking into international business theories."

- 2002 AIB Conference (San Juan).

Leiblein, MJ "An option pricing approach to technological adoption in environments characterized by a sequence of innovations."

- 2001 AoM Conference (Washington DC).

Leiblein, MJ, J Reuer, and F Dalsace. "Do make or buy decisions matter? The influence of governance on technological performance."

- 2001 Wharton Technology Strategy Mini-Conference (Wharton School of Business, University of Pennsylvania). 2000 SMS Conference (Vancouver).

Leiblein, MJ and DJ Miller. "An empirical examination of transaction- and firm-level influences on the vertical boundaries of the firm."

- 2000 AoM Conference (Toronto). 2000 Strategy Research Forum Conference (Cohasset). 1999 SMS Conference (Berlin).

Reuer, J and MJ Leiblein. "Downside risk implications of international investments in subsidiary networks and joint ventures."

- 1999 AIB Conference (Charleston).

Conference Research Paper & Panel Presentations (continued)

Leiblein, MJ and J Reuer. “Vertical alliance strategies in the semiconductor industry: Effects of restructuring on technological capabilities.”

- o 1999 SMS Conference (Berlin).

Leiblein, MJ and J Reuer. “An analysis of the effects of firm capabilities and international collaboration on the foreign sales of semiconductor firms.”

- o 1999 AoM Conference (Chicago). 1998 SMS Conference (Orlando).

Leiblein, MJ “The competitive implications of technological leapfrogging in environments characterized by continuous technological change.”

- o 1997 SMS Conference (Barcelona). 1997 AoM Conference (Boston).

Folta, TB and MJ Leiblein “Technology transfer between small and large firms: An option theory model of governance selection.”

- o 1996 SMS Conference (Scottsdale). 1994 AoM Conference (Dallas).

Leiblein, MJ and CY Woo. “The impact of technological experiences and collaborative manufacturing arrangements on the likelihood and timing of process technology adoption.”

- o 1996 AoM Conference (Cincinnati).

Miller, KD and MJ Leiblein. “Corporate risk-return relations: Returns variability versus downside risk.”

- o 1993 AoM Conference (Atlanta).

Invited Colloquia & Research Seminars

April 2021. Santa Clara University. Resource Allocation, Organization, and Competitive Advantage.

Oct. 2020. Washington University at St. Louis. How Uncertainty Affects Early Mover Advantages.

June 2020. Frie University of Berlin. Are Governance and Location Choice Independent?

Jan. 2020. University of South Carolina (International Business). Are Governance and Location Choice Independent?

Oct. 2019. Rensselaer Polytechnic Institute. How Uncertainty Affects Early Mover Advantages.

Sept. 2019. University of Colorado. How Uncertainty Affects Early Mover Advantages.

Feb. 2019. University of Michigan. How Uncertainty Affects Early Mover Advantages.

Jan. 2019. University of Southern California. How Uncertainty Affects Early Mover Advantages.

Jan. 2019. University of Alabama. Are Governance and Location Choice Independent?

Dec. 2018. Fordham University. Are Governance and Location Choice Independent?

Nov. 2018. Temple University. Are Governance and Location Choice Independent?

June 2018. Frie University of Berlin. Towards a behavioral real option theory of competitive advantage.

May 2018. Hong Kong University. Behavioral option theory, multinationality, & downside risk.

April 2018. Lehigh University. How should small and large firms organize to deliver innovative value?

May 2017. Purdue University. Towards a behavioral real option theory of competitive advantage.

Mar. 2017. University of Pittsburgh. Towards a behavioral real option theory of competitive advantage.

May 2016. University of Zurich. Do micro foundations affect strategic decision-making?

Sept. 2015. CERN (European Organization for Nuclear Research). A realistic real option evaluation of innovation projects.

Oct. 2014. Bocconi University. Organizational learning, real options, & the timing of investment.

Invited Colloquia & Research Seminars (continued)

- June 2014. Tilburg University. Are governance & location decisions complements or substitutes?
- Jan. 2014. HEC School of Management. Resource stocks, innovation, & persistent heterogeneity.
- Sept. 2012. Copenhagen Business School. What makes a successful journal submission?
- Sept. 2011. Bocconi University. Organization, performance, and its persistence.
- Sept. 2011. Copenhagen Business School. Organization, performance, and its persistence.
- Dec. 2010. University of South Carolina. Integrating Transaction-cost, Resource-based, and Knowledge-based explanations of organization and performance.
- May 2007. HEC School of Management. Integrating Transaction-cost, Resource-based, and Knowledge-based explanations of organization and performance.
- Feb. 2007. University of Southern California. Integrating Transaction-cost, Resource-based, and Knowledge-based explanations of organization and performance.
- Jan. 2007. Syracuse University. Integrating Transaction-cost, Resource-based, and Knowledge-based explanations of organization and performance.
- June 2006. University of South Carolina. Why do small firms systematically benefit less from collaborative activity than large firms?
- May 2006. University of Paderborn. Why do small firms systematically benefit less from collaborative activity than large firms?
- Oct. 2005. University of Michigan. Alliance organization and technological performance: Disaggregating the causes and consequences of ownership.
- Jan. 2004. University of Colorado. Comparing capability acquisition mechanisms: Resource and transaction cost-based theories of capability development.
- Feb. 2003. Georgetown University. Resource & transaction cost-based theories of the firm.
- Dec. 2002. Georgia State University. Resource & transaction cost-based theories of the firm.
- Sept. 2000. Purdue University. The influence of firm- and transaction-level attributes on the vertical boundaries of the firm.
- March 1998. Ohio State University. The impact of experiential learning and strategic alliances on the adoption of new semiconductor process technologies.
- March 1998. University of Utah. The impact of experiential learning and strategic alliances on the adoption of new semiconductor process technologies.
- June 1998. INSEAD. Strategic investment and new-technology adoption in the semiconductor industry.
- Jan. 1995. Georgia Institute of Technology. The impact of technological experiences and collaborative manufacturing arrangements on the likelihood and timing of process technology adoption.
- Jan. 1995. University of South Carolina. The impact of technological experiences and collaborative manufacturing arrangements on the likelihood and timing of process technology adoption.
- Jan. 1995. Texas A&M University. The impact of technological experiences and collaborative manufacturing arrangements on the likelihood and timing of process technology adoption.

Industry Seminars

Dec. 2018. The Strategy of Strategy. A podcast for the National Center for the Middle Market.
April 2018. Designing Innovation in the Middle Market. Organization Design Forum, Ann Arbor, MI.
Jan. 2017. Organizing to Generate Social Innovation. 2017 Sorenson Summit. Salt Lake City, UT.
May 2016. Delivering value through innovation. Battelle Innovation Gathering. Columbus, OH.
Mar. 2016. Delivering value through innovation. Centric Consulting Annual meeting. Columbus, OH.
Nov. 2015. ACG (AABC Commissioning Group) Webinar on Innovation.
Nov. 2015. Innovation Symposia supported by Inc Magazine, NCMM, & the SMS. Denver.
May 2015. Creating, Capturing, and Delivering Innovation. Keynote at Accenture Columbus Retreat.
Mar. 2015. Creating, Capturing, and Delivering Innovative Value. Opening keynote at *Young Presidents' Organization*, Mid-Atlantic Regional Academic Conference. Columbus, OH.
June 2014. Managing the Innovation Process. Honda of America. Marysville, OH.
Apr. 2010. Leading Innovation. Opening keynote at Columbus Innovation Summit. Columbus, OH.

Teaching Experience

- Developed OSU@Transatlantic Grand Innovation Challenge course with CERN (2016).
- Developed inter-disciplinary master's program (chaired committee) w/ OSU colleges of Design, Engineering, Food and Agriculture, Policy, and Medicine. 100+ student commitments per year (2016).
- Developed Master of Global Engineering Leadership Innovation Management course (2014- present).
- Developed UG Integrated Business and Engineering Sophomore and Junior Seminars (2014, 2015).
- Developed MBA Innovation Field Studies elective course (2011).
- Developed MBA Advanced Competitive Analysis elective course sequence (2006).
- Developed MBA Technology Strategy & Innovation Management elective course (2005).
- MBA Managing the Diversified Firm MBA elective course (2001, 2004).
- Developed MBA Consulting Practicum elective courses (2001). Completed over 25 projects between for clients including 3M, Ashland Chemical, Battelle Memorial Institute, Cinergy Electric, Dow Chemical, & the Ethiopian Government. The Ethiopian project was profiled by the provost in a commencement speech and profiled by the university VP of outreach in a presentation to the Ohio State Alumni board.
- MBA Core Corporate Strategy (1998-2003). Core Instructor of the Year award in 2000 & 2002.
- MBA Core Business Strategy (1998-2000).
- PhD seminar on Competitive Strategy & the Theory of the Firm (2010, 2011, 2013, 2015, 2019). Also offered at Copenhagen Business School (2012); Emory (2014 session), & Frie University of Berlin (2018, 2021).
- PhD seminar on Entrepreneurship & Innovation (2012, 2014, 2018).
- PhD seminar on Non-experimental Research Methods (2017).

Teaching Cases & Simulations

- Gray, J., and MJ Leiblein. 2008. Scotts Miracle-Gro: Spreader Sourcing Decision
 - Ivey case study # 9B08M078 and teaching note # 8B08M78 (Recognized as a top 20 best-selling case in 2009-10, 2010-11, 2011-12; 2012-13; 2013-14; 2015-16; recognized w/ podcast, 2020).

Editorial and Leadership Roles

Editor and Editorial Level

- *Strategic Management Review*, *Founding Co-Editor in Chief* (2019- present).
- *Strategic Research Foundation*, Co-Chair (2017- 2019; 2020-2022; see additional roles below).

Associate Editor and Guest Editor

- *Journal of Management Studies*, 2021. *Special issue editor w/ M. Lieberman, G. Markman, & Li-Qun Wei.*
- *Strategy Science*, 2018. *Special Issue editor with Jeff Reuer and Todd Zenger.*
- *National Science Foundation Advisory Panel* (2012-2015).
- *Journal of Management*, *Associate Editor* (2008-2011).

Advisory & Editorial Board Membership

- *Strategic Management Journal* (2004- present).
- *Strategy Science*. Inaugural member. (2014 - present).
- *Academy of Management Review* (2005- 2007; 2008- 2011; 2012-2014; 2015-2017; 2018-2020).
- *Academy of Management Journal* (2016- 2019).
- *Journal of Management Studies* (2013- present).
- *Journal of Management* (2002- 2004; 2005- 2007).

Ad hoc Reviewing

- *Management Science*, *Organization Science*, *Industrial & Corporate Change*, *Journal of International Business Studies*, *Journal of Industrial Economics*, *Managerial & Decision Economics*, and *Research Policy*.

Strategic Management (STR; previously BPS) Division, Academy of Management:

- Program Chair of the STR (BPS) Division, 2020-2021 (elected by membership). Assistant Program Chair of the STR (BPS) Division, 2019-2020 (elected by membership).
- Executive Committee member, 2005-07 (elected by membership).
- Research Committee member, 2001-03, (elected by membership).
- Judge, Best Paper (2002) & Best Dissertation (2003) Award, BPS Division of the Academy of Management.

Strategic Management Society:

- Co-chair of Strategic Management Society Best Paper Competition (2013-2016). Judge, McKinsey Award for Best Strategic Management Society Conference Paper (1998, 1999).
- Chair, Program Chair, and Associate Program Chair of the Competitive Strategy Interest Group, 2009-2011 (elected by membership). Executive Committee of the Competitive Strategy Group, 2006-2008 (elected by membership).
- Advisory board (SMS Rio Brazil, 2011) and Track Chair (SMS Costa Rica, 2017).

Strategic Research Foundation:

- SRF Research in Organizations Grant Program Judge (RiO) (2015, 2016). SRF Dissertation Research Grant Program Judge (2011, 2012, 2014-2016). SRF Dissertation Program Workshop panelist (2014-).

Invited Professional Lectures

- ACAC Junior Faculty Workshop (Invited Faculty Participant 2004-2010, 2013, 2014, 2015).
 - Faculty presenter, NSF workshop on Conducting Inter-Disciplinary Research (ACAC/ NSF, 2013, 2014, 2015).
- AoM BPS Dissertation Workshop Faculty Participant, 2005.
 - Faculty presenter, Tips on Managing the Job Search.
- AoM BPS Dissertation Workshop Faculty co-chair in 2008 & 2009.
 - Faculty presenter, Tips on Teaching Competitive Strategy and Tips on Writing a Great Dissertation.
- AoM STR / BPS Junior Faculty Consortium (Invited Faculty Participant, 2014, 2019).
- AoM TIM Junior Faculty Consortium (Invited Faculty Participant, 2015, 2017).
 - Tips on Publishing in Top Tier Journals, 2015.
- CARMA Utilizing High Quality Research Methods (Invited Faculty Participant, 2013).
- SMS Junior Faculty Research Development Workshop (Faculty 2008, 2014, 2017; chair 2009-2011).
 - Tips on Publishing in Top Tier Journals (SMS, 2008; 2009; CBS, 2012).
 - Tips on Teaching Competitive Strategy (SMS, 2010; 2013, 2014).
- Midwest Strategy Junior Faculty Workshop (Invited Faculty Participant 2012, 2013).

Other Reviewing & Judging Activities

- Judge, *Journal of Management* Best Paper Award Committee (2003).
- Reviewer, *Venture Design: An analytical toolkit*, by Anne-Marie Knott (2001).
- Judge, Organization Science Best Dissertation Award (2005, 2006).

Professional Service (Outside Letter Writing for Tenure and Promotion):

- Michigan State University, Northeastern University, University of Alabama, University of Minnesota, University of Pacific, National University of Singapore, Villanova University, Warwick University.

Professional Service (Outside Letter Writing for Awards and other Support):

- Columbia University.

Professional Memberships:

- Strategic Management Society (1996-); Academy of Management (1992-); Certified Engineer: NY.

Ohio State University Service

- Academic Director, OSU Integrated Business and Engineering Program (2015-present).
 - Co-designed curriculum. Developed and deliver two annual seminars. Developed and delivered CERN application course as well as numerous co-curricular workshops and case competitions (e.g., Root).
- Co-director. OSU Food Innovation Center (2010-present).
 - MBA project w/ Deputy Prime Minister of Ethiopia involving TLC & FAES (2007).
- Founding Director, FCoB Innovation Initiative (2011-14); OSU Center for Innovation (2015-2017).
 - Developed inter-disciplinary master's level curriculum with commitments for 100+ students per year.
- Core Planning Committee Member, INNOVATE COLUMBUS Innovation Summit (2008-2013).
 - Developed annual summits w/ nationally recognized speakers and up to 400 participants.
- Sponsor, FCoB and FIC Research Methods Workshop (2012, 2013).

Ohio State University Service (continued)

- Council on Research and Graduate Studies (2005 - 2007).
- Doctoral Dissertation Committees: Travis Whetsell (2016, Policy); Jay Tseng (2005, Industrial Engineering).
- Doctoral Candacy Exam Committees: Hongfei Li (2006, Statistics); Jay Tseng (2005, Industrial Engineering); Richard Sharp (2004; Computer Science); Kristina de los Santos (2001; sociology); Tony Hernandez (2000; education); Alicia Diaz (1999; psychology).

Fisher College of Business Academic Service

- Advisory Board, Fisher College of Business Risk Institute (2014-2016).
- Doctoral Dissertation Committees: Jason Sigler (2021); Kiran Awate (2018); Shaohua Lu (2015); Sungho Kim (2011); Nilesh Khare (2010, co-chaired); Naga Damaraju (2008); Tyson Mackey (2006); Doug Bosse (2006); Tony Tong (2004); Roberto Ragozzino (2004); Hyung-deok Shin (2003); Heli Wang (2002); Al Warner (2001); Douglas Miller (2000); Masa Okada (December 1999).
- Doctoral Candidacy Exam Committees: Jason Sigler (2019); Tiberiu Ungureanu (2018); Alena Marend (2013); Kiran Awate (2013); Seongsu Kim (2013); Ting Xiao (2011); Shaohua Lu (2011); Sungho Kim (2008); Nilesh Khare (2006); Naga Damaraju (2006); Tyson Mackey (2004); Doug Bosse (2004); Tony Tong (2002); Roberto Ragozzino (2002); Hyung-deok Shin (2000); Heli Wang (2000); Al Warner (1999); Douglas Miller (1998).

Fisher College of Business Non-Academic Service

- MBA Career Services Advisory Committee (1999- 2002; 2007-2008), Strategic Management Faculty Search Committee (1998-99; 1999-2000; 2003-2004; 2012, 2014, 2016), Faculty Presenter, MBA Affirmative Action Recruiting Day (2001), Faculty Judge, MBA Super September Startup Case Competition (1998-2003), Faculty Judge, MBA Internal Case Competition (2000-2008), Faculty Sponsor, MBA Innovation Case Competition (2013).