

**Todd M. Alessandri, Ph.D.**  
t.alessandri@northeastern.edu  
617-373-4024

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## **Academic Experience**

*D'Amore-McKim School of Business, Northeastern University*  
International Business and Strategy Group  
Associate Professor, 2009-present  
Faculty Director of Full-time MBA Program, 2012-2019

*Universita Cattolica del Sacro Cuore, Piacenza, Italy*  
Visiting Professor, 2012-2015, 2018-2019

*School of Business, Providence College*  
Management Department  
Assistant Professor, 2008-2009

*Whitman School of Management, Syracuse University*  
Department of Management  
Assistant Professor, 2002-2008

*Babson College*  
Lecturer, 1997-1998

## **Education**

Ph.D. Strategic Management, Kenan-Flagler Business School, University of North Carolina at Chapel Hill

M.B.A. (Concentration in Accounting), Boston University, with honors

B.A. Economics (Minor in Mathematics), Connecticut College, Cum Laude

## **Research**

### ***Peer-Reviewed Publications:***

Mammen, J., Alessandri, T., & Weiss, M. (in press). The Risk Implications of Diversification: Integrating the Effects of Product and Geographic Diversification", *Long Range Planning*.

Alessandri, T., Mammen, J., & Eddleston, K. (2018) "Managerial Incentives, Myopic Loss Aversion, and Firm Risk: A Comparison of Family and Non-family Firms", *Journal of Business Research*, 91: 19-27.

Alessandri, T., Cerrato, D., & Eddleston, K. (2018) "The Mixed Gamble of Internationalization in Family and Nonfamily Firms: The Moderating Role of Organizational Slack". *Global Strategy Journal*, 8(1): 46-72.

Cerrato, D., Alessandri, T., & Depperu, D. (2016) "Economic Crisis, Acquisitions and Firm Performance", *Long Range Planning*, 49: 171-185.

Alessandri, T., & Seth, A. (2014) "International and Business Diversification and Managerial Ownership: An Efficient Incentive Contract Approach", *Strategic Management Journal*, 35: 2064-2075.

- Alessandri, T., Cerrato, D., Depperu, D. (2014) Organizational Slack, Experience and Acquisition Behavior in Crisis Times, *Management Decision*, 52(5): 967-982.
- Alessandri, T., & Pattit, J. (2014) "Drivers of R&D Investment: The Interaction of Behavioral Theory and Managerial Incentives", *Journal of Business Research*, 67: 151-158.
- Alessandri, T., Tong, T., & Reuer, J. (2012) "Firm Heterogeneity in Growth Option Value: The Role of Managerial Incentives". *Strategic Management Journal*, 33: 1557-1566.
- Alessandri, T. Black, S. & Jackson, W. (2011) "Black Economic Empowerment Transactions in South Africa: A Case of Corporate Social Responsibility that Creates Value". *Long Range Planning*, 44: 229-249.
- Alessandri, T. 2008. "Risk and Procedural Rationality: A Behavioral Theory Perspective". *Journal of Strategy and Management*, 1(2): 198-217.
- Tong, T., Alessandri, T., Reuer, J., & Chintakananda, A. 2008. "Sources of Valuable Growth Options: A Multi-Country Analysis". *Journal of International Business Studies*, 39: 387-405.
- Goranova, M., Alessandri, T., Brandes, P., & Dharwadkar, R. 2007. "Managerial Ownership and Corporate Diversification: A Longitudinal Examination". *Strategic Management Journal*, 28: 211-225.
- Alessandri, T., Lander, D., & Bettis, R. 2007. "Strategic Implications of Valuation Methods". *Advances in Strategic Management: Real Options Theory*, 24: 473-499. Greenwich, CT: Elsevier.
- Maritan, C. & Alessandri, T. 2007. "Capabilities, Real Options, and the Resource Allocation Process". *Advances in Strategic Management: Real Options Theory*, 24: 317-342. Greenwich, CT: Elsevier.
- Alessandri, T., & Khan, R. 2006. "Market Performance and Deviation from Industry Norms: (Mis)Alignment of Organizational Risk and Industry Risk". *Journal of Business Research*, 59: 1105-1115.
- Alessandri, S. & Alessandri, T. 2004. "Promoting and Protecting Corporate Identity: The Importance of Organizational and Industry Context", *Corporate Reputation Review*, 7 (3): 252-268.
- Alessandri, T., Ford, D., Lander, D., Leggio, K., & Taylor, M. 2004. "Managing Risk and Uncertainty in Complex Capital Projects", *Quarterly Review of Economics and Finance*, 44: 751-767.
- Alessandri, T. & Bettis, R. 2003. "Surviving the Bulls and the Bears: Robust Strategies and Shareholder Wealth", *Long-Range Planning*, 36: 13-35.
- Cardinal, L., Alessandri, T. & Turner, S. 2001. "Knowledge Codifiability, Resources, and Science-Based Innovation", *Journal of Knowledge Management*, 5(2): 195-204.
- Proceedings:**
- Alessandri, T., Black, S.S., & Jackson, W.E. 2009. "Black Economic Empowerment in South Africa: Corporate Social Responsibility that Creates Value?" *Proceedings of the Academy of Management Conference*.
- Alessandri, T., Black, S. & Jackson, W. 2001. "Empowering the Downtrodden: Is the Value of Black Economic Empowerment Movement in South Africa Recognized by Investors?" *Proceedings of the Eastern Academy of Management's International Conference*.

### ***Refereed Conference Presentations:***

Cerrato, D., La Rocca, M., and Alessandri, T. "Performance Benefits of Unrelated Diversification in Weak Financial Contexts: Industry- and Firm-Level Financial Contingencies", Strategic Management Society, 2019.

Cerrato, D., La Rocca, M., and Alessandri, T. "The Value of Unrelated Diversification: The Role of Industry- and Firm-Level Financial Contingencies", Academy of Management, 2019.

Alessandri, T. "Is There a Family Firm Discount? An Investor Perspective on Heterogenous Family Firm Influences", Academy of Management", 2018.

Alessandri, T. "Is There a Family Firm Discount? An Investor Perspective on Heterogenous Family Firm Influences", European Academy of Management, 2018.

Drori, N., Alessandri, T., Bart, Y., Herstein, R., and Berger, R. "Internet-based business operations: A driver for Internationalization", Academy of International Business, 2018. *Nominated for Best Paper Award*

Cerrato, D., & Alessandri, T. "Global and Regional Strategies of Multinational Enterprises: A Behavioral Theory Perspective", Academy of Management, 2017.

Cerrato, D. & Alessandri, T. "A Behavioral Theory Perspective on the Global and Regional Strategies of Multinational Enterprises", Strategic Management Society, 2016.

Alessandri, T., Cerrato, D., and Eddleston, K., "Exploring the Multiple Dimensions of International Strategy in Family versus Nonfamily Firms", Strategic Management Society, 2016. *Nominated for Best Paper Award.*

Alessandri, T., Mammen, J., Eddleston, K. "Family Firms' Tolerance for Risk: A Downside Risk Perspective", Strategic Management Society, 2015.

Alessandri, T., Mammen, J., & Weiss, M. "The Risk Implications of Business and Geographic Diversification: A Comparison and Empirical Test of Theoretical Perspectives", Academy of Management, 2015.

Alessandri, T., & Seth, A. "International Diversification and the Nature of Value Creation: A Real Options Perspective", Strategic Management Society, 2014.

Alessandri, T., & Seth, A. "International Diversification and the Nature of Value Creation: A Real Options Perspective", Academy of Management, 2014.

Pattit, J., & Alessandri, T. "The Impact of Changes to TMT Wealth on Resource Allocation Decisions", Academy of Management, 2014.

Alessandri, T. & Seth, A. "International Diversification and the Nature of Value Creation: A Real Options Perspective", Academy of International Business, 2014.

Alessandri, T., & Eddleston, K. "Family and Non-family Firm Risk: How Managerial Incentives Encourage Downside Risk", Strategic Management Society Conference, November 2013.

Alessandri, T., Eddleston, K., & Mammen, J. "Are Family Firms Risk-Averse? A Downside Risk Perspective", Academy of Management Conference, August 2013

Alessandri, T., & Seth, A. "International Diversification and Growth Option Value: Growth Opportunities in Advanced and Emerging Markets", Academy of International Business, June 2013.

Alessandri, T. & Eddleston, K. "Diversification and Ownership: Exploring Differences Between the Diversification Strategies of Family Versus Non-Family Firms", Strategic Management Society Conference, November 2012.

Alessandri, T. & Eddleston, K. Family "Firms & Diversification: When Do Family Firms Diversify across Product and Geographic Markets?", Academy of Management Conference, August 2012

Alessandri, T. & Seth, A. "International and Business Diversification and Managerial Ownership: An Efficient Incentive Contract Approach", Strategic Management Society Conference, November 2011.

Alessandri, T. & Seth, A. "The Effects of International and Business Diversification on Growth Option Value", Academy of Management Conference, August 2011.

Alessandri, T. & Seth, A. "Diversification as a Search for Growth: Product and International Diversification and Growth Option Value", Strategic Management Society Conference, September 2010.

Alessandri, T. & Seth, A. "International Diversification and Managerial Ownership: Revisiting the Incentive Alignment Viewpoint", Academy of Management Conference, August 2010.

Seth, A. & Alessandri, T. "International Diversification and Managerial Ownership: Investigating the Incentive Alignment Perspective", Academy of International Business Conference, June 2010.

Alessandri, T. & Seth, A. "International Diversification and Managerial Ownership: Balancing Managerial Risk", Strategic Management Society, October 2009.

Alessandri, T. & Pattit, J. "Determinants of R&D Investment: Integrating Behavioral Theory and Managerial Incentives Arguments", Academy of Management Conference, August 2009.

Alessandri, T., Black, S.S., & Jackson, W.E. "Black Economic Empowerment in South Africa: Corporate Social Responsibility that Creates Value?", Academy of Management Conference, August 2009.

Alessandri, T. & Pattit, J. "Managerial Incentives and R&D: Moderating Behavioral Theory Situational Determinants", Strategic Management Society, October 2008.

Alessandri, T. & Maritan, C. "An Integrated View of Strategic Investment: Linking the Resource Allocation Process, Real Options and Risk", Strategic Management Society, October 2008.

Pattit, J. & Alessandri, T. "Linking Behavioral Theory with External Reference Points: Competitive Context and R&D Investment, Academy of Management Conference, August 2008.

Alessandri, T., Tong, T. "The Influence of Governance Mechanisms on Growth Option Value", Strategic Management Society, October 2007.

Pattit, J. & Alessandri, T. "A Holistic Model of the Drivers of Innovation and R&D Investment", Academy of Management Conference, August 2007.

Alessandri, T. "Risk and Rationality: The Effects of Perceived versus Objective Measures of Risk", Strategic Management Society Conference, October 2006.

Alessandri, T., Dharwadkar, R., Tong, T., Reuer, J. "Agency Theory and Growth Option Value: Effects of Incentive Alignment and Monitoring Mechanisms", Academy of Management Conference, August 2006.

Alessandri, T., Lander, D., & Bettis, R. "Strategic Implications of Valuation Methods", Real Options in Entrepreneurship and Strategy Conference, June 2006.

Maritan, C. & Alessandri, T. "Capabilities, Real Options, and the Resource Allocation Process", Real Options in Entrepreneurship and Strategy Conference, June 2006.

Zyglidopoulos, S., Alessandri, S. & Alessandri, T. "Exploring the Moderators of the Branding Strategy-Financial Performance Relationship", 10th Annual RI Conference on Corporate Reputation, May 2006.

Chintakananda, A., Alessandri, T., & Tong, T. "National Institutional and Cultural Influences on Large and Small Firm's Growth Option Value", Strategic Management Society Conference, November, 2005.

Alessandri, T., & Maritan, C. "Managing Returns to Investments in Capabilities: A Conceptual Framework", Academy of Management Conference, August 2005.

Alessandri, T. "Risk and Decision-Making: Moving from Decision Outcomes to the Organizational Decision Process", Academy of Management Conference, August 2005.

Tong, T., Alessandri, T., Reuer, J., & Chintakananda, A. "Explaining the Sources of Valuable Growth Options: A Multi-Country Analysis", Academy of International Business Conference, June 2005.

Alessandri, T., & Maritan, C. "Evaluating Investments in Capabilities: A Conceptual Framework", Strategic Management Society Conference, October 2004. *Nominated for Best Paper Award.*

Alessandri, S., & Alessandri, T. "Exploring the Boundaries of the Linkage Between Corporate Identity and Performance", 8<sup>th</sup> RI Conference on Corporate Reputation, May 2004.

Alessandri, S., & Alessandri, T. "The Intersection of Marketing Strategy & Organizational Strategy: The Importance of Corporate Identity to Performance", Strategic Management Society, November 2003.

Alessandri, T. "The Impact of Risk and Uncertainty on Rationality: Evidence from Capital Investment Decision Processes", Academy of Management, August 2003.

Alessandri, T., & Khan, R. "The Interaction of Industry- and Firm-Level Risk: Conflict between Agency Theory and Behavioral Theory", Academy of Management, August 2003.

Alessandri, T., Ford, D., Lander, D., Leggio, K., & Taylor, M. "Valuing Uncertainty in Capital Budgeting Projects", panel presentation, Midwest Finance Association, March 2003.

Alessandri, T., Lander, D., & Bettis, R. "Valuation Using Perfect Information: Implications for Capital Investment Decision-Making", Academy of Management, August 2002.

Alessandri, T., Lander, D., & Bettis, R. "Revisiting Kester: Contrasting Implications From DCF Models Using Perfect Information", Midwest Finance Association Meetings, March 2002. *Nominated for Best Paper Award.*

Alessandri, T. "Explaining Variance in Firm Performance: The Role of Strategic Investment Process and Analysis", Strategic Management Society Conference, October 2001.

Alessandri, T., Lander, D. & Bettis, R. "Assessing the Predictive Ability of the Real Options Approach Using Perfect Information", Strategic Management Society Conference, October 2001.

Alessandri, T., Black, S. & Jackson, W. "Empowering the Downtrodden: Is the Value of Black Economic Empowerment Movement in South Africa Recognized by Investors?", Eastern Academy of Management's International Conference, October 2001.

Alessandri, T., McDaniel, L., York, A., & Bettis, R. "The Link between Target Resource Type and Acquisition Premiums and Stock Market Reactions: Contrasting Evidence from the Healthcare and Software Industries", Academy of Management Conference, August 2001.

Alessandri, T., Ilinitich, A., McDaniel, L. & Bettis, R. "Towards a Resource-Based Model of Acquisition Motivations, Valuation and Performance: Evidence from the Health Care Industry", Academy of Management Conference, Toronto, August 2000.

Milstein, M. & Alessandri, T. "New Tools for New Times: Using Real Options to Identify Value in Strategies for Sustainable Development", Academy of Management Conference, Toronto, August 2000.

Alessandri, T., Ilinitich, A. & McDaniel, L. "Managing Knowledge Acquisitions for Shareholder Value: A Resource-Based Approach", Strategic Management Society Conference, Berlin, Germany, October 1999.

Alessandri, T., Black, S. & Jackson, W. "Surviving the Transition from Isolation to Global Competition: Pursuing Strategic Flexibility through Black Empowerment in South Africa", Strategic Management Society Conference, Berlin, Germany, October 1999.

### ***Invited Presentations:***

Alessandri, T. "Are Family Firms a Competitive Advantage of Liability?" Panelist at the Family Business Extension, Strategic Management Society, Minneapolis, 2020.

Alessandri, T. & Seth, A. "The Effects of International and Business Diversification on Growth Option Value", Università Cattolica del Sacro Cuore, 2012.

Alessandri, T. "The Impact of Risk and Uncertainty on Rationality: Evidence from Capital Investment Decision Processes", Strategy Seminar Series, April 2004 at Cornell University.

Alessandri, T. & Bettis, R. "Surviving the Bulls and the Bears: Robust Strategies for Shareholder Wealth", CARR Special Conference: *Managing Risk: Unifying the Two Worlds of Strategy and Finance*, May 2003 at the London School of Economics.

### **Courses Taught**

*D'Amore-McKim School of Business, Northeastern University*

Graduate:

- Strategic Planning (core)
- Global Project: Consulting project with live clients. Prior projects in Panama, Czech Republic, United Kingdom, and Germany
- Strategic Decision Making for Growth (core)
- Strategic Decision-Making in Uncertain Times (elective)
- Innovating and Planning Strategies in High-Tech Environments (High-Tech MBA Program core)
- Global Markets (High-Tech MBA Program core)

Undergraduate: International Field Study--United Arab Emirates (elective)  
 Strategy in Action: (core)  
 Executing Global Strategy (BSIB program core)

Executive: Created custom courses – Strategic Thinking and Problem Solving, Corporate Strategy and Growth, and Strategic Planning for Future Leaders – for a variety of clients, including multinational technology and retail companies, international software development and financial services firms, a Middle Eastern retail firm, and a national law firm.

*Universita Cattolica del Sacro Cuore, Piacenza, Italy*  
 Graduate: Corporate Strategy

*School of Business, Providence College*  
 Undergraduate: Capstone Seminar in Strategy (core)  
 Principles of Management (core)  
 Management Internship (core)

*Whitman School of Management, Syracuse University*  
 Doctoral: Strategic Management Survey  
 Graduate: Strategic Management (core)  
 Undergraduate: Introduction to Strategic Management (core)

*Kenan-Flagler Business School, University of North Carolina at Chapel Hill*  
 Undergraduate: Introduction to Strategic Management (core)

*Babson College*  
 Graduate: Valuation (elective)  
 Long-term Finance (elective)  
 Introduction to Financial Accounting (core)

Undergraduate: Corporate Finance (core)  
 Introduction to Financial Management (core)

## **Awards and Distinctions**

Nominated to Next Generation GMAT Academic Advisory Council, 2016  
 Nominated for Best Paper, Strategic Management Society 2016 (with D. Cerrato and K. Eddleston)  
 Joseph G. Riesman Research Professorship, College of Business Administration, Northeastern University, 2011-2013  
 College of Business Administration Best Teacher Award Winner, 2011  
 Nominated for Northeastern University Excellence in Teaching Award, 2011  
 Finalist for Best Paper, Academy of Management Conference 2009, Social Issues in Management Division (with S. Black and W. Jackson)  
 Keynote speaker for the 2007 David Winter Minnowbrook Leadership Conference by the Syracuse University Retail Association  
 Nominated for Best Paper, Strategic Management Society 2004 (with C. Maritan)  
 Nominated for Best Paper, Midwest Finance Association 2002 (with D. Lander and R. Bettis)  
 Outstanding Ph.D. Student Award, University of North Carolina at Chapel Hill, 2002  
 Phi Beta Kappa, Connecticut College, 1993

## **Grants**

D'Amore-McKim School of Business Interdisciplinary Seed Grant, 2014  
 Whitman School of Management Research Committee, 2005, 2006, 2007  
 Research Grant Entrepreneurship and Emerging Enterprises Research Fund, 2004, 2005

Research Grant from the Earl V. Snyder Innovation Management Center, 2004, 2005, 2007

## **Professional Service Activities**

*Editorial Board Member, Journal of Management (2008-present)*  
*Editorial Board Member, Organizational Research Methods (2017-present)*  
*Editorial Board Member, Journal of Strategy and Management (2008-present)*  
*Editorial Board Member, Corporate Reputation Review (2004-2008)*  
*Representative-at-Large, Corporate Strategy Interest Group, Strategic Management Society (2014-2015)*  
*Representative-at-Large, Research Methods Division, Academy of Management (2011- 2015)*  
*Representative-at-Large, Competitive Strategy Interest Group, Strategic Management Society (2010-2012)*  
*Ad hoc Reviewer, Academy of Management Journal*  
*Ad hoc Reviewer, Strategic Management Journal*  
*Ad hoc Reviewer, Journal of International Business Studies*  
*Ad hoc Reviewer, Organization Science*  
*Ad hoc Reviewer, Global Strategy Journal*  
*Ad hoc Reviewer, Management Science*  
*Ad hoc Reviewer, Long Range Planning*  
*Ad hoc Reviewer, Journal of Management Studies*  
*Ad hoc Reviewer, British Journal of Management*  
*Ad hoc Reviewer, Journal of International Management*  
*Ad hoc Reviewer, Corporate Governance: An International Review*  
*Ad hoc Reviewer, Journal of World Business*  
*Ad hoc Reviewer, Managerial & Decision Economics*  
*Ad hoc Reviewer, Journal of Business Research*  
*Ad hoc Reviewer, Academy of Management Conference*  
*Ad hoc Reviewer, Strategic Management Society Conference*

## **University Service Activities**

### Northeastern University:

*Full-time MBA Curriculum Redesign Task Force Chair, 2017-2018*  
*Dean's Search Committee, 2016-2018*  
*Next Generation GMAT Academic Advisory Council, 2016*  
*Faculty Policy Committee, 2014-2016*  
*Graduate Programs Committee, 2012-2019*  
*IPBS Research Task Force, 2013-2016*  
*Sabbatical Committee, 2010-2012*  
*Course Coordinator, Strategy in Action, 2010-2012*  
*Undergraduate Programs Committee, 2009-2012*

### Providence College:

*Student sub-committee for AACSB Accreditation, 2008*

### Syracuse University:

*Senate Academic Affairs sub-committee—Vice Provost Statement on Tenure, 2008*  
*Doctoral Board, Whitman School of Management, 2004-2007*  
*Whitman Consulting Club, Faculty Advisor, 2006-2008*  
*Doctoral Dissertation Committee Member, Jason Pattit*  
*Doctoral Dissertation Committee Member, Maria Goranova*  
*Doctoral Dissertation Committee Member, Michael Hadani*  
*Doctoral Dissertation Committee Member, Raihan Khan*  
*Doctoral Dissertation Committee Member, Bryan Greenberg*  
*New Faculty Orientation, Syracuse University, 2003, 2004*  
*Faculty Social Committee, Syracuse University, 2003-2005*



## **Industry Experience**

*Senior Financial Analyst, Lifeline Systems, Inc., MA, 1996-1998*

Analyzed strategic initiatives and made recommendations as part of strategic planning process. Developed valuation models for acquisition candidates and other investment projects. Performed financial modeling for various aspects of operations. Completed monthly and annual analysis of business performance.

*Senior Associate, Coopers & Lybrand (now PricewaterhouseCoopers), MA, 1993-1996*

Managed all phases of audit engagements, including strategy development, risk assessments, supervision of staff, and client relationships. Performed due-diligence procedures for both acquisitions and divestitures.