Samina Z. Karim

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D'Amore-McKim School of Business, Northeastern University
samina@northeastern.edu 617-373-6049

EDUCATION

2002	**Ph.D.**, Strategy University of Michigan, Ross School of Business	Ann Arbor, MI
1999	**M.A.**, Applied Economics University of Michigan, Department of Economics	Ann Arbor, MI
1995	**Ed.M.**, Education Harvard University, Graduate School of Education	Cambridge, MA
1994	**B.S.**, Electrical Engineering Cornell University, College of Engineering	Ithaca, NY

EMPLOYMENT

2015-present	**Northeastern University**, D'Amore-McKim School of Business Full & Associate Professor, Entrepreneurship & Innovation Group	Boston, MA
Fall 2009	**University of Illinois**, College of Business Visiting Scholar (on Sabbatical from Boston University)	Champaign, IL
2002-2015	**Boston University**, Questrom School of Business Associate & Assistant Professor, Strategy & Innovation Department	Boston, MA
1992-1997	**Hewlett-Packard Co.**, Medical Products Group, R&D Software Design Engineer, Algorithms Group	Andover, MA

RESEARCH Journal Publications

Davis, Gerald F., Michel Anteby, Forrest S. Briscoe, P. Devereaux Jennings, Samina Karim, Aseem Kaul, Sergio Lazzarini, Banu Özkazanç-Pan, Paul Donnelly, Andreas Rasche, Anne S. Tsui, Thomas A. Wright, and Todd R. Zenger (2019). "Politics, governance, and leadership: What can we learn from the academy of management's response to EO13769?" Journal of Management Inquiry 28(3): 283-290.

Rickley, Marketa and Samina Karim (2018). "Managing institutional distance: Examining how firm-specific advantages impact foreign subsidiary CEO staffing." Journal of World Business 53(5): 740-751.

Girod, Stéphane J.G. and Samina Karim (2017). "Restructure or reconfigure? Designing the reorg that works for you." Harvard Business Review 95(2): 128-132.

Hoehn-Weiss, Manuela, Samina Karim and Chi-Hyon Lee (2017). "Examining alliance portfolios beyond the dyads: The relevance of redundancy and nonuniformity across and between partners." Organization Science 28(1): 56-73.

Folta, Timothy B., Constance E. Helfat and Samina Karim (2016). "Examining resource redeployment in multi-business firms." Advances in Strategic Management 35: 1-17.

Karim, Samina, Timothy N. Carroll and Chris P. Long (2016). "Delaying change: Examining how industry and managerial turbulence impact structural realignment." Academy of Management Journal 59(3): 791-817.

Lee, Chi-Hyon, Manuela Hoehn-Weiss and Samina Karim (2016). "Grouping interdependent tasks: Using spectral graph partitioning to study complex systems." Strategic Management Journal 37(1): 177-191.

Dobrajska, Magdalena, Stephan Billinger and Samina Karim (2015). "Delegation within hierarchies: How information processing and knowledge characteristics influence the allocation of formal and real decision authority." Organization Science 26(3): 687-704.

Karim, Samina and Aseem Kaul (2015). "Structural recombination and innovation: Unlocking internal knowledge synergy through structural change." Organization Science 26(2): 439-455.

Karim, Samina and Lawrence Capron (2015). "Reconfiguration: Adding, redeploying, recombining, and divesting resources and business units." Strategic Management Journal 37(13): Introduction. Virtual Special Issue DOI: 10:1002/smj.2537. http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)1097-0266/homepage/reconfiguration_vsi_introduction.htm

Helfat, Constance E. and Samina Karim (2014). "Fit between organization design and organizational routines." Journal of Organization Design 3(2): 18-29.

Hoehn-Weiss, Manuela and Samina Karim (2014). "Unpacking functional alliance portfolios: How signals of venture viability affect new-venture outcome." Strategic Management Journal 35(9): 1364-1385.

Karim, Samina (2012). "Exploring structural embeddedness of product market activities and resources within business units." Strategic Organization 10(4): 333-365. *(Lead article)*

Karim, Samina and Charles Williams (2012). "Structural knowledge: How executive experience with structural composition affects intrafirm mobility and structural change." Strategic Management Journal 33(6): 681-709.

Carroll, Timothy N. and Samina Karim (2011). "A framework of organisations as dynamic structures." International Journal of Strategic Change Management 3(3): 230-246.

Karim, Samina (2009). "Business unit reorganization and innovation in new product markets." Management Science 55(7): 1237-1254.

Karim, Samina (2006). "Modularity in organizational structure: The reconfiguration of internally developed and acquired business units." Strategic Management Journal 27(9): 799-823. (*Lead article*)

Karim, Samina and Will Mitchell (2004). "Innovating through acquisition and internal development: A quarter-century of boundary evolution at Johnson & Johnson." Long Range Planning 37(6): 525-547.

Karim, Samina and Will Mitchell (2000). "Path-dependent and path-breaking change: Reconfiguring business resources following acquisitions in the U.S. medical sector, 1978-1995." Strategic Management Journal 21(10-11): 1061-1081.

RESEARCH Book Chapters

Castañer, Xavier and Samina Karim (2013). "Implementing acquirers' synergistic intent: Cost reduction, revenue enhancement and bilateral interactions with the target." Mergers and Acquisitions: Practices, Performance and Perspectives. Etienne Perrault (ed.) Nova Publishers, New York, pp.75-108.

Carroll, Timothy N. and Samina Karim (2009). "Predicting Organizational Reconfiguration." New Approaches to Organization Design: Theory and Practice of Adaptive Enterprises. Anne Bøllingtoft, Dorthe Døjbak Håkonsson, Jørn Flohr Nielsen, Charles C. Snow, John Ulhøi (ed.) Springer, New York, pp 79-99.

Karim, Samina and Will Mitchell (2003). "Path-dependent and path-breaking change: Reconfiguring business resources following acquisitions in the U.S. medical sector, 1978-1995." The SMS Blackwell Handbook of Organizational Capabilities: Emergence, Development and Change. Constance E. Helfat (ed.) Blackwell Publishers, Oxford, pp 218-252.

RESEARCH Papers under Review or Revision (Available at http://ssrn.com/author=370314)

Lee, Chi-Hyon, Manuela Hoehn-Weiss and Samina Karim. "Competing both ways? Examining the effects of horizontal differentiation and cost advantage" (**2nd revise and resubmit** at Strategic Management Journal)

Xiao, Ting, Mona Makhija and Samina Karim. "The knowledge recombination perspective of innovation: A review and new research directions" (**under review** at Journal of Management)

Karim, Samina, Chi-Hyon Lee and Manuela Hoehn-Weiss. "Allocation and redeployment of physical resources" (**reject and resubmit** at Strategic Management Journal)

Karim, Samina, Chi-Hyon Lee and Manuela Hoehn-Weiss. "Task and resource bottlenecks: How organization design informs the microfoundations of resource-based theory" (**under review** at Organization Science).

RESEARCH Working Papers

"Exploring the antecedents and outcomes of post-acquisition integration in the context of aqui-hires" (with Beril Bakir and Mahmut Özdemir).

"Knowledge recombination: External versus internal knowledge and their impact on creating new knowledge in acquisition settings" (with Hendrik Meder)

"Innovation effort and pursuit: An investigation of vacillation theory" (with Ting Xiao, Jun Xia, and Shufeng Xiao).

"The delegation of decision authority in the C-suite: An analysis at the decision level" (with Massimo Colombo and Paola Rovelli).

RESEARCH Work in Progress

"Horizontal and vertical executive links influence on market entry and exit" (with Charles Williams and Chris Long)

"Resource redeployment: An examination of firm exit and entry decisions" (with Aseem Kaul and Sina Khoshsokhan)

"Organizational design in the digital era" (with Stéphan Girod and Magdalena Dobrajska)

"Search and recombination within organizations" (with Stephan Billinger)

RESEARCH Grants & Honors

2017	Ronald Copeland 2017 Best Paper Award, D'Amore-McKim School of Business, Northeastern University
2014	SMS Best Conference Paper Prize Nominee (one of five). "Take or Give: How resource flows into and out of alliance portfolios affect firm performance" (with Manuela Hoehn-Weiss)
2014	Slatkin Family Research Grant, Questrom School of Business, Boston University
2013, 2011	SMS Emerging Scholar Award Nominee
2009	Best Symposium (presenter), Academy of Management Careers Division "Living with the past: Individuals' prior experiences and organizational behaviors and outcomes"
2003	Academy of Management BPS Division's Free Press Best Dissertation Competition Finalist
2002	Blue Cross Blue Shield of Michigan Foundation's Excellence in Research Award for Students (Honorable Mention)
2001	INFORMS/Organization Science Dissertation Proposal Competition Finalist

RESEARCH Interests

Reconfiguration and restructuring
Acquisitions and alliances
Market entry and exit
Innovation in established firms

RESEARCH Invited Seminars

Stanford University (SIEPR, Stanford, CA). Mar 2020 postponed.
University of Texas - Austin (Austin, TX). Nov 2019.
Syracuse University (Syracuse, NY). Sep 2019.
Universidad Carlos III de Madrid (Madrid, Spain). May 2019.
University of Pennsylvania (Wharton, Philadelphia, PA). May 2019.
University of Southern Denmark (Odense, Denmark). Apr 2019.
HEC Lausanne & Ecole Polytechnique Federale de Lausanne (Lausanne, Switzerland). Mar 2019.
HEC Paris (Paris, France). Feb 2019.
Purdue University (West Lafayette, IN). Oct 2018.
University of New South Wales (Sydney, Australia). Oct 2018.
Melbourne Business School (Melbourne, Australia). Oct 2018.
IESE Business School (Barcelona, Spain). Jun 2018.
London Business School (London, United Kingdom). Feb 2018.
Copenhagen Business School (Copenhagen, Denmark). Apr 2017.
University of North Carolina (Chapel Hill, NC). Mar 2017.
Politecnico di Milano (Milan, Italy). Jun 2016.
George Washington University (Washington D.C.). Apr 2016.
Oregon State University (Corvallis, OR). Apr 2016.
INSEAD (Fontainebleau, France). Jun 2015.
BI Norwegian Business School (Oslo, Norway). May 2015.
Northeastern University (Boston, MA). May 2015.
University of California - Irvine (Irvine, CA). Feb 2015.
Harvard University (HBS, Cambridge, MA). Dec 2014.
University of Illinois (Champaign, IL). Nov 2014.
University of Connecticut (Storrs, CT). Apr 2014.
Dartmouth College (Hanover, NH). Dec 2013.
Copenhagen Business School (Copenhagen, Denmark). Nov 2013.
Ecole Polytechnique Federale de Lausanne (Lausanne, Switzerland). Nov 2013.
Stanford University (SIEPR, Stanford, CA). Apr 2013.
Ohio State University (Columbus, OH). Sep 2012.
University of Minnesota (Minneapolis, MN). Apr 2012.
University of Wisconsin (Madison, WI). Nov 2011.
University of Michigan (Ann Arbor, MI). Nov 2011.
Tulane University (New Orleans, LA). Oct 2008.
University of Illinois (Champaign, IL). Sep 2008.
London Business School (London, UK). Feb 2008.
University of Washington (Seattle, WA). Jan 2008.
University of Texas (Austin, TX). Jan 2008.
University of Maryland (College Park, MD). Jan 2008.

Boston College (Boston, MA). Dec 2007.

RESEARCH Conference Presentations

Strategic Management Society Annual Conference (Minneapolis, MN). *Paper*: "Horizontal differentiation and efficiency advantage in the U.S. airline industry: A replication of Makadok" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Sep 2019.

Academy of Management Annual Meeting (Boston, MA). *Panelist*: "Learning and Adaptation within Hierarchies: Mechanisms and New Questions" Symposium. *Discussant*: "Advances in Corporate Scope and the Theory of the Firm" Showcase Symposium. Aug 2019.

European Academy of Management Annual Meeting (Lisbon, Portugal). *Panelist*: "Celebrating the 60th anniversary of Penrose's 1959 seminal book 'A theory of the growth of the firm" Symposium. *Panelist*: "Best Practices in Reviewing". Jun 2019.

Consortium for Research in Strategy (New York City, NY). Co-organizer; *Panelist*: "Frontiers in research on organization design", and *Discussant* on "The corporate parenting effect, revisited (Feldman)". May 2019.

Corporate Strategy and Innovation Conference (U of Pennsylvania, Philadelphia, PA). Invited conference participant. Dec 2018.

Strategic Management Society Annual Conference (Paris, France). *Paper*: "Resource reallocation and redeployment" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Sep 2018.

Academy of Management Annual Meeting (Chicago, IL). Organize all conference program sessions for STR Division in role of STR Program Chair. *Paper*: "Horizontal differentiation and efficiency advantage in the U.S. airline industry: A replication of Makadok" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Aug 2018.

Strategy Science Conference (U of Pennsylvania, Philadelphia, PA). Paper: "Task and resource bottlenecks: Examining task interdependence and task complexity" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Jun 2018.

Consortium for Research in Strategy (Boston, MA). Co-organizer and conference discussant on "Learning within Hierarchies (Joseph, Rhee and Wilson)". Jun 2018.

Consortium for Cooperation and Competition (UC Berkeley; Berkeley, CA). Invited conference participant. Mar 2018.

Indian School of Business, Strategy Summer Research Camp (Atlanta, GA). Invited as senior faculty discussant. Aug 2017.

Consortium for Research in Strategy (Philadelphia, PA). Co-organizer and conference participant. Paper: "Task and resource bottlenecks: Examining task interdependence and resource allocation" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Discussant on "NGOs and the creation of value in supply chains (Chatain and Plaksenkova)" June 2017.

SMS Special Conference on Strategic Human Capital (Bocconi U.; Milan, Italy). Invited conference participant. Mar 2017.

Consortium for Cooperation and Competition (Wharton; Philadelphia, PA). Invited conference participant. Mar 2017.

Entrepreneurship and Collaboration Conference (Boulder, CO). *Paper*: "Examining alliance portfolios beyond the dyads: The relevance of redundancy and nonuniformity across and between partners" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). Feb 2017.

Strategic Management Society Annual Conference (Berlin, Germany). *Paper*: "Recombinative synergies: Examining how overlap in recombined resources may influence spillover for acquirers versus non-acquirers" (with Hendrik Meder). *Panelist*: Corporate Strategy IG's workshop on "Resource Redeployment". Sep 2016.

Academy of Management Annual Meeting (Anaheim, CA). *Paper*: "Task interdependence and resource allocation: Examining concepts of decentralization and interchangeability" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). *Discussant*: At symposium paper session on "Reconfiguring capabilities for knowledge development and market entry". *Panelist*: At symposium session on "Internal resource redeployability and the theory of the multibusiness firm". Aug 2016.

Dartmouth Junior Faculty Strategy Research Summer Camp (Tuck, Hanover, NH). Invited as senior faculty participant. Aug 2016.

Consortium for Cooperation and Competition (Bocconi U; Milan, Italy). Invited as senior faculty discussant for session on Adaptation & Learning. Jun 2016.

Singapore Management University, Strategy Summer Research Camp (Singapore). Invited as senior faculty discussant. May 2016.

Conference on Corporate Strategy & Resource Redeployment (Strasbourg, France). Co-organizer (with Tim Folta and Connie Helfat). Nov 2015.

Strategic Management Society Annual Conference (Denver, CO). Paper: "Interdependence of tasks and resources: Examining concepts of decentralization and fungibility" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). Panelist: Paper Development Workshop on "The Interplay of Competition and Cooperation". Oct 2015.

Organization Design Community Annual Conference (Simon Frasier U; Vancouver,Canada) Conference participant. Aug 2015.

Academy of Management Annual Meeting (Vancouver, CA). *Paper*: "How managers build trust through their control applications" (with Chris Long and Tim Carroll). *Presenter*: Professional Development Workshop on "Current research in organization design: Topics, tools, and triumphs". Aug 2015.

Dartmouth Junior Faculty Strategy Research Summer Camp (Tuck, Hanover, NH). Invited as senior faculty discussant for session on Corporate Strategy. Aug 2015.

Consortium for Cooperation and Competition (NYU; New York City, NY). Invited conference participant. Apr 2015.

Strategic Management Society Annual Conference (Madrid, Spain). *Paper*: "Take or Give: How resource flows into and out of alliance portfolios affect firm performance" (with Manuela Hoehn-Weiss). *Nominated for Best Conference Paper Prize. Panelist*: Competitive Strategy Interest Group's Junior Faculty and Paper Development Workshop. Sep 2014.

Organization Design Community Annual Conference (Wharton; Philadelphia, PA). Co-chair and conference participant. Aug 2014.

Academy of Management Annual Meeting (Philadelphia, PA). *Paper*: "Take or Give: How resource flows into and out of alliance portfolios affect firm performance" (with Manuela Hoehn-Weiss). *Discussant*: BPS Junior Faculty Paper Development Workshop. *Co-organizer*: Professional Development Workshop on "Current research in organization design: Topics, tools, and triumphs". Aug 2014.

SMS Special Conference on Microfoundations in Strategy (Copenhagen, Denmark). *Paper*: "Delegation of decision authority in complex task structures: An empirical investigation of decentralization" (with Stephan Billinger and Magda Dobrajska). *Facilitator*: Session on TMT Impact. Jun 2014.

Consortium for Cooperation and Competition (Boston University; Boston, MA). Conference co-organizer and invited conference participant. Apr 2014.

International Conference on Information and Social Science (Nagoya, Japan). Paper: "Delegation of decision authority in complex task structures: An empirical investigation of decentralization" (with Magda Dobrajska and Stephan Billinger). Sep 2013.

Academy of Management Annual Meeting (Lake Buena Vista, FL). *Paper*: "Decentralization of formal and real decision authority: An empirical investigation" (with Magda Dobrajska and Stephan Billinger). *Paper*: "Managing uncertainty: Executive appointments in foreign subsidiary environments" (with Marketa Rickley). Aug 2013.

CRIOS Conference (Milan, Italy). Paper: "Is unit spanning by executives associated with strategic change?" (with Charlie Williams). Jun 2013.

DRUID Conference (Barcelona, Spain). Paper: "Decentralization of formal and real decision authority: An empirical investigation" (with Magda Dobrajska and Stephan Billinger). Jun 2013.

Consortium for Cooperation and Competition (Kauffman Foundation; Kansas City, MO). Conference co-organizer and invited conference participant. Mar 2013.

Strategic Management Society Annual Conference (Prague, Czech Republic). *Panelist*: Session on "Capabilities and Corporate Strategy". *Paper*: "Structural recombination and innovation: The roles of technological capability, diversity and coherence". Oct 2012.

West Coast Research Symposium on Technology Entrepreneurship (U of Southern California; Los Angeles, CA). Paper: "Unpacking alliance portfolios: How signals of venture viability affect new venture outcomes" (with Manuela Hoehn-Weiss). Sep 2012.

Academy of Management Annual Meeting (Boston, MA). *Paper*: "Unpacking alliance portfolios: How signals of venture viability affect new venture outcomes" (with Manuela Hoehn-Weiss). *Paper*: "Structural recombination and innovation: The roles of technological capability, diversity and coherence" (with Aseem Kaul). *Paper*: "Decentralization of formal and real decision authority: An empirical investigation" (with Magda Dobrajska and Stephan Billinger) at symposium on "Architecture of Adaptation: Role of the corporate office in adaptation of the multibusiness firm." Aug 2012.

Atlanta Competitive Advantage Conference (Atlanta, GA). *Paper*: "Structural recombination and innovation: The roles of technological capability, diversity and coherence" (with Aseem Kaul). May 2012.

Wharton Conference on Technology & Innovation (Philadelphia, PA). *Paper*: "Structural recombination and innovation: The roles of technological capability, diversity and coherence" (with Aseem Kaul). Apr 2012.

Consortium for Cooperation and Competition (U of Maryland; College Park, MD). Invited conference participant. Apr 2012.

Strategic Management Society Annual Conference (Miami, FL). *Paper*: "Unpacking alliance portfolios: How signals of venture viability affect new venture outcomes" (with Manuela Hoehn-Weiss). *Paper*: "How acquirers' goals affect acquirer-target interactive actions" (with Xavier Castañer). Nov 2011.

Academy of Management Annual Meeting (San Antonio, TX). *Paper*: "Implementing acquirers' synergistic intent: The necessary bilateral interaction with the target" (with Xavier Castañer). Aug 2011.

European Academy of Management Annual Meeting (Tallinn, Estonia). *Paper*: "Implementing acquirers' synergistic intent: Cost reduction, revenue enhancement and bilateral interactions with the target" (with Xavier Castañer). Jun 2011.

Consortium for Cooperation and Competition (MIT; Cambridge, MA). Invited conference participant. Apr 2011.

SMJ Special Issue Conference on Organizational Architecture (Boston, MA). *Paper*: "Structural knowledge: How executive experience with structural composition affects intrafirm mobility and structural change" (with Charles Williams). Oct 2010.

Academy of Management Annual Meeting (Montreal, Canada). *Panelist*: "Using M&A as a context to study knowledge transfer and collaboration across organizational boundaries" PDW. Topic: "Integration as an organizational design challenge". Aug 2010.

Strategy Research Forum (Reykjavik, Iceland). Paper: "The effects of internal and external turbulence on structural reorganization" (with Tim Carroll). May 2010.

Consortium for Cooperation and Competition (U of Michigan; Ann Arbor, MI). Invited conference speaker to Faculty Pre-conference. Topic: "Why and when organizational structure matters". Apr 2010.

Strategic Management Society Annual Conference (Washington D.C.). *Paper*: "The effects of internal and external turbulence on structural reorganization" (with Tim Carroll). Oct 2009.

Academy of Management Annual Meeting (Chicago, IL). *Co-organizer*: Professional Development Workshop on "Organization structure and design". *Paper*: "Promoting inertia: How executive movement influences market entry and exit in medical firms" (with Charles Williams). *Paper*: "Acquiring managers' intent and actions in acquisition implementation" (with Xavier Castañer). Aug 2009.

Strategy Research Forum (Annapolis, MD). Invited conference participant. May 2009.

Organization Science Winter Conference (Steamboat Springs, CO). Paper: "Effects of internal and external turbulence on structural reorganization" (with Tim Carroll). Feb 2009.

Harvard Conference on Organization Design (Boston, MA). Invited conference participant. Dec 2008.

Academy of Management Annual Meeting (Anaheim, CA). *Paper*: "Promoting inertia: How executive movement influences market entry and exit in medical firms" (with Charles Williams). Aug 2008.

DRUID Fundamental (Copenhagen, Denmark). *Paper*: "Reorganization and innovation". Jun 2008.

CORE Organization Design Workshop (Aarhus, Denmark). *Paper*: "The effects of internal and external turbulence on firm reorganization" (with Tim Carroll). May 2008.

Strategy Research Forum (Asheville, NC). Paper: "Promoting inertia: How executive movement influences market entry and exit in medical firms" (with Charles Williams). May 2008.

Wharton Conference on Technology & Innovation (Philadelphia, PA). *Paper*: "Reorganization and innovation". Apr 2008.

Duke University, Strategy Conference (Durham, NC). Conference participant. Apr 2008.

Harvard Strategy Conference (Boston, MA). Invited conference participant. Oct 2007.

Strategic Management Society Annual Conference (San Diego, CA). *Paper*: "Parallel paths: How top executive movement shapes the market evolution of firms" (with Charles Williams). Oct 2007.

Academy of Management Annual Meeting (San Diego, CA). Conference participant. Aug 2007.

Atlanta Competitive Advantage Conference (Atlanta, GA). *Paper*: "Parallel paths: How top executive movement shapes the market evolution of firms" (with Charles Williams). Jun 2007.

Organization Science Winter Conference (Steamboat Springs, CO). Conference participant. Feb 2006.

Academy of Management Annual Meeting (Honolulu, HA). *Participant* in Professional Development Workshop: "BPS Division Junior Faculty Consortium"**.** *Paper*: "The embedded nature of resources within structure". *Paper*: "Structural reconfiguration and Innovation". Aug 2005.

Atlanta Competitive Advantage Conference (Atlanta, GA). Paper: "Modularity in organizational structure: The reconfiguration of internally developed and acquired business units". Jun 2005.

Strategic Management Society Annual Conference (San Juan, PR). *Paper*: "Structural reconfiguration and innovation"**.** *Paper*: "Creating firm-specific value through reconfiguration of internally developed and acquired units". Nov 2004.

Harvard Strategy Conference (Boston, MA). Invited conference participant. Oct 2004.

Academy of Management Annual Meeting (New Orleans, LA). *Paper*: "Creating firm-specific value through reconfiguration of internally developed and acquired units". Aug 2004.

Atlanta Competitive Advantage Conference (Atlanta, GA). *Paper*: "Structural reconfiguration and innovation: A framework of what goes where and why". Jun 2004.

Harvard Business School Teaching Workshop (Boston, MA). Professional Development Workshop (participant): "The art & craft of discussion leadership". May 2004.

Strategic Management Society Annual Conference (Baltimore, MD). Paper: "Retention of resources and units: Evidence of the embedded nature of resources in an acquisition context". Nov 2003.

Academy of Management Annual Meeting (Washington D.C.). Professional Development Workshop (participant): "BPS Division Doctoral Consortium". Aug 2001.

Consortium for Cooperation and Competition (Durham, NC). Paper: Dissertation overview. Apr 2001.

Academy of Management Annual Meeting (Toronto, Canada). Paper: "Business dynamics: A quarter-century of inter-twined resource and organizational reconfiguration by Johnson & Johnson." Aug 2000.

TEACHING EXPERIENCE

Northeastern University, D'Amore-McKim School of Business (Professor, 2015-present)

Bachelors	ENTR4225 (UG, elective): Growth, Acquisitions & Alliances
	STRT4501 (UG, required capstone): Strategy in Action
Masters	ENTR6225 (GR, elective): Acquisitions, Alliances & Growth
Executive	Programs on acquisitions, alliances, corporate & competitive strategy.
	Clients included Ericsson, Dell EMC, and IDG's CIO Magazine (faculty director).

Boston University, Questrom School of Business (Professor, 2002-2015)

Bachelors	SM454 (honors seminar): Corporate Strategy
	MG422 (required capstone): Strategy & Policy
Masters	SI750-751 (required capstone): Competition, Innovation & Strategy
	Course coordinator (2011-2015); client projects for Nokia & IBM.
	SI830 (elective): Corporate Strategy
	Course coordinator (2010-2015); client projects for US Bank.
Doctoral	DS915/916 (required): Professional Seminar
	SI920 (required): Organizations in Strategy & Economics
Executive	Programs on strategy, acquisitions, alliances, organization design, organizational capabilities and adaptation. Clients included IBM, BP, KPN and IDG.

University of Michigan, Ross School of Business (Instructor, 2004)

Undergrad	CS390 (required capstone): Corporate Strategy

Harvard University (Teaching Assistant, 1994-1995)

Undergrad	Department of Mathematics
Graduate	Graduate School of Education

Cornell University (Teaching Assistant, 1990-1994)

Undergrad	Department of Computer Science
	Department of Mathematics
	Department of Education

TEACHING Awards & Honors

2018	#1 of Top 10 Professors at Northeastern University, OneClass.com online publication https://oneclass.com/blog/northeastern-university/80461-top-10-professors-at-northeastern-university.en.html
2015	Favorite MBA Professor (Poets & Quants), Boston U. http://poetsandquants.com/2015/06/18/the-top-mbas-name-their-favorite-business-school-professors/
2013	Professor of the Year Award (MBA Cohort A), Boston U.
2013	Commencement Faculty Speaker (elected by MBA class), Boston U.
2005, 2007	Senior Class Legacy Awards of Teaching Appreciation, Boston U.

TEACHING Interests

Corporate and competitive strategy
Acquisitions and alliances
Organization design
Innovation strategy and management

TEACHING Citations

Vignette in textbook:
David A. and Andrzej A. Huczynski (2019). "Reorganization: restructure or reconfigure?" in Chapter 16 on Organization Design. Organizational Behavior (10th edition). Pearson Publishers, London, pp.542.

TEACHING Student Advising

Dissertation Co-Advisor

Sina Koshsokhan (2019 PhD, Strategy & Innovation, Boston U.) "The Role of Intellectual Property Rights on Innovation"
* *Winner* of Litschert Best Doctoral Student Paper Award 2018, STR Division (formerly BPS), Academy of Management.
* *Recipient* of Kauffman Foundation Dissertation Fellowship 2017.
* *Recipient* of SRF Dissertation Research Grant 2016.

Dissertation Chair & Advisor

Marketa Rickley (2015 PhD, Strategy & Innovation, Boston U.) "Strategic Human Capital Allocation in Multinational Companies"
* *Finalist* for Best Dissertation Award 2016, BPS Division, Academy of Management
* *Winner* of Emerald Best International Dissertation Award 2016, Academy of Management

Post-Doctoral Fellowship Advisor (at Northeastern U.)

Ting Xiao (Ph.D. Ohio State University) 2017-18

Dissertation Committee Member (at Boston U.)

Mahfuja Malik (Finance doctorate 2015) "The impact of targets' social performance on acquisition premiums"

Manuela Hoehn-Weiss (Strategy doctorate 2006) "The effects of alliances and financial partnerships on performance of VC-funded new ventures between 1990 and 2002 in the United States"

Visiting PhD Student (at Boston U.)

Magda Dobrajska (U of Southern Denmark) 2011

PhD Comprehensive Exam Committee Member (at Boston U.)

Sina Khoshsokhan 2015, Marketa Rickley 2012, Yulia Muzyrya 2012, Kyungho Kim 2008, John Verostek 2006

Undergrad Senior Thesis Advisor (at Northeastern U.)

Sanna Tietjen (2020, Reutlingen U. & Northeastern U.), Patrick Kludt (2018, Reutlingen U. & Northeastern U.)

INSTITUTIONAL SERVICE

Northeastern University

ADVANCE Office of Faculty Development. Presented at Workshop on "Dealing with Competing Priorities as an Assistant Professor," Oct 2017.

NU Student chapter of Alzheimer's Foundation of America. Faculty Advisor. 2017-present.

Student Alumni Association (SAA) (with Office of Alumni Relations). Speaker in session of "Connecting Huskies to Huskies" event. Presented session on "Moving Up and Moving Out". March 2016.

ADVANCE Office of Faculty Development. Presented at Workshop on "Mapping Goals". Explained the "Dashboard" tool for self-assessment, Feb 2016.

D'Amore-McKim School of Business

Tenure and Promotion Committee, 2017-2019

Co-organizer DMSB Reception at Academy of Management Annual Meetings, 2017-present

DMSB Research Committee, Spring 2016

Junior Faculty Mentoring Luncheons (organizer, once a semester), 2015-present
Organize luncheons for all junior faculty with a senior colleague to discuss challenges & strategies of pursuing tenure.

Junior Faculty Development "Dashboard", 2015-present
Created and trained junior faculty on how to use Dashboard tool for self-assessment and mentoring.

Entrepreneurship & Innovation Group

Group Representative to DMSB Research Committee, Spring 2016

Seminar Series Organizer, Spring 2016

Recruiting Committee Member, 2015-2016

PROFESSIONAL SERVICE

Editorial Leadership

Organization Science (Deputy Editor) 2020-present

Strategic Management Journal (Associate Editor) 2014-2020

Journal of Organization Design (Senior Editor) 2013-2017

Special Issue Editorship

Brusoni, Stefano, Joachim Henkel, Michael Jacobides, Samina Karim, Alan MacCormack, Phanish Puranam and Melissa Schilling, editors. Forthcoming 2021. "The Power of Modularity Today: 20 Years of Design Rules." Industrial and Corporate Change.

Folta, Timothy B., Constance E. Helfat and Samina Karim, editors. Sep 2016. "Resource Redeployment and Corporate Strategy." Advances in Strategic Management (Vol 35) Emerald Group Publishing.

Karim, Samina and Laurence Capron, editors. Mar 2015. "Reconfiguration: Adding, Redeploying, Recombining, and Divesting Resources and Business Units." Strategic Management Journal 37(13: Virtual Special Issue).

Editorial Review Boards

Organization Science, 2009-present (Deputy Editor: 2020-present)

Strategy Science, 2013-present

Strategic Organization, 2012-present
Journal of Organization Design, 2012-present (Senior Editor: 2013-2017)
Strategic Management Journal, 2009-present (Associate Editor: 2014-2020)

Adhoc Reviewing

Journals: Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, International Journal of Management Reviews, Journal of Business Research, Journal of Management Studies, Journal of Organization Design, Management Science, Research Policy, Strategic Entrepreneurship Journal

Conferences: Academy of Management Annual Meetings, Strategic Management Society Annual Meetings

Elected Leadership Positions

Academy of Management. Strategic Management Division (formerly: Business Policy and Strategy Division)
- Officer. 5-year rotation. Assistant Program Chair → Program Chair → Division Chair Elect → Division Chair → Outgoing Division Chair. 2008-present.
- Executive Committee. 2010-2012.
- Research Committee. 2008-2010.

Strategic Management Society. Competitive Strategy Interest Group.
- Officer. 3-year rotation. Assistant Program Chair → Program Chair → Interest Group Chair. 2014-2016
- Representative-at-Large. 2012-2014.

Consortium for Cooperation and Competition (CCC).
- Board member. 2016-present.

Appointed Leadership Positions

Strategic Management Society, SRF Dissertation Research Grant Committee. 2016-2017
Strategic Management Society, Best PhD Paper Committee. 2013
Academy of Management TIM Division Best Paper Award Committee. 2011

Conferences & Consortia Organized

Consortium for Research in Strategy (CRS)(co-founder & co-organizer). 2017, 2018, 2019
SMS Special Conference on Global Growth Strategies (Sao Paulo, Brazil)(advisory board member). 2017
Conference on Resource Redeployment & Corporate Strategy (Strasbourg, France)(co-organizer). 2015
Organization Design Community Annual Conference (co-chair). 2014
Consortium for Cooperation and Competition (CCC)(co-organizer). 2013, 2014
BPS Doctoral Consortium, Academy of Management (co-chair). 2011, 2012
BPS Irwin Educator Award Reception, AoM (organizer). 2011, 2012
Strategy Research Forum (SRF)(Longboat Key, FL)(co-organizer). 2011

Service Presentations

Macquarie University led Innovation, Strategy & Entrepreneurship Paper Development Workshop (online). *Panelist*: "How to publish in leading Strategy journals". Mar 2020.

Academy of Management Annual Meeting (Boston, MA). Organize all awards committees for STR Division in role of STR Division Chair Elect. *Discussant*: "STR Junior Faculty Paper Development Workshop". Aug 2019.

European Academy of Management Annual Meeting (Lisbon, Portugal). *Panelist*: "Best practices in reviewing" Workshop. Jun 2019.

Strategic Management Society Annual Conference (Paris, France). *Panelist*: "Competitive Strategy IG Junior Faculty PDW". Sep 2018.

Academy of Management Annual Meeting (Chicago, IL). Organize all conference program sessions for STR Division in role of STR Program Chair. Aug 2018.

Academy of Management Annual Meeting (Atlanta, GA). Organize all PDW sessions for BPS Division in role of BPS Assistant Program Chair. *Panelist*: "Managing Your Dissertation" Workshop. Aug 2017.

Strategic Management Society Annual Conference (Berlin, Germany). *Panelist*: Corporate Strategy IG's workshop on "Resource Redeployment". *Panelist*: Competitive Strategy IG's Junior Faculty Development Workshop, "Reviewing for Journals" Sep 2016.

Academy of Management Annual Meeting (Anaheim, CA). *Panelist*: Professional Development Workshop on "Fostering publication from around the world in leading organization and strategy journals". *Panelist*: Professional Development Workshop: BPS Dissertation Consortium – "Editors' perspectives on rejections and revise-and-resubmit process". *Panelist*: Professional Development Workshop: TIM Doctoral Consortium – "Building your network". Aug 2016.

Strategic Management Society Annual Conference (Denver, CO). *Panelist*: Paper Development Workshop on "The Interplay of Competition and Cooperation". Oct 2015.

Strategic Management Society Annual Conference (Madrid, Spain). *Panelist*: Competitive Strategy Interest Group's Junior Faculty and Paper Development Workshop. Sep 2014.

Academy of Management Annual Meeting (Philadelphia, PA). *Panelist*: BPS Junior Faculty Paper Development Workshop. Aug 2014.

Academy of Management Annual Meeting (Boston, MA). *Presentation* "Managing Work-Life Balance" at BPS Doctoral Consortium. Aug 2012.

Strategic Management Society Annual Conference (Miami, FL). *Panelist*: SMS Doctoral Workshop - led roundtable discussion of research proposals on Organizational Strategy. Nov 2011.

Academy of Management Annual Meeting (San Antonio, TX). *Presentation* "Managing Work-Life Balance" at BPS Doctoral Consortium. Aug 2011.

Academy of Management Annual Meeting (New Orleans, LA). *Presented* at Professional Development Workshop on "Managing your dissertation"**.** Aug 2004.

Professional Service Awards

Service Award for Leadership of STR Division, Academy of Management, 2018
Service Award for Leadership of Competitive Strategy Interest Group, SMS, 2017
Outstanding Reviewer Award, BPS Division, Academy of Management, 2009

Nonprofit Service

Consortium for Cooperation and Competition (CCC), Board of Directors	2016-present
Outreach360, Board of Directors	2015-present
50-50 Startups, Board of Directors	2018-2019

Media & External Citations

OneClass.com online publication, Ranked #1 in "Top 10 Professors at Northeastern University" Jul 20, 2018
https://oneclass.com/blog/northeastern-university/80461-top-10-professors-at-northeastern-university.en.html

NU DMSB Leaders at Work blog "Why tech leaders need business smarts" Apr 7, 2017
https://leadersatwork.northeastern.edu/careers/why-tech-leaders-need-business-smarts/

NU DMSB Leaders at Work blog "Challenges ahead for Bayer after acquiring Monsanto" Sep 15, 2016

https://leadersatwork.northeastern.edu/entrepreneurship/challenges-ahead-for-bayer-after-acquiring-monsanto/

NU DMSB Leaders at Work blog "Corporate acquisitions and splits: What can we learn from them?" May 12, 2016
https://leadersatwork.northeastern.edu/strategy/corporate-acquisitions-and-splits-what-can-we-learn-from-them/

Poets & Quants article "The top MBAs name their favorite business school professors" Jun 18, 2015
http://poetsandquants.com/2015/06/18/the-top-mbas-name-their-favorite-business-school-professors/

The Daily Free Press article "Death of a sales floor: RadioShack faces bankruptcy, 1,784 closures" Feb 12, 2015
http://dailyfreepress.com/2015/02/12/death-of-a-sales-floor-radioshack-faces-bankruptcy-1784-closures/

Ideas for Leaders (#451) "How to design organizational structures by understanding organizational routines" Oct 1, 2014
https://www.ideasforleaders.com/ideas/how-to-design-organizational-structures-by-understanding-organizational-routines

The Boston Globe article "AT&T-DirecTV deal could level playing field" May 21, 2014
https://www.bostonglobe.com/business/2014/05/20/antitrust-experts-big-deals-better-than/uzQd4iOhiRBRvv0UWbi4xI/story.html

Los Angeles Times article "AT&T deal for DirecTV driven by desire to pare programming costs" May 19, 2014
http://www.latimes.com/business/la-fi-ct-att-directv-video-20140520-story.html

E-Commerce Times article "Yahoo buys Blink team, app to go dark" May 15, 2014
http://www.ecommercetimes.com/story/80461.html

San Jose Mercury News article "FTC asks Safeway for details on merger plans" Apr 11, 2014
http://www.mercurynews.com/business/ci_25541204/ftc-asks-safeway-more-information-merger-plans

San Jose Mercury News article "Store closures loom as Safeway sale heads to FTC" Mar 28, 2014
http://www.mercurynews.com/business/ci_25443799/store-closures-loom-safeway-sale-heads-ftc

San Jose Mercury News article "Safeway sale would transform supermarket industry" Mar 6, 2014
http://www.mercurynews.com/business/ci_25282421/safeway-sale-would-transform-supermarket-industry

Los Angeles Times article "Nestle Sells Jenny Craig Weight-Loss Brand to Equity Firm" Nov 7, 2013
http://www.latimes.com/business/la-fi-mo-nestle-sells-jenny-craig-diet-brand-to-equity-firm-20131107-story.html

East Bay Times article "Safeway Executives Sell Stock After Rumors of Buyout Offer" Oct 25, 2013
http://www.eastbaytimes.com/news/ci_24405445/safeway-executives-sell-stock-after-rumors-buyout-offer

Reuters blog "Why Airline Mergers are Inevitable" Oct 9, 2013
http://www.reuters.com/article/us-karim-mergers-idUSBRE99814620131009

The Daily Free Press article "Capital One Cafés Coming Soon" Nov 29, 2012
http://dailyfreepress.com/2012/11/29/capital-one-cafes-coming-soon/

New York Times article "Concessions Entangle Universal's Bid for EMI" Jul 15, 2012
http://www.nytimes.com/2012/07/16/business/media/europes-demands-could-affect-worth-of-universal-emi-deal.html?_r=0

OTHER

Leaves of Absence
Sabbatical Leave (to Univ. of Illinois at Urbana-Champaign), Fall 2009
Maternity Leaves: Fall 2003 & Fall 2006

Memberships
Cornell University's *Quill and Dagger* Honor Society, 1994-present
Institute of Electrical and Electronics Engineers (Cornell chapter Treasurer 1993-94), 1992-1994
Society of Women Engineers (Cornell chapter President 1993-94), 1990-1997

Interests
Science fiction, Singing, Strategy board games, Travel, Family service, Fast cars