

Samina Z. Karim

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

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

EMPLOYMENT

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

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](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>)

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

RESEARCH Working Papers & Work in Progress

- “Allocation and redeployment of physical resources: Examining temporal and location properties of resources used in tasks” (with Chi-Hyon Lee and Manuela Hoehn-Weiss)
- “Bottlenecks: Examining task interdependence and task complexity” (with Chi-Hyon Lee and Manuela Hoehn-Weiss)
- “Knowledge recombination: External versus internal knowledge and their impact on creating new knowledge” (with Hendrik Meder)
- “Organizational design in the digital era” (with Stéphan Girod, Gabrielle Ortais and Magdalena Dobrajska)
- “Resource redeployment” (with Aseem Kaul and Mahka Moeen)
- “Structural integration and resource reconfiguration: The role of executive unit spanning in the market evolution of firms” (with Charles Williams and Chris Long)
- “Sum of the parts? An empirical test of efficiency advantage and rivalry restraint” (with Chi-Hyon Lee and Manuela Hoehn-Weiss)
- “Time to decide or delegate: Examining how workload and knowledge of CEO and subordinates influence allocation of decision authority within top management teams” (with Massimo G. Colombo and Paola Rovelli)

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 (one of six) |
| 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 (one of eight) |

RESEARCH Interests

Reconfiguration and restructuring
Acquisitions and alliances
Market entry and exit
Innovation in established firms
Post-acquisition integration

CONFERENCES & PRESENTATIONS

- IESE, seminar (Barcelona, Spain). Paper: "Allocation and deployment of physical resources: Examining temporal and location properties of resources used in tasks" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Jun 2018.
- Strategy Science Conference (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. Jun 2018.
- Consortium for Cooperation and Competition (UC Berkeley; Berkeley, CA). Invited conference participant. Mar 2018.
- London Business School, seminar (London, United Kingdom). Paper: "Allocation and deployment of physical resources: Examining temporal and location properties of resources used in tasks" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). Feb 2018.
- Indian School of Business, Strategy Summer Research Camp (Atlanta, GA). Invited as senior faculty discussant. Aug 2017.
- Academy of Management Annual Meeting (Atlanta, GA). Organize all PDW sessions for BPS Division in role of BPS Assistant Program Chair. Senior Panelist: "Managing Your Dissertation" Workshop. 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). June 2017.
- Copenhagen Business School, seminar (Copenhagen, Denmark). Paper: "Dissecting knowledge recombination: Examining how degrees of overlap and newness impact innovation" (with Hendrik Meder). Apr 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.
- University of North Carolina, seminar (Chapel Hill, NC). Paper: "Task and resource bottlenecks: Examining task interdependence and resource allocation" (with Chi-Hyon Lee and Manuela Hoehn-Weiss). 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". *Panelist*: Competitive Strategy IG's Junior Faculty Development Workshop, "Reviewing for Journals" 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". *Presenter*: Professional Development Workshop on "Fostering publication from around the world in leading organization and strategy journals". *Presenter*: Professional Development Workshop: BPS Dissertation Consortium – "Editors' perspectives on rejections and revise-and-resubmit process". *Presenter*: Professional Development Workshop: TIM Doctoral Consortium – "Building your network". Aug 2016.
- Dartmouth Junior Faculty Strategy Research Summer Camp (Tuck, Hanover, NH). Invited as senior faculty participant. Aug 2016.

Politecnico di Milano, seminar (Milan, Italy). Paper: "Task interdependence and resource allocation: Examining concepts of decentralization and interchangeability". Jun 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.

George Washington University, seminar (Washington D.C.). Paper: "Managing distance: Executive appointments in foreign subsidiary environments" (with Marketa Rickley). Apr 2016.

Oregon State University, seminar (Corvallis, OR). Paper: "Managing distance: Executive appointments in foreign subsidiary environments" (with Marketa Rickley) Apr 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.

INSEAD, seminar (Fontainebleau, France). Paper: "Looking inside the pipes: The effect of resource flow dependencies in alliance portfolios" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). Jun 2015.

BI Norwegian Business School, seminar (Oslo, Norway). Paper: "Looking inside the pipes: The effect of resource flow dependencies in alliance portfolios" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). May 2015.

Northeastern University, seminar (Boston, MA). Paper: "Structural recombination and innovation: Unlocking internal knowledge synergy through structural change". May 2015.

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

University of California - Irvine, seminar (Irvine, CA). Paper: "Looking inside the pipes: The effect of resource flow dependencies in alliance portfolios" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). Feb 2015.

Harvard University, seminar (Cambridge, MA). Paper: "Managing uncertainty: Executive appointments in foreign subsidiary environments" (with Marketa Rickley). Dec 2014.

University of Illinois, seminar (Champaign, IL). Paper: "Looking inside the pipes: The effect of resource flow dependencies in alliance portfolios" (with Manuela Hoehn-Weiss and Chi-Hyon Lee). Nov 2014.

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 Dobrajaska). *Facilitator*: Session on TMT Impact. Jun 2014.

University of Connecticut, seminar (Storrs, CT). *Paper*: “Structural recombination and innovation: Unlocking internal knowledge synergy through structural change”. Apr 2014.

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

Dartmouth College, seminar (Hanover, NH). *Paper*: “Structural recombination and innovation: Unlocking internal knowledge synergy through structural change”. Dec 2013.

Copenhagen Business School, seminar (Copenhagen, Denmark). *Paper*: “Structural recombination and innovation: Unlocking internal knowledge synergy through structural change”. Nov 2013.

Ecole Polytechnique Federale de Lausanne, seminar (Lausanne, Switzerland). *Paper*: “Structural recombination and innovation: Unlocking internal knowledge synergy through structural change”. Nov 2013.

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 Dobrajaska 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 Dobrajaska 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 Dobrajaska and Stephan Billinger). Jun 2013.

Stanford University, seminar (Stanford, CA). Stanford Institute for Economic Policy Research (SIEPR) – Social Science and Technology Seminar Series. *Paper*: “Structural recombination and innovation: Unlocking internal knowledge synergy through structural change”. Apr 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.

Ohio State University, seminar (Columbus, OH). *Paper*: “How changing external and internal factors affect structural reorganization” (with Tim Carroll). Sep 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). *Presentation* “Managing Work-Life Balance” at BPS Doctoral Consortium. *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 Dobrajaska 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.

University of Minnesota, seminar (Minneapolis, MN). Paper: "How changing external and internal factors affect structural reorganization" (with Tim Carroll). Apr 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.

University of Wisconsin, seminar (Madison, WI). Paper: "How changing external and internal factors affect structural reorganization" (with Tim Carroll). Nov 2011.

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

University of Michigan, seminar (Ann Arbor, MI). Paper: "Structural recombination and innovation: The roles of technological capability, diversity and coherence" (with Aseem Kaul). Nov 2011.

Academy of Management Annual Meeting (San Antonio, TX). *Presentation* "Managing Work-Life Balance" at BPS Doctoral Consortium. *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). Invited speaker to Professional Development Workshop on "Using M&A as a context to study knowledge transfer and collaboration across organizational boundaries". 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.

Tulane University, seminar (New Orleans, LA). Paper: "Effects of internal and external turbulence on structural reorganization" (with Tim Carroll). Oct 2008.

University of Illinois, seminar (Champaign, IL). Paper: "Effects of internal and external turbulence on structural reorganization" (with Tim Carroll). Sep 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.

London Business School, seminar (London, UK). Paper: "Reorganization and innovation". Feb 2008.

University of Washington, seminar (Seattle, WA). Paper: "Reorganization and innovation". Jan 2008.

University of Texas, seminar (Austin, TX). Paper: "Reorganization and innovation". Jan 2008.

University of Maryland, seminar (College Park, MD). Paper: "Reorganization and innovation". Jan 2008.

Boston College, seminar (Boston, MA). Paper: "Reorganization and innovation". Dec 2007.

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). *Presented* at Professional Development Workshop on "Managing your dissertation". *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): Corporate Entrepreneurship through Global Growth, Acquisitions & Alliances
STR4501 (UG, required capstone): Strategy in Action

Masters ENTR6225 (GR, elective): Corporate Entrepreneurship through Global Growth, Acquisitions & Alliances

Executive Programs on acquisitions, alliances, and 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 Nokia & IBM.
SI830 (elective): Corporate Strategy
Course coordinator (2010-2015); client projects 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

2015 Favorite MBA Professor (Poets & Quants), Boston U.
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

TEACHING Interests

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

TEACHING Student Advising

Dissertation Chair & Advisor

Sina Koshokhan (current Strategy & Innovation doctoral candidate at Boston U.) “The Role of Intellectual Property Rights on Innovation”. Expected PhD 2019.

* *Recipient* of Kauffman Dissertation Grant 2017.

Marketa Rickley (Strategy doctorate 2015, at U. of Iowa) “Strategic Human Capital Allocation in Multinational Companies”

* *Finalist* of BPS Best Dissertation Award 2016, Academy of Management

* *Winner* of Emerald Best International Dissertation Award 2016, Academy of Management

Post-Doctoral Fellowship Advisor

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

Dissertation Committee Member

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

Magda Dobrjaska (U of Southern Denmark) 2011

PhD Comprehensive Exam Committee Member

Marketa Rickley 2012

Yulia Muzrya 2012

Kyungho Kim 2008

John Verostek 2006

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-present

DMSB Research Committee, Spring 2016

Junior Faculty Mentoring Luncheons (organizer, once a semester), 2015-present

Spring 2018 - Prof. Nada Sanders (Supply Chain & Information Management)

Fall 2017 - Prof. Rajesh Aggarwal (Finance)

Spring 2017 - Prof. Ruth Aguilera (International Business & Strategy)

Fall 2016 - Prof. Tim Hoff (Management & Organizational Development)

Spring 2016 - Prof. Udi Hoitash (Accounting)

Fall 2015 - Prof. Samina Karim (Entrepreneurship & Innovation)

Junior Faculty Development “Dashboard”, 2015-present

Created and trained junior faculty on how to use Dashboard for self-assessment tool 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

Strategic Management Journal (Associate Editor) 2014-present

Journal of Organization Design (Senior Editor) 2013-2017

Special Issue Editorship

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

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-present)

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-organizer). 2017, 2018

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

Professional Service Awards

Service Award for Leadership of Competitive Strategy Interest Group, SMS, 2017

Outstanding Reviewer Award, BPS Division, Academy of Management 2009

Community Nonprofit Service

50-50 Startups, Board of Directors 2018-present

Outreach360, Board of Directors 2015-present

Consortium for Cooperation and Competition (CCC), Board of Directors 2016-present

Media & External Citations

NU DMSB Leaders at Work blog "Why tech leaders need business smarts" Apr 7, 2017

<http://www.damoremckimleadersatworkblog.com/why-tech-leaders-need-business-smarts/>

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

<http://www.damoremckimleadersatworkblog.com/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

<http://www.damoremckimleadersatworkblog.com/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-DirectTV deal could level playing field" May 21, 2014
<https://www.bostonglobe.com/business/2014/05/20/antitrust-experts-big-deals-better-than/uzQd4iOhiRBRvv0UWbi4xl/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

Singing, science fiction, strategy board games, travel, service, fast cars