

AKS ZAHEER: CURRICULUM VITAE

CURRENT POSITION

Curtis L. Carlson Chair in Strategic Management
Department of Strategic Management and Organization
3-370 Carlson School of Management
University of Minnesota
321 19th Ave. South, Minneapolis, MN 55455.
Tel: (612) 626-8389 Email: azaheer@umn.edu

EDUCATION

Ph.D. Massachusetts Institute of Technology, Sloan School of Management, Cambridge, Massachusetts (1992). Major: Strategy.

PGDBA (MBA). Indian Institute of Management, Ahmedabad, India. (1975) Major: Marketing.

BA (Hons). St. Stephen's College, Delhi University, Delhi, India. (1973) Major: Economics.

ACADEMIC WORK EXPERIENCE

- *Professor and Curtis L. Carlson Endowed Chair in Strategic Management*, Carlson School of Management, University of Minnesota (2007-)
- *Professor and Curtis L. Carlson Professor of Strategic Management and Organization*, Carlson School of Management, University of Minnesota (2002-07)
- *Visiting Professor*, Indian School of Business, Hyderabad, India (2001-)
- *Visiting Professor*, SDA Bocconi School of Business, Milan, Italy (2001)
- *Director*, Strategic Management Research Center, Carlson School of Management, University of Minnesota (1999-2012)
- *Associate Professor (with tenure)*, Carlson School of Management, University of Minnesota (1998-2002)
- *Assistant Professor*, Carlson School of Management, University of Minnesota (1991-98)

INDUSTRY WORK EXPERIENCE

- Marketing Manager and Director, Femina Products, Port Harcourt, Nigeria (1981-86).
- Product Manager, Dental Products, Colgate-Palmolive (India) Ltd., Bombay, India (1978-81).
- Regional Manager, Western Region, Astra-IDL Ltd., Bombay, India (1975-78).

HONORS AND AWARDS

- *Curtis L. Carlson Endowed Chair in Strategic Management* Carlson School of Management, University of Minnesota, 2007-
- Named one of *World's 50 Best B-School Professors in Poets and Quants*, 2012
- Winner, *Irwin Outstanding Educator Award* for PhD Teaching from the Strategy Division of the Academy of Management, 2023
- Elected and served as *Dean of the Fellows* of the *Strategic Management Society* (2020-2022)
 - Elected and served as *Deputy Dean of the Fellows of the Strategic Management Society* (2018-20)
 - Elected *Fellow* of the *Strategic Management Society* (2014)
- *Outstanding Research Award*, 2014, 2021 Carlson School of Management
- Associate Editor, *Academy of Management Review* (2005-08)
- *Best Paper Award*, *Academy of International Business*, Milan, June 2008, for “When Does Network Structure Matter? The Contingent Role of Centralization on Business Group Firm Performance” (with I. P. Mahmood and H. Zhu)
- *Best Management Paper*, Bocconi University award for *Academy of Management Journal* paper “Network Memory: The Effect of Past and Current Networks on Performance” (2004), 47: 893-906 (with G. Soda and A. Usai)
- *Best Paper Award* finalist, one of three, for the best paper published in the *Academy of Management Review*, “Time Scales and Organizational Theory,” (1999), 24: 725-741 (with S. Zaheer and S. Albert)
- *Best Paper Award* finalist, *Academy of Management IM Division GWU-CIBER Best Paper on Emerging Markets Award*, “Forged by Fire: Home Country IPR Reforms And Emerging Economy Firm Innovativeness Abroad,” (2021) (with P. Kumar and X. Liu)
- *Curtis L. Carlson Professorship*, Carlson School of Management, University of Minnesota (2002-07)
- *Outstanding Professor*, Vienna Executive MBA Program, 2018

- *Teacher of the Year*, Core Courses, PGP PRO Class of 2021, 2022, Mumbai and Bangalore cohorts, Indian School of Business
- *Curtis Cup* for Outstanding Teaching in the Carlson Executive MBA Program 2006, 2015, 2020
- *Executive MBA Favorite Professor* in The Top Executive MBAs Name Their Favorite Professors, *Poets and Quants*, 2015
- *MBA Core Faculty of the Year 1995, 2005, 2009, 2010 and 2011* for outstanding teaching in the Full Time MBA Program
- *Excellence in Teaching Award 2004, 2009, 2012, 2014* Carlson School of Management
- *Excellence in Global Doctorate in Business Administration (GDBA) Teaching Award 2023*, Carlson School of Management
- Commended for teaching excellence in *Business Week's Guide to the 50 Top Business Schools 1997*
- Editorial Boards, *Strategic Management Journal*, *Strategic Organization*.

RESEARCH INTERESTS

My research interests are broadly concerned with understanding how competitive advantage can be gained through inter-firm relationships, networks, location, knowledge transfer, strategic alliances and mergers and acquisitions (M&As). Broad themes that I have been researching include:

- Interfirm networks, location, geography and knowledge transfer
- The performance implications of interfirm networks creating innovative and other firm-level capabilities in global electronic markets and in geographical clusters
- Social structure and innovation
- The antecedents and consequences of trust in organizations and in interfirm exchange
- Cross-level issues in time scales, trust, and networks

TEACHING INTERESTS

I teach courses in strategic management to executives, Executive MBAs, and working MBAs. In addition, I teach strategy to Executive MBAs for the Carlson School in Guangzhou, China and strategic alliances to Global DBAs in China. I have also been teaching MBAs strategy, and strategic alliances, at the Indian School of Business, in Hyderabad, India.

PUBLISHED PAPERS

Journal Articles

“The Paradox of Spatial and Relational Embeddedness: Tie Reinitiation After a Trust Violation,” *Academy of Management Journal (Forthcoming)*, (with P. Kumar and A. Nowinska)

“Prismatic Trust: How Structural and Behavioral Signals in Networks Explain Trust Accumulation,” *Management Science (Forthcoming)* (with G. Soda, M. Park, B. McEvily and M. Subramani)

“Structure in Context: A Morphological View of Whole Network Performance,” *Social Networks*, (2023) 72: 165-182 (with D. Kim and R. Funk)

“How Much Does a Firm’s Alliance Network Matter?” *Strategic Management Journal*, (2022), <http://doi.org/10.1002/smj.3379> (with P. Kumar and X. Liu)

“Brokerage Evolution in Innovation Contexts: Formal Structure, Network Neighborhoods and Knowledge,” *Research Policy*, (2021) 50:104343 (with G. Soda, X. Sun and W. Cui)

“Network Stability: The Role of Geography and Brokerage Structure Inequity,” *Academy of Management Journal*, (2021) 65: 1139-1168 (with P. Kumar)

“The Geography of Trust: Building Trust in Global Teams,” *Organizational Dynamics*, (2020), <https://doi.org/10.1016/j.orgdyn.2020.100781> (with M. Javidan)

“Making Connections: Social Networks in International Business,” *Journal of International Business Studies*, (2020), <https://doi.org/10.1057/s41267-020-00319-9> (with I. Cuypers, G. Ertug, J. Cantwell and M. Kilduff)

“How Leaders around the World Build Trust across Cultures,” *Harvard Business Review*, (2019), HBR.org, May 27, 2019 (with M. Javidan)

“Ego-Network Stability and Innovation in Alliances,” *Academy of Management Journal* (2019), 62: 691-716 (with P. Kumar)

“Informal Clinical Integration in Medicare Accountable Care Organizations and Mortality Following Coronary Artery Bypass Graft Surgery,” *Medical Care* (2019) (with D. Kim, R. Funk, P. Yan, B. Nallamothu and J. Hollingsworth)

“Determinants of Alliance Partner Choice: Network Distance, Managerial Incentives and Board Monitoring,” *Strategic Management Journal* (2018), 39: 2745-2769 (with R. Kang)

“Mutual and Exclusive: Dyadic Sources of Trust in Interorganizational Exchange,” *Organization Science* (2017), 28: 74-92 (with B. McEvily and D. Fudge Kamal)

“Centralization of Intra-Group Equity Ties and Business Group Affiliate Performance,” *Strategic Management Journal* (2017), 38: 1082-1100 (with I.P. Mahmood and H. Zhu)

- “How Family Influence, Socioemotional Wealth, and Competitive Conditions Shape New Technology Adoption,” *Strategic Management Journal*, (2017), 38: 1753-1949 (with D. Souder, H. Sapienza and R. Ranucci)
- “Geography of Online Network Ties: A Predictive Modelling Approach,” *Decision Support Systems* (2017), 99: 9-17 (with S.J. Deodhar and M. Subramani)
- “How Geography Influences Network Stability,” *BPS Best Paper Proceedings*, (2017) Academy of Management, Atlanta (with P. Kumar)
- “Alliance Partners and Firm Capability: Evidence from the Motion Picture Industry” *Organization Science* (2015), 26: 22-36 (with R. Vandaie)
- “Asymmetric Learning Capabilities and Stock Market Returns,” *Academy of Management Journal* (2015), 58: 356–374 (with H. Yang and Y. Zheng)
- “Surviving Bear Hugs: Firm Capability, Large Partner Alliances and Growth,” *Strategic Management Journal* (2014), 35: 566-577 (with R. Vandaie)
- “Entrepreneurs’ Character and Competence: How Angel Investors Form Initial Impressions of Trustworthiness,” *Frontiers of Entrepreneurship Research* (2013), 35: 1-14 (with H. Sapienza, A. Korsgaard and R. Sudek)
- “The Embeddedness of Networks: Institutions, Structural Holes, and Innovativeness in the Fuel Cell Industry,” *Organization Science* (2013), 24: 645-663 (with G. Vasudeva and E. Hernandez)
- “Synergy Sources, Target Autonomy and Integration in Acquisitions,” *Journal of Management* (2013), 39: 604-632 (with X. Castaner and D. Souder)
- “The Genesis and Dynamics of Organizational Networks,” *Organization Science* (2012), 23: 434-448 (with G. Ahuja and G. Soda)
- “A Network Perspective on Organizational Architecture: Performance Effects of the Interplay of Formal and Informal Organization,” *Strategic Management Journal* (2012), 33: 751-771 (with G. Soda)
- “The Geographic Scope of the MNC and its Alliance Portfolio: Resolving the Paradox of Distance,” *Global Strategy Journal*, (2011), 1: 109-126 (with E. Hernandez)
- “Creating trust in piranha-infested waters: The confluence of buyer, supplier and host country contexts” *Journal of International Business Studies*, (2010), 42: 48-55 (with D. Fudge Kamal)
- “It’s the Connections: The Network Perspective in Interorganizational Research,” *Academy of Management Perspectives*, (2010), 24: 62-77, (with R. Gozubuyuk and H. Milanov)

- “Prior Alliances with Targets and Acquisition Performance in Knowledge-Intensive Industries” *Organization Science*, (2010), 21: 1072-1091 (with E. Hernandez and S. Banerjee)
- “Network Evolution: The Origins of Structural Holes” *Administrative Science Quarterly*, (2009), 54: 1-31 (with G. Soda)
- “Repairing Relationships Within and Between Organizations: Building a Conceptual Foundation” *Academy of Management Review* (2009), 34: 68-84 (with K. Dirks and R. Lewicki)
- “Imitative Behavior: Network Antecedents and Performance Consequences,” *Advances in Strategic Management*, (2008) 25: 531-560 (with G. Soda and A. Carlone)
- “Firm and Group Influences on Venture Capital Firms’ Involvement in New Ventures” *Journal of Management Studies* (2008) 45: 1169-1194 (with D. De Clercq and H. Sapienza)
- “The Contingent Role of Network Hierarchy on Firm Performance” *Academy of International Business Best Paper Proceedings*, (2008). Milan, June (with I. P. Mahmood and H. Zhu) (Also received *Best Paper Award*)
- “Geography, Networks, and Knowledge Flow,” *Organization Science*, (2007) 18: 955-972 (with G. Bell)
- “Geographic Signatures: Firm Proximities and Performance,” (2006) *Best Paper Proceedings, Academy of Management*, Atlanta (with V. George)
- “Trust Across Borders,” (2006) *Journal of International Business Studies* 37(1): 21-29 (with S. Zaheer)
- “Benefiting from Network Position: Firm Capabilities, Structural Holes, and Performance,” (2005), *Strategic Management Journal* 26: 809-825 (with G. Bell)
- “Network Memory: The Effect of Past and Current Networks on Performance” (2004) *Academy of Management Journal* 47(6): 893-906 (with G. Soda and A. Usai).
- “Reach Out or Reach Within? Performance Implications of Alliances and Location in Biotechnology” (2004) *Managerial and Decision Economics* 25: 437-452 (with V. George).
- “Free to be Trusted? Organizational Constraints on Trust at the Boundary”, (2003) *Organization Science* 14: 422-439 (with V. Perrone and B. McEvily)
- “Trust as an Organizing Principle,” (2003), *Organization Science* 14: 91-103 (with V. Perrone and B. McEvily)
- “Market Microstructure in a Global B2B network” (2001) *Strategic Management Journal*, 22: 859-873. An earlier, shorter, version entitled “Firm Rivalry and the Network Structure of Global Competition,” appeared in *Best Paper Proceedings, Academy of Management*, Boston, August, 1997 (with S. Zaheer)

“The Importance of Time Scales,” (2000). In *Trends in Organization Behavior*, 7: 1-11 (with S. Zaheer and S. Albert)

“Strategic Networks,” (2000). *Strategic Management Journal*, 21: 203-215 (with R. Gulati and N. Nohria)

“Networks of Competitive Advantage” (1999). *Research in the Sociology of Organizations*, 16: 237-261 (with J. Galaskiewicz)

“Bridging Ties: A Source of Firm Heterogeneity in Competitive Capabilities,” (1999) *Strategic Management Journal*, 20: 1133-1156 (with B. McEvily)

“Time Scales and Organizational Theory,” (1999) *Academy of Management Review*, 24: 725-741 (with S. Zaheer and S. Albert)

“Does Trust Matter? Exploring the Role of Interorganizational and Interpersonal Trust on Performance.” (1998) *Organization Science*, 9: 141-159 (with B. McEvily and V. Perrone)

Reprinted in *Work: Contexts and Consequences*, (2005), Cary L. Cooper and William H. Starbuck (eds.) London: Sage Publications.

"Uncertainty in the Transaction Environment: An Empirical Test." (1998), *Strategic Management Journal* 19(1): 1-23 (with K. Sutcliffe)

"Catching the Wave: Alertness, Responsiveness, and Market Influence in Global Electronic Networks" (1997), *Management Science* 43(11): 1493-1509. Also in *Best Paper Proceedings, Academy of Management*, Vancouver, August 1995 (with S. Zaheer).

“Country Effects on Information-Seeking in Global Electronic Networks,” (1997) *Journal of International Business Studies* 28(1): 77-100 (with S. Zaheer).

"Relational Governance as an Interorganizational Strategy: An Empirical Test of the Role of Trust in Economic Exchange (1995) *Strategic Management Journal*, 16: 373-392, (with N. Venkatraman).

"Determinants of Electronic Integration in the Insurance Industry: An Empirical Test," (1994) *Management Science*, 40(5): 549-566 (with N. Venkatraman).

"Electronic Integration and Strategic Advantage: A Quasi-Experimental Study in the Insurance Industry." (1990) *Information Systems Research*, 1(4): 377-393 (with N. Venkatraman).

Book Chapters

“Network Trust” (2021). In *Understanding Trust in Organizations: A Multilevel Perspective*, N. Gillespie, A. Fulmer and R. Lewicki (eds.), Routledge (with B. McEvily and G. Soda).

Introductory Chapter (2013). In *Advances in Trust Research*, R. Bachmann and A. Zaheer (eds.), Edward Elgar (with R. Bachmann).

Introductory Chapter (2008). In *Classics in the Debate on Trust, Volumes I and II*. R. Bachmann and A. Zaheer (eds.), Edward Elgar (with R. Bachmann).

“Trust in Interorganizational Relations” (2007) In *Oxford Handbook of Inter-Organizational Relations*, S. Cropper, M. Ebers, C. Huxham, P. S. Ring (eds.): Oxford University Press (with R. Bachmann).

Introductory Chapter (2006). In *Handbook of Trust Research*, R. Bachmann and A. Zaheer (eds.) Edward Elgar (with R. Bachmann).

“Does Trust Still Matter?” (2006). In *Handbook of Trust Research*, R. Bachmann and A. Zaheer (eds.) Edward Elgar (with B. McEvily).

“Interorganizational Trust” (2006). In *Handbook of Strategic Alliances*, O. Shenkar and J. Reuer (eds.). Sage Publications: Thousand Oaks, CA, pp. 169-197. (with J. Harris).

“Architects of Trust: The Role of Network Facilitators in Geographical Clusters.” (2005). In *Trust and Distrust in Organizations*, R. Kramer and K. Cook, (eds.) Russell Sage: New York, NY, pp. 189-238. (with B. McEvily).

“The Social Network Approach in Strategy Research: Theoretical Challenges and Methodological Issues.” (2004) In *Research Methodology in Strategy and Management* Volume I. D. Bergh and D. Ketchen (eds.): Elsevier (with A. Usai).

“Interpersonal and Interorganizational Trust in Alliances.” (2002). In F. Contractor and P. Lorange (eds.) *Cooperative Strategies and Alliances: What We Know 15 Years Later*. Elsevier (with S. Lofstrom and V. George)

"Research on Strategic Information Technology: A Resource-based Perspective." (1999). In N. Venkatraman and J. Henderson (eds.) *Research in Strategic Management and Information Technology*, Volume 2. Greenwich, CT: JAI Press, pp. 87-121 (with K. Dirks).

"The Strategic Use of Information Technology." (1990). In E. Collins and M. Devanna (Eds.) *The Portable MBA*. New York: John Wiley (with N. Venkatraman).

OTHER PAPERS

Practitioner Journals

"The strategic value of buyer-supplier relationships." (1998) *International Journal of Purchasing and Materials Management*, 34: 20-26. (with B. McEvily and V. Perrone).

BOOKS

Advances in Trust Research, (edited with R. Bachmann) Cheltenham, England: Edward Elgar, 2013.

Classics in the Debate on Trust: Volumes I and II (edited with R. Bachmann).
Cheltenham, England: Edward Elgar, 2008.

Handbook of Trust Research, (edited with R. Bachmann) Cheltenham, England: Edward
Elgar, 2006.

OTHER SERVICE

Editorial Boards

*Strategic Management Journal, Strategic Organization, Global Strategy Journal, Journal
of Trust Research*

Other Boards

Minnesota Orchestra (2014-)