A K B A R (A K S) Z A H E E R: C U R R I C U L U M V I T A E

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 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).

RECENT 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

- 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 2004,* Bocconi University award for *Academy of Management Journal* paper

- Finalist, *Best Paper Award*, for the best paper published in the *Academy of Management Revie*w, Academy of Management Meetings, 2000.

- *Curtis L. Carlson Professorship,* Carlson School of Management, University of Minnesota (2002-07)

- *Curtis Cup* for Teaching Excellence in the Carlson Executive MBA Program 2006

- *MBA Core Faculty of the Year 1995, 2005, 2009, 2010 and 2011* for outstanding teaching in the Full Time MBA

- *Excellence in Teaching Award 2004, 2009* Carlson School of Management

- Commended for teaching excellence in *Business Week's Guide to the 50 Top Business Schools 1997.*

- Board Member, *International Academic Council*, Indian School of Business, Hyderabad, India.

- Editorial Boards, *Strategic Management Journal, Global Strategy Journal, Strategic Organization, Journal of Trust Research.*

RESEARCH INTERESTS

My research interests are broadly concerned with understanding how competitive advantage can be gained through inter-firm relationships, networks, location, knowledge transfer, 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 full-time MBAs. I have also been teaching strategy, and recently a course on strategic alliances, at the Indian School of Business. In addition, I teach Executive MBAs for the Carlson School in Guangzhou, China.

PUBLISHED PAPERS

Journal Articles

"Surviving Bear Hugs: Firm Capability, Large Partner Alliances and Growth," *Strategic Management Journal (forthcoming)* (with R. Vandaie)

"The Embeddedness of Networks: Institutions, Structural Holes, and Innovativeness in the Fuel Cell Industry," *Organization Science (forthcoming)* (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

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. Bachman) Cheltenham, England: Edward Elgar, *forthcoming*, 2013.

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

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