AKBAR (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
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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 Review*, 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, 2012 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

"Entrepreneurs' Character and Competence: How Angel Investors Form Initial Impressions of Trustworthiness," *Frontiers of Entrepreneurship Research (forthcoming)* (with H. Sapienza, A. Korsgaard and R. Sudek)

"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* (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

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.