

## PAUL OLK

Daniels College of Business  
University of Denver  
Denver, CO 80208  
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303.871.2294 (fax)  
Internet: pmolk@du.edu

### ACADEMIC EXPERIENCE

Professor July 2008-Present	University of Denver Daniels College of Business
Associate Professor July 1999-June 2007	University of Denver Daniels College of Business
Assistant Professor July 1991-June 1999	University of California-Irvine Graduate School of Management

### Affiliated Positions

Visiting Associate Professor October 2006-November 2006	National University of Singapore
Visiting Associate Professor December 1999-June 2002	University of California-Irvine Graduate School of Management
Visiting Scholar April 1995 – July 1995	International Institute for Management Development (IMD)

### EDUCATION

Ph.D.	Organization and Strategy. The Wharton School of the University of Pennsylvania. 1991.  <i>Dissertation: The Formation Process of Research and Development Consortia.</i>
M.A.	Organization and Strategy. The Wharton School of the University of Pennsylvania. 1987.
B.S.	Psychology. University of Wisconsin - Madison. 1981.

### BOOKS

Jeffrey Reuer, Africa Ariño and Paul Olk. 2010. *Entrepreneurial Alliances*. Prentice Hall: Upper Saddle River, NJ

Paul Olk (ed.). 2010. *Strategy Process*. Edward Elgar Publishing Ltd: Gloucestershire, UK

## RESEARCH PUBLICATIONS

- Paul Olk and Phil Rosenzweig. 2010. The Halo Effect and the Challenge of Management Inquiry: A Dialog between Phil Rosenzweig and Paul Olk. Forthcoming in *Journal of Management Inquiry*.
- VK Narayanan, Paul Olk and Cynthia Fukami. 2010. Determinants of Internship Effectiveness: An Exploratory Model. Forthcoming in *Academy of Management Learning and Education*.
- Paul Olk and Deborah Gibbons. 2010 Dynamics of Friendship Reciprocity among Professional Adults. Forthcoming in *Journal of Applied Social Psychology*, v40, n5.
- Paul Olk. 2006. Modeling and Measuring the Performance of Alliances. In O. Shenkar and J. Reuer (Eds.). *Handbook of Strategic Alliances*. Sage Publications: Thousand Oaks, CA, pp 397-412.
- Peter Smith Ring, Yves Doz and Paul Olk. 2005. Managing Formation Processes in R&D Consortia, *California Management Review*, v47, n4, pp. 137-156.
- Paul Olk, Shaul Gabbay and Tsungting Chung. 2005. The Impact of Personal and Organizational Ties on Strategic Alliance Characteristics and Performance: A Study of Alliances in the USA, Israel and Taiwan. In A. Arino, P. Ghemawat and J. E. Ricart (Eds.) *Creating Value Through International Strategy*. Palgrave Publishing: Hampshire, pp. 201-213.
- Paul Olk and Terri L. Griffith. 2004. Creating and Disseminating Knowledge among Organizational Scholars: The Role of Special Issues. *Organization Science*, v15, n1, pp. 120-129.
- Deborah Gibbons and Paul Olk. 2003. Individual and Structural Origins of Friendship and Social Position Among Professionals. *Journal of Personality and Social Psychology*, v84, n2, pp. 340-351.
- Paul Olk. 2002. Evaluating Strategic Alliance Performance. In F. Contractor and P. Lorange (Eds.) *Cooperative Strategies and Alliances*. Elsevier Press: London, pp. 119-143.
- Paul Olk and Marta Elvira. 2001. Friends and Strategic Agents: The Role of Friendship and Discretion in Negotiating Strategic Alliances. *Group and Organization Management*, v26, n2, pp. 124-164.
- Yves Doz, Paul Olk and Peter Smith Ring. 2000. Formation Processes of R&D Consortia. Which Path to Take? Where Does it Lead? *Strategic Management Journal*, v20, n3, pp. 239-266.
- Paul Olk and P. Christopher Earley. 2000. Interpersonal Relationships in International Strategic Alliances: Cross-cultural Exchanges and Contextual Factors. In David Faulkner and Mark de Rond (Eds.) *Cooperative Strategy: Economic, Business and Organizational Issues*. Oxford University Press: New York, pp. 307-323.
- Paul Olk. 1999. Explaining a Member Organization's Influence in an R&D Consortium: A Joint Test of the Dimensions of Task Characteristics and Organizing Routines and of the Level of Analysis. *Journal of High Technology Management Research*, v10, n1, pp. 123-146.
- Paul Olk. 1998. A Knowledge-based Perspective on the Transformation of Individual-level Relationships into Interorganizational Structures: The Case of R&D Consortia. *European Management Journal*, v16, n1, pp. 36-49.
- Paul Olk and Candace Young. 1997. Why Members Stay in or Leave an R&D Consortium: Performance and Conditions of Membership as Determinants of Continuity. *Strategic Management Journal*, v18, pp.

855-877.

Paul Olk. 1997. The Effect of Partner Differences on the Performance of R&D Consortia. P.W. Beamish and J.P. Killing (Eds.) *Cooperative Strategies: North American Perspectives*, San Francisco: The New Lexington Press, pp. 133-159.

Paul Olk and Katherine Xin. 1997. Changing the Policy on Government-Industry Cooperative R&D Arrangements: Lessons from the U.S. Effort. *International Journal of Technology Management, Special Issue on R&D Management*, v13, n7/8, pp. 710-728.

Paul Olk and Peter Smith Ring. 1997. Strategic Alliances and Firm-Based Legitimacy. *Corporate Reputation Review*, v1, n1/2, pp. 109-114.

Paul Olk, William M. Evan and D. Bruce Merrifield. 1997. Collaboration Across Vertical Boundaries: Lessons Learned From the US DOE's SPI Programme. *International Journal of Global Energy Issues*, v9, n1/2, pp. 1-7.

Paul Olk and P. Christopher Earley. 1996. Rediscovering the Individual in the Formation of International Joint Ventures. *Research in the Sociology of Organizations, Special Issue on Cross-Cultural Management*, v14, pp. 223-261.

Stewart D. Friedman and Paul Olk. 1995. Four Ways to Choose a CEO: Crown Heir, Horse Race, Coup d'Etat and Comprehensive Search. *Human Resource Management*, v34, n1, Spring, pp. 141-164.  
- Revised version printed in *Global CEO*, 'Varieties of CEO Succession', March 2004, pp. 41-49.

William M. Evan and Paul Olk. 1992. Transferring Technology in R&D Consortia: Effective Forms of Interorganizational Relations. In R. Smilor and D. Gibson (Eds.) *Technology Transfer in Consortia and Strategic Alliances*, Rowman and Littlefield. pp. 91-102.

William M. Evan and Paul Olk. 1990. R&D Consortia: A New U.S. Organizational Form. *Sloan Management Review*, pp. 37-46, Spring.

## **PROFESSIONAL POSITIONS**

Division Chair Track. Technology and Innovation Management Division. Academy of Management. 2008-2013

Representative-at-large. Knowledge and Innovation Interest Group. Strategic Management Society. 2007-2009.

Executive Committee Member. Technology and Innovation Management Division. Academy of Management. 2004-2006.

Track Chair. Organization and Management Theory. Western Academy of Management. 2005.

Chair. Research Committee. Organization and Management Theory Division. Academy of Management. 2004-2005.

Non-California Representative. Western Academy of Management. 2002-2004

Program Chair. *1999 Organization Science Winter Conference*. Keystone, Co.

Program Chair. *1998 Organization Science Winter Conference*. Keystone, Co.

## **REFERREED CONFERENCE PROCEEDINGS**

VK Narayanan, Paul Olk and Cynthia Fukami. 2006. Determinants of Internship Effectiveness: An Exploratory Model. *Best Paper Proceedings*. Academy of Management Meetings.

- Paul Olk and Tsungting Chung. 2004. Impact of Personal and Organizational Ties on Alliances: Evidence from Entrepreneurial Companies. *Best Paper Proceedings*. Academy of Management Meetings.
- Paul Olk and Deborah Gibbons. 1999. Individual and Structural Origins of Friendship and Social Position Among Professionals. *Best Paper Proceedings*. Academy of Management Meetings.
- Candace Young and Paul Olk. 1997. Strategic Alliances: The Role of Individual Discretion and Personal Attachments in the Decision to Continue. Western Decision Science Institute.
- Candace Young and Paul Olk. 1994. Why Dissatisfied Members Stay and Satisfied Members Leave: Options Available and Embeddedness Mitigating the Performance Commitment Relationship in Strategic Alliances *Best Paper Proceedings*. Academy of Management Meetings.
- Paul Olk, Katherine Xin, Cristina Gibson and William M. Evan. 1992. Government-Industry Cooperative Agreements: Patterns of Institutional Partnership. *Conference Proceedings*. U. S. Competitiveness in the Global Marketplace 1992 Conference.
- Stewart Friedman and Paul Olk. 1991. Organizational Performance and CEO Successor Type. *Proceedings of the Twenty-eighth Annual Meeting*. Eastern Academy of Management.

## TEACHING CASES AND OTHER PUBLICATIONS

- Paul Olk, Peter Rainsford and Tsungting Chung. Forthcoming. Creating a Strategic Direction – Visions and Values. In Cathy Enz (Ed.) *The Cornell Handbook of Applied Hospitality Strategy*. Thousand Oaks, CA: Sage.
- Paul Olk. Forthcoming. Lessons from U.S. History for the 21<sup>st</sup> Century Corporation: The Changing Structure of Organizations and Role of Managers. *Daniels College of Business Centennial Book*.
- Paul Olk. Forthcoming. Entry on “Cooperative R&D (CRADAs). *Encyclopedia of Technology and Innovation Management Encyclopedia*. V.K. Narayanan and Gina Colarelli O’Connor (Eds.)
- Paul Olk. Forthcoming. Entry on “University Licensing” *Encyclopedia of Technology and Innovation Management Encyclopedia*. V.K. Narayanan and Gina Colarelli O’Connor (Eds.)
- Paul Olk and Robert McGowan. Forthcoming. Entry on “Learning and Experience for Technology and Innovation Management” *Encyclopedia of Technology and Innovation Management Encyclopedia*. V.K. Narayanan and Gina Colarelli O’Connor (Eds.)
- Paul Olk and Van R. Johnston. Forthcoming. Entry on “University Industry Government Relationships” *Encyclopedia of Technology and Innovation Management Encyclopedia*. V.K. Narayanan and Gina Colarelli O’Connor (Eds.)
- Paul Olk and Joan Winn. 2005. Aegis Analytical Corporation’s Strategic Alliances. *Case Research Journal*, v25, n1, pp. 10-23.
- Paul Olk. 1999. Pursuing Company or Collective Returns in a Strategic Alliance: The Influence of Motives, Assets and Structure. 1999. Invited paper appearing in the *Conference Proceedings*. First Management International Conference in Taiwan: An Outlook to the Millennium. Taichung, Taiwan.
- Paul Olk. 1994. Procter & Gamble and the Introduction of BC-18. Teaching case. In Alan Rowe's *Strategic Management: A Methodological Approach*. 4th edition. Addison-Wesley.

Paul Olk. 1993. Review of Arnold Pacey's "The Maze of Ingenuity" and "Technology in World Civilization". Book Review. *Journal of Technology Transfer*, Spring.

Paul Olk. 1992. Owens-Illinois and Plastic Recycling Technology. Teaching case. In Peter Lorange's and Johan Roos' *Joint Venture Management*. Basil Blackwell.

## **TEACHING EXPERIENCE**

Business Policy (MBA, Executive MBA and Undergraduate Courses)  
Business Planning and New Venture Management (Executive MBA Course)  
Strategic Alliance Management (Elective Course in MBA and Executive MBA Programs)  
Leading and Managing across Organizational Boundaries (3-Day Executive MBA Course)  
Doing Business With and In China (2 week MBA International Travel Class)  
History of American Business (Undergraduate Honors Course)  
Organization Design (Undergraduate Course)  
Positioning in Competitive Environments (MBA and Executive MBA Required Course Sequence centered on developing Business Plans, team taught with Marketing, IT, Operations Management and Accounting Faculty)  
Managing Complex Organizations (Two Versions of Required Course in MBA Program: 10 Week Course and 4-day Residential)  
Leadership Residential (5-day Residential in Executive MBA Programs)  
Organization Theory (Ph.D. Course)  
International Business (Undergraduate Course)  
Organization Design in Health Care (2-day Course for Executive Certificate Program)  
Ph.D. Student Teacher Development Program (Director of Program 1992-1995)

## **REFEREED PRESENTATIONS**

Jie Wu and Paul Olk. 2009. Competitor Identification in Dynamic Environments: Capability, Networks and Institutional Environments. Academy of Management Meetings. Chicago, IL.

Bahman Ebrahimi and Paul Olk. 2007. Strategic Alliance Evolution and Performance: A Meta-analytic Study. Strategic Management Society Meetings. San Diego, CA.

James Hayton and Paul Olk. 2007. Ambidextrous Learning in Organizational Innovation: The Case of R&D Consortia. Academy of Management Meetings. Philadelphia, PA.

VK Narayanan, Paul Olk and Cynthia Fukami. 2006. Determinants of Internship Effectiveness: An Exploratory Model. Academy of Management Meetings. Atlanta, GA

Paul Olk. 2005. Modeling Relationships among Strategic Alliance Performance Measures: The Case of R&D Consortia. Academy of Management Meetings. Honolulu, HI.

Paul Olk, James Hayton, Peter Smith Ring and Yves Doz. 2005. Predictors and Consequences of Emergent and Engineered R&D Consortia Formation Processes. Academy of Management Meetings. Honolulu, HI.

Paul Olk and Deborah Gibbons. 2005. Dynamics of Friendship Imbalance among Professional Adults. Western Academy of Management Meetings. Las Vegas, NV.

James Hayton and Paul Olk. 2004. Organizing to Learn, Learning to Organize: Impact of Organizing

- Experience on R&D Consortia Formation Process. Strategic Management Society Meetings. San Juan, PR.
- Paul Olk and Tsungting Chung. 2004. Impact of Personal and Organizational Ties on Alliances: Evidence from Entrepreneurial Companies. Academy of Management Meetings. New Orleans, LA.
- Paul Olk, James Hayton, Peter Smith Ring, Yves Doz and Shaker Zahra. 2003. The Consequences of Staying Within or Crossing Boundaries: The Impact of Emergent and Engineered R&D Consortia Formation Processes. Strategic Management Society Meetings. Baltimore MD.
- James Hayton, Paul Olk, Shaker Zahra. 2003. Emergent versus Engineered Organizational Intersections: Environmental Triggers and the Formation Process of R&D Consortia. Strategic Management Society Meetings. Baltimore MD.
- Paul Olk. 2003. The Impact of Interpersonal and Interorganizational Networks on Strategic Alliance Formation Process and Development: A Comparative Study. Conference on Creating and Appropriating Value from Global Strategy. Barcelona, Spain.
- Paul Olk. 2003. Interpersonal and Interorganizational Network Ties at the Time of Alliance Formation: A Source of Competitive Heterogeneity? Western Academy of Management Meetings. Palm Springs, CA.
- Paul Olk. 2003. Towards a Deeper Conceptualization of Strategic Alliance Performance Measurement. Western Academy of Management Meetings. Palm Springs, CA.
- Paul Olk and Africa Arino. 2002. Predicting Strategic Alliance Performance: How Do Relationships Vary by the Types of Performance Measures Used? Strategic Management Society Meetings. Paris, France.
- Paul Olk and Africa Arino. 2002. Testing Assumptions about Evaluating Strategic Alliance Performance. Academy of Management Meetings. Denver, CO.
- Tina Dacin and Paul Olk. 2001. Partnering in the New Economy: Lessons from Experience. Strategic Management Society Meetings. San Francisco, CA.
- Paul Olk. 2001. Measuring Strategic Alliance Performance: A Review and Commentary on What Have We Used and How to Proceed. Conference on Strategic Alliances and Cooperative Strategies. IMD. Lausanne, Switzerland. Also presented at EGOS Colloquium. 2001. Lyon, France.
- Paul Olk, Peter Ring and Yves Doz. 2000. The Context and Consequences of Different Paths for Creating Organizational Networks: Evidence from R&D Consortia. Strategic Management Society Meetings. Vancouver, British Columbia.
- Paul Olk, Hemant Merchant and Gary Henderson. 2000. The Effect of Nationality and Partner Differences in Structuring Strategic Alliances. Strategic Management Society Meetings. Vancouver, British Columbia.
- Paul Olk. 2000. Pursuing Collective Returns in a Strategic Alliance: The Influence of Formation Process Activities on Performance Criteria Preferences. Academy of Management Meetings, Toronto, Ontario.
- Paul Olk. 1999. All for One? One for All? Determining the Level of Company-specific and Collective Foci in an R&D Consortium. Strategic Management Society Meetings. Berlin, Germany.
- Paul Olk and Deborah Gibbons. 1999. Individual and Structural Origins of Friendship and Social Position Among Professionals. Academy of Management Meetings. Chicago, IL.
- Paul Olk and Gary Henderson. 1999. The Role of Culture in the Formation Process of International Alliances: Evidence, Critique and Future Directions. Academy of Management Meetings. Chicago, IL.

- Yves Doz, Paul Olk and Peter Smith Ring. 1998. The Formation Process of R&D Consortia. Strategic Management Society Meetings. Orlando, FL.
- Paul Olk and P. Christopher Earley. 1998. Interpersonal Exchanges in International Strategic Alliances: Cross-cultural Interactions and Contextual Factors. Academy of Management Meetings. San Diego, CA.
- Paul Olk and Candace Young. 1998. The Recalcitrant Problem of Evaluating Strategic Alliances: Review, Test and Suggestions for Future Research. Western Academy of Management Meetings. Portland, OR.
- Paul Olk and Marta Elvira. 1997. Friends and Strategic Agents: The Role of Friendship and Discretion in the Formation of Organizational Alliances. Academy of Management Meetings. Boston, MA.
- Paul Olk and Peter Smith Ring. 1997. Firm-based Legitimacy in the Formation and Development of Strategic Alliances. Academy of Management Meetings. Boston, MA.
- Candace Young and Paul Olk. 1997. Strategic Alliances: The Role of Individual Discretion and Personal Attachments in the Decision to Continue. Western Decision Science Institute Meetings. Hawaii.
- Paul Olk and Peter Ring. 1997. Firm-Based Legitimacy and Strategic Alliances. Conference on Corporate Image, Reputation and Competitiveness. New York University, New York, NY.
- Paul Olk. 1996. The Effect of Partner Differences on the Performance of R&D Consortia. Conference on Global Perspectives on Cooperative Strategies. London, Ontario.
- Paul Olk. 1996. Vertically-Integrated Alliances: Challenges of Managing a New Form of Collaboration. Western Academy of Management Meetings. Banff, Alberta.
- Paul Olk and Richard Brahm. 1995. Explaining Control Arrangements in Strategic Alliances: Institutional and Technical Determinants. Academy of Management Meeting. Vancouver, British Columbia.
- Paul Olk and P. Christopher Earley. 1995. Interpersonal Relationships in Cross-cultural Joint Ventures. 12th EGOS Colloquim. Istanbul, Turkey.
- Paul Olk and Jason Berry. 1995. Performance of R&D Consortia. Western Academy of Management Meeting. San Diego, CA.
- Paul Olk and P. Christopher Earley. 1995. Individuals and the Formation of International Joint Ventures. First Annual Organization Science Winter Conference. Snowmass, CO.
- Candace Young and Paul Olk. 1994. Why Dissatisfied Members Stay and Satisfied Members Leave: Options Available and Embeddedness Mitigating the Performance Commitment Relationship in Strategic Alliances. Academy of Management Meetings. Dallas, TX.
- Paul Olk and Candace Young. 1993. Consensus on Performance Criteria. (Showcase symposium). Academy of Management Meetings. Atlanta, GA.
- Paul Olk and Candace Young. 1993. Performance Criteria of Research and Development Consortia. Academy of Management Meetings. Atlanta, GA.
- Paul Olk and Katherine Xin. 1993. Transferring Organizational Innovations Across Country Boundaries: The Case of Government-Industry Cooperative Ventures. 11th EGOS Colloquium. Paris, France.

- Paul Olk. 1993. Partner-Alliance Relations: Comparing Company and Alliance Influence. ORSA/TIMS Meeting. Chicago, IL.
- Paul Olk, Katherine Xin, Cristina Gibson and William M. Evan. 1992. Government-Industry Cooperative Agreements: Patterns of Institutional Partnership. Conference on U.S. Competitiveness. Phoenix, AZ.
- Paul Olk. 1992. Formation Process of R&D Consortia: Variations and Environmental Antecedents. Academy of Management Meetings. Las Vegas, NV.
- Paul Olk and William M. Evan. 1992. Determinants and Consequences of Membership Turnover in R&D Consortia. ORSA/TIMS Meeting. Orlando, FL.
- Paul Olk. 1991. Relationship Between R&D Consortium Formation and Performance. ORSA/TIMS Meeting. Anaheim, CA.
- Stewart D. Friedman and Paul Olk. 1991. Organizational Performance and CEO Successor Type. Twenty-eighth Annual Meeting. Eastern Academy of Management. Hartford, CT.
- Paul Olk. 1989. A Model of R&D Consortium Formation. Strategic Management Society Conference. San Francisco, CA.
- William M. Evan and Paul Olk. 1989. R&D Consortia: A New U.S. Organizational Form. ORSA/TIMS Meeting. New York, NY.
- Paul Olk and David Bussard. 1988. General Manager Succession in International Joint Ventures. Academy of Management Meetings. Anaheim, CA.
- Stewart D. Friedman and Paul Olk. 1987. CEO Succession: A Process Model. Academy of Management Meetings. New Orleans, LA.

## **ORGANIZED SESSIONS AND INVITED PRESENTATIONS**

- Connecting Video Learning to Strategy Content. Presenter. 2009. You-Tube and the Classroom: Using Student-Generated Videos to Demonstrate Learning. Professional Development Workshop. Academy of Management Meetings. Chicago, IL.
- Organizer. 2009. You-Tube and the Classroom: Using Student-Generated Videos to Demonstrate Learning. Professional Development Workshop. Academy of Management Meetings. Chicago, IL.
- Discussant. 2008. Technology and Innovation Management Division. Academy of Management Meetings. Anaheim, CA.
- Session Facilitator. 2007. Innovation and Knowledge Interest Group. Strategic Management Society. San Diego, CA.
- Session Facilitator. 2007. Strategic Alliances Session. Strategic Management Society. San Diego, CA.
- Predictors and Consequences of Emergent and Engineered R&D Consortia Formation Processes. 2006 National University of Singapore.
- Panel Member. 2005. Performance Measures of Alliances. Alliance Edge Conference. Toronto, Ontario.



Discussant. 2005. Organizational Behavior Track. Western Academy of Management Meetings. Las Vegas, NV.

Developing a Causal Model of the Relationships among Strategic Alliance Performance Measures . 2004. Workshop on the 'Dynamics of Cooperation'. Nijmegen, The Netherlands.

Managing Formation Processes in R&D Alliances (with Peter Smith Ring and Yves Doz). 2004. Workshop on the 'Dynamics of Cooperation'. Nijmegen, The Netherlands.

Session Lead. 2004. Managing Strategic Alliances. Advances in Alliance Strategies. Queen's University. Kingston, Ontario.

Session Chair. 2004. Business Policy and Strategy Division. Academy of Management Meetings. New Orleans, LA.

Discussant. 2004. Organization and Management Theory Division. Academy of Management Meetings. New Orleans, LA.

Discussant. 2004. Business Policy and Strategy Division. Academy of Management Meetings. New Orleans, LA.

The Value Proposition of Networking. 2004. Quest Global Conference. Denver, CO.

Preparing for Teaching. 2004. Junior Faculty/Doctoral Student Consortium. Western Academy of Management Meetings. Alyeska, AK.

Blind Men and Elephants: Performance Metrics for Strategic Alliances. 2004. Meeting of 'The Alliance Edge'. Mississauga, Ontario.

Roundtable Discussion Facilitator: Performance Metrics (with Erik Lockhart). 2003. Advances in Alliance Strategies. Queen's University. Kingston, Ontario.

Preparing for Teaching. 2003. Junior Faculty/Doctoral Student Consortium. Western Academy of Management Meetings. Palm Springs, CA.

The Performance Consequences of Strategic Alliances. 2002. Conference on "New Directions in Alliance Strategy: Developing a Research Agenda". Queen's University. Kingston, Ontario.

Organizer of Panel. 2002. *Making Strategic Sense of E-Commerce*. Western Academy of Management Meetings. Santa Fe, NM.

Invited Presentation. 2001. Imagination Laboratory. Lausanne, Switzerland.

Session Chair. 2001. Conference on Strategic Alliances and Cooperation. IMD. Lausanne, Switzerland.

Organizer of Panel. 2001. *Strategy: A Resource-based View in the New Economy*. Western Academy of Management Meetings. Sun Valley, ID.

Organizer. 2001. Professional Development Workshop. *Innovations in Teaching Strategy*. Western Academy of Management Meetings. Sun Valley, ID.

Discussant. 2001. Western Academy of Management Meetings. Sun Valley, ID.

Session Chair. 2000. Shared Interest Track Session. Academy of Management Meetings. Toronto, Ontario.

Organizer. 2000. Professional Interest Workshop. *Special Issues: Fast Track or Off Track?* Western Academy of Management Meetings. Waikoloa Beach, HI.

Pursuing Company or Collective Returns in a Strategic Alliance: The Influence of Motives, Assets and Structure. 1999. First Management International Conference in Taiwan. Taichung, Taiwan.

Invited Presentation. 1999. INCAE. Costa Rica.

Organizer of Symposium. 1998. Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances. Academy of Management Meetings. San Diego, CA.

Discussant. 1998. Organization and Management Theory Division. Academy of Management Meetings. San Diego, CA.

Session Chair. 1998. Technology and Innovation Management Division. Academy of Management Meetings. San Diego, CA.

Paul Olk and P. Christopher Earley. 1997. Interpersonal Relationships in International Strategic Alliances. Fourth International Conference on Multi-organizational Partnerships and Co-operative Strategies. Oxford, England.

Discussant. 1996. Technology and Innovation Management Division. Academy of Management Meetings. Cincinnati, OH.

Do Friends Make Good Agents? A Proposed Study of the Influence of Friendship, Organizational Fit and Discretion on Alliance Formation. 1996. Workshop on Strategic Alliances. Northwestern University. Evanston, IL.

Managing Strategic Alliances For Success. 1996. GSM's Corporate Partners/Faculty/Alumni Breakfast Series. UC, Irvine, CA.

Perspectives on R&D Consortia: Models, Successes and Failures. 1996. TRILabs. Calgary, Alberta.

Negotiating for Grants and Site Access. 1995. Pre-conference Session Workshop on Career Management Skills and Strategies for a Changing Academic Environment. Academy of Management Meetings. Vancouver, British Columbia.

Discussant. 1995. International Management Division. Academy of Management Meetings. Vancouver, British Columbia.

Discussant. 1995. 12th EGOS Colloquium. Istanbul, Turkey.

Measuring R&D Consortium Performance. 1994. Center for Innovation Management Studies. Lehigh University, Lehigh, PA.

Organizer of the Pre-conference Session. 1993. Conducting International Research. Academy of Management Meetings. Atlanta, GA.

Organisational and Performance Issues in Managing R&D Consortia. 1993. University College Dublin. Dublin, Ireland.

Discussant. 1993. 11th EGOS Colloquium. Paris, France.

Strategic Alliance Formation. 1993. Society for Competitive Intelligence Professionals. Los Angeles, CA.

The General State of Practice. 1992. Conference on R&D Consortia. Banff, Alberta.

Discussant. 1992. U.S. Competitiveness in the Global Marketplace. Phoenix, AZ.

Co-organizer of Symposium. 1992. Formation of International Joint Ventures. Academy of Management Meetings. Las Vegas, NV.

Policies, Procedures and Structures for Transferring Technology in R&D Consortia. 1989. Conference on Technology Transfer and R&D Consortia. Austin, TX.

Organizer of Symposium. 1988. Governance Structures of International Joint Ventures. Academy of Management Meetings. Anaheim, CA.

## **AWARDS & ACADEMIC HONORS**

Scholarship of Discovery Award. Fall 2002. University of Denver.

Diamond Award for Teaching. Winter 2002. MBA Core. University of Denver. (last time the award was given)

Diamond Award for Teaching. Fall 2001. MBA Core. University of Denver.

Diamond Award for Teaching. Winter 2001. MBA Core. University of Denver.

Diamond Award for Teaching. Fall 2000. MBA Core. University of Denver.

Diamond Award for Teaching. Winter 2000. MBA Core. University of Denver.

Diamond Award for Teaching. Fall 1999. MBA Core. University of Denver.

Best Teacher Award. 1994-1995. MBA Program. University of California-Irvine.

Organizational Behavior Teaching Society. Honor Roll. 1996

Nomination for Distinguished Scholar Award. 2003. University of Denver.

Nomination for Daniels Award for Excellence. 2001. University of Denver.

Nomination for Distinguished Assistant Professor Award in Teaching. 1996. University California-Irvine.

Nomination for Best Paper. 1995. Western Academy of Management Meetings (with Jason Berry).

Nomination for TA Development Award. 1995. University of California-Irvine.

Nomination for Best Empirical Paper. 1991. Twenty-eighth Annual Eastern Academy Meetings (with Stewart D. Friedman).

## **DOCTORAL STUDENT DISSERTATION COMMITTEES**

Carol Sexton (Chair)

Candace Young

Monica Winn

Edward Hernandez

Mark Chun

## **FUNDED RESEARCH**

“Developing Valid and Comparable Measures of R&D Consortium Performance”. Summer Research Grant.

Daniels College of Business, University of Denver. 2009. (\$10,000)

“Explaining the Impact of the Formation Process of a Strategic Alliance: Inside the Black Box of the Company”  
PROF Award. University of Denver. 2006. (\$14,540)

“Evaluating Strategic Alliance Performance: Determining the Relationship among Performance Indicators”  
Queen’s Centre for Knowledge-Based Enterprises, Queen’s University, Kingston, Ontario. 2003. (\$5,170)

“Interpersonal and Interorganizational Networks for Strategic Alliance Development in the High Technology  
Sector: A Comparative Study of Israel and Colorado” National Science Foundation. with Shaul Gabbay.  
2001-2002. (\$48,792)

“Organization Science Winter Conference: Exploring the Frontiers of Strategic Decision Making and  
Management in Chaotic Environments” National Science Foundation. with Terri Griffith. 1999. (\$20,000)

"Evolution of R&D Consortia" Junior Faculty Career Development Award. University of California-Irvine.  
1995-1996. (\$10,000)

"Structuring Strategic Alliances" Corporate Partners' Faculty Award, Graduate School of Management.  
University of California-Irvine. 1993-1995. (\$15,000)

"Measuring R&D Consortium Performance" Jointly funded by Center for Innovation Management  
Studies (Lehigh University) and Committee on Research (University of California-Irvine). 1992.  
(\$15,500)

"NASA-Industry Cooperative Research: A Research Proposal". National Aeronautics and Space Agency  
Sub-contract with William Evan and D. Bruce Merrifield. 1992. (\$49,000)

Numerous separate grants funded by the Discovery Scholarship Committee. Daniels College of Business.  
University of Denver. 1999-Present. (Total funds: \$32,250)

## REVIEWER

Editorial Review Board: IEEE Transactions on Engineering Management (2001-Present)  
Journal of Management Inquiry (2003-Present)  
Organization Science (1999-Present)  
Group and Organization Management (1997-2007)

Ad Hoc Reviewer:  
(last 3 years) Academy of Management Journal  
Academy of Management Review  
Strategic Management Journal  
Organizational Studies  
Journal of Management Studies  
California Management Review  
National Science Foundation: Innovation and Organizational Change Division  
Academy of Management Meetings (Organization and Management Theory,  
Business Policy and Strategy, Technology and Innovation Management  
Divisions)  
Strategic Management Society Meetings  
Western Academy of Management Meetings

## **PROFESSIONAL AFFILIATIONS**

Academy of Management  
Institute for Operations Research and Management Science (INFORMS)  
Strategic Management Society

## **UNIVERSITY AND COLLEGE SERVICE**

Daniels College of Business Colloquium Organizer. University of Denver. 2006-Present  
Appointment, Promotion and Tenure Committee. Daniels College of Business. University of Denver.  
2004 – Present.  
Institutional Review Board. University of Denver. 2000 – Present.  
Vice-Chair, 2008-2009  
PROF Grants Review Committee, University of Denver. Chair of Social Sciences and Professional Schools  
committee. 2009.  
Curriculum Review Committee. Daniels College of Business. University of Denver. 2004 – 2006.  
Scholarship Committee. Daniels College of Business. University of Denver. 1999 – 2004.  
Executive MBA Curriculum Committee. Daniels College of Business. University of Denver. 2002 – 2003.  
MBA Revision. Chair of Committee to Revise “Positioning in Competitive Environments” Course. Daniels  
College of Business. 2000-2001.  
Masters Program Committee. Graduate School of Management. University of California-Irvine. 1995-1998.  
IT Focus Committee. Graduate School of Management. University of California-Irvine. 1995-1996.  
Affirmative Action Committee. Graduate School of Management. University of California-Irvine. 1991-1995.  
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