

# RAZVAN LUNGEANU

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Northwestern University • [r-lungeanu@kellogg.northwestern.edu](mailto:r-lungeanu@kellogg.northwestern.edu)

## EDUCATION

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Ph.D. Management and Organizations, Northwestern University, expected May 2013

M.Sc. Strategy 2006, BI Norwegian Business School, Oslo, Norway

## RESEARCH INTERESTS

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Strategic management, Corporate governance, Organization theory

## DISSERTATION

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### COMMITTEE

Edward J. Zajac (Chair) • Paul Hirsch • Klaus Weber • Ithai Stern • Henrich R. Greve (INSEAD)

### DISSERTATION

My research focuses on corporate governance and strategic management issues. Broadly, I investigate how business elites (owners, directors, top executives) and organizational resources influence strategic decision-making.

In my dissertation, I investigate how business elites influence firm-level strategy and performance. I depart from the predominant theoretical emphasis on owners and directors as primarily monitors and controllers of a firm's decisions, and offer instead a capability-based perspective that seeks to shed new light on how differences in experience and skills of business elites can impact firms' strategies and performance. I develop a theoretical framework to explain the mechanisms of elites' capabilities that drive firm strategies and performance and pursue specific research questions emerging from this framework via executive interviews, surveys, and a uniquely constructed large dataset.

### DISSERTATION STUDIES

"Well-Matched: Ownership Experience and IPO Success" (**Winner – Emerald Best Paper Award**, EURAM 2012, Rotterdam, the Netherlands)

"Starting with a Blank Page: The Strategy Background of Boards in the Early Public Corporation"

"Board's Strategy Background and Firm Performance: The Importance of Strategic Fit"

## RESEARCH AND PUBLICATIONS

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### MANUSCRIPTS UNDER REVIEW

Razvan Lungeanu and Edward J. Zajac. "Well-Matched: Ownership Experience and IPO Success."  
*Dissertation Study*. Under Review *Academy of Management Journal*

Paul Hirsch and Razvan Lungeanu. "Between Endogenous Logics: The Deinstitutionalization of Mortgage Lending as Carnival, Not Tsunami." *Revise & Resubmit Organization Science*

Ithai Stern and Razvan Lungeanu. "Cannot Study One without the Others: An Examination of the Interdependencies among Strategic Means." Revise & Resubmit *Strategic Management Journal*

Ithai Stern and Razvan Lungeanu. "There Are Many Ways to Compete in the Technological Race: Firm Characteristics and R&D Vehicle Diversification." Reject & Resubmit *Strategic Management Journal*

### **MANUSCRIPTS READY FOR SUBMISSION**

Razvan Lungeanu and Klaus Weber. "Janus-Faced Do-Gooders? An Upper Echelon Perspective on Philanthropic and Corporate Social Responsibility Priorities." To be submitted to the *Academy of Management Journal* August 2012

Razvan Lungeanu, Ithai Stern, and Edward J. Zajac. "How do we get there? Magnitude, Diversification and Dissimilarity of Strategic Vehicle Portfolios in the Pharmaceutical Industry" – *Candidacy Paper*. To be submitted to the *Strategic Management Journal* August 2012

Xiaoli Yin, Edward J. Zajac, and Razvan Lungeanu. "The Role of Governance Structure in Strategic Change: The case of Franchising." To be submitted to the *Strategic Management Journal* August 2012

### **PUBLICATIONS**

Razvan Lungeanu and John L. Ward. 2012. "A Governance-Based Typology of Family Foundations: The Effect of Generation Stage and Governance Structure on Family Philanthropic Activities." Forthcoming *Family Business Review* 2012

### **OTHER RESEARCH PROJECTS – DATA COLLECTION UNDERWAY**

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"The Symbolic Management of Technology in the Going Public Process" with Edward J. Zajac

"Impact Investing" with Klaus Weber

"Boards' Influence on Strategy in the Nonprofit Context" with John L. Ward

"Boards in New and Mature Public Firms" Targeted to *HBR*, with Robert Dewar and Edward J. Zajac

### **SYMPOSIA**

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Symposium on "The Mortgage Meltdown: Organizational Explanations of the U.S. Housing Crisis", *AoM* Chicago August 2009. Winner of OMT Division Best Symposium Proposal Award

Chaired Business Policy and Strategy, *Western Academy of Management*, Midway UT March 2009

### **CONFERENCE PRESENTATIONS**

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"Well-Matched: Ownership Experience and IPO Success" – *EURAM* Rotterdam, the Netherlands 2012 (**Winner – Emerald Best Paper Award**); *Consortium for Cooperation and Competition (CCC)* University of Maryland 2012; *AoM* Boston 2012, *SMS* Prague 2012; *SMS Paper*

*development Workshop* Miami 2011; *Israel Strategy Conference* Israel 2010 (with Edward J. Zajac)

Between Endogenous Logics: The Deinstitutionalization of Mortgage Lending as Carnival, not Tsunami”, *AoM* Boston 2012 (with Paul Hirsch)

“Janus-Faced Do-Gooders? An Upper Echelon Perspective on Philanthropic and Corporate Social Responsibility Priorities”, *AoM* San Antonio 2011; *EGOS* Lisbon 2010 (with Klaus Weber)

“Cannot Study One without the Others: An Examination of the Interdependencies among Strategic Means”, *SMS* Prague 2012 (with Ithai Stern)

“There Are Many Ways to Compete in the Technological Race: Firm Characteristics and R&D Vehicle Diversification”, *AoM* San Antonio 2011; *SMS Special Conf.* Brazil 2011, *MSM* Lafayette 2011; *ACAC* Atlanta GA 2011; *Israel Strategy Conference* Israel 2010; (with Ithai Stern)

“How do we get there? Magnitude, Diversification and Dissimilarity of Strategic Vehicle Portfolios in the Pharmaceutical Industry” – *Candidacy Paper, Trans-Atlantic Doctoral Conference* LBS London 2010 (with Ithai Stern)

## **BUSINESS CASES**

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Robert Dewar and Razvan Lungeanu. “Caterpillar’s Competitive Challenge: Creating the Brand Experience through Dealers.” Under Review at Case Project Development, Kellogg School of Management.

## **ACADEMIC HONORS AND AWARDS**

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Emerald Best Paper Award – European Academy of Management 2012, Rotterdam, the Netherlands

Best Paper Runner-up – Israel Strategy Conference 2010,

Best Paper Runner-up (out of 3) – Trans-Atlantic Doctoral Conference 2010

OMT Division Best Symposium Proposal Award – AoM 2009

Department Nominee for BPS Dissertation Consortium, AoM 2012; SMS Dissertation Workshop 2011; BPS Doctoral Consortium, AoM 2011; OMT Dissertation Proposal Workshop, AoM 2011

## **RESEARCH GRANTS**

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Dissertation Research Grants, Zell Center for Risk Research, Kellogg School of Management, 2009 (\$7,000), 2010 (\$8,000), 2011 (\$8,000), 2012 (\$7,000)

## **PROFESSIONAL AFFILIATIONS**

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Academy of Management, Strategic Management Society, INFORMS

## **PROFESSIONAL SERVICE**

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Ad hoc Reviewer: Academy of Management Conference, Strategic Management Journal, Organization Science

## **TEACHING EXPERIENCE**

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Sole Instructor Northwestern University, Kellogg PTMBA & MBA

Cross-Cultural Negotiations (Spring, 2012): 8/10

Guest Lecturer Northwestern University, Kellogg PTMBA & Executive MBA

Leading the Strategic Change Process 2010-2012, Prof. Paul Hirsch

Teaching Assistant, Northwestern University, Kellogg MBA and EMBA

Leadership in Organizations, 2008 – 2011

Leading the Strategic Change Process, 2007 – 2011

Power in Organizations: Sources, Strategies and Skills, 2007 – 2010

Designing Organizational Systems, 2008 – 2010

## **INDUSTRY EXPERIENCE**

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Consultant / Manager – Management Consulting (Arthur Andersen, KPMG, Deloitte Consulting),  
1999 – 2007