

EDWARD J. ZAJAC

Kellogg School of Management
Northwestern University
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ACADEMIC POSITIONS:

1993-present	James F. Beré Professor of Management and Organizations, Northwestern University
1995-present	Professor of Management and Organizations, Professor of Health Industry Management, Professor of Sociology (by courtesy), Northwestern University
1991-1995	Associate Professor of Management and Organizations, Northwestern University
1986-1991	Assistant Professor of Management and Organizations, Northwestern University
1993-present	Visiting Scholar (on occasion): Free University of Berlin, National University of Singapore, Erasmus University, University of Zurich, Hong Kong University of Science and Technology, Singapore Management University

EDUCATION:

1981-1986	Ph.D., Organization and Strategy	The Wharton School, University of Pennsylvania
1981-1985	M.A., Organization and Strategy	The Wharton School, University of Pennsylvania
1981-1984	M.B.A., Management/ Strategic Planning	The Wharton School, University of Pennsylvania
1979-1980	Fulbright Scholar	University of Cologne, Germany
1975-1979	B.S., Accounting and German	LaSalle College, Philadelphia, PA

PUBLICATIONS:

I. Mahmood, H. Kim, and E.J. Zajac. "Where Can Capabilities Come From: Network Ties and Capability Acquisition in Business Groups." Strategic Management Journal, 32:820-848, 2011.

E.J. Zajac, T.A. D'Aunno, & L.R. Burns. "Managing Strategic Alliances." In Shortell and Kaluzny's Health Care Management: Organization Design and Behavior, (L.R. Burns, E.H. Bradley, & B.J. Weiner, eds.), pp. 321-346, 2011.

S. Ansari, P. Fiss, and E.J. Zajac. "Made to Fit: How Practices Vary as They Diffuse." Academy of Management Review, 35:67-92, 2010.

J. Li, C. Zhou, & E.J. Zajac. "Control, Collaboration, and Productivity in International Joint Ventures: Theory and Evidence." Strategic Management Journal, 30:865-884, 2009.

D. Hambrick, A. von Werder, & E.J. Zajac. "New Directions in Corporate Governance Research." Organization Science, 19:1-5, 2008.

L.O. Wang & E.J. Zajac. "Acquisition or Alliance? A Dyadic Perspective on Interfirm Resource Combinations." Strategic Management Journal, 28:1291-1317, 2007.

P. Fiss & E.J. Zajac. "The Symbolic Management of Corporate Strategy: Framing, Decoupling and Strategic Change." Academy of Management Journal, 49:1173-1193, 2006.

M. Washington & E.J. Zajac. "Status Evolution and Competition: Theory and Evidence." Academy of Management Journal, 48:282-296, 2005.

P. Fiss & E.J. Zajac. "The Diffusion of Ideas Over Contested Terrain: The (Non)adoption of a Shareholder Value Orientation Among German Firms." Administrative Science Quarterly, 49:501-534, 2004.

E.J. Zajac & J.D. Westphal. "The Social Construction of Market Value: Institutionalization and Learning Perspectives on Stock Market Reactions." American Sociological Review, 69:433-457, 2004.

M. Jensen & E.J. Zajac. "Corporate Elites and Corporate Strategy: How Demographic Preferences and Structural Position Shape the Scope of the Firm." Strategic Management Journal, 25:507-524, 2004.

X. Yin & E.J. Zajac. "The Strategy/Governance Structure Fit Relationship: Theory and Evidence in Franchising Arrangements." Strategic Management Journal, 25:365-383, 2004.

E.J. Zajac & J. D. Westphal. "Intraorganizational Economics." In Companion to Organizations, (J.A.C. Baum, ed.), pp. 233-255, 2002.

J.D. Westphal & E.J. Zajac. "Explaining Institutional Decoupling: The Case of Stock Repurchase Programs." Administrative Science Quarterly, 46: 202-228, 2001.

M.S. Kraatz & E.J. Zajac. "How Resources Affect Strategic Change and Performance in Turbulent Environments: Theory and Evidence." Organization Science, 12: 632-657, 2001.

B.R. Golden & E.J. Zajac. "When Will Boards Influence Strategy? Inclination X Power = Strategic Change." Strategic Management Journal, 22: 1087-1112, 2001.

E.J. Zajac, M.S. Kraatz, & R. Bresser. "Modeling the Dynamics of Strategic Fit: A Normative Approach to Strategic Change." Strategic Management Journal, 21: 429-454, 2000.

R. Gulati & E.J. Zajac. "Reflections on the Study of Strategic Alliances." In Cooperative Strategy: Economic, Business, and Organizational Issues (D. Faulkner & M. De Rond, eds.), pp. 365-374, 2000.

J.D. Westphal & E.J. Zajac. "Symbolic Management of Stockholders: Corporate Governance Reforms and Shareholder Reactions," Administrative Science Quarterly, 43, 127-153, 1998.

E.J. Zajac & J.D. Westphal. "Toward a Behavioral Theory of the CEO/Board Relationship: How Research Can Enhance Our Understanding of Corporate Governance Practices." In Navigating Change: How CEOs, Top Teams, and Boards Steer Transformation (D.C. Hambrick, D.A. Nadler, M.L. Tushman, eds.), pp. 256-277, 1998.

J.D. Westphal & E.J. Zajac. "Defections from the Inner Circle: Social Exchange, Reciprocity, and the Diffusion of Board Independence in U.S. Corporations," Administrative Science Quarterly, 42:161-183, 1997.

E.J. Zajac & J.D. Westphal. "Managerial Incentives in Organizations: Economic, Political, and Symbolic Perspectives," Organizational Decision Making, (Z. Shapira, ed.), pp. 133-157, 1996.

E.J. Zajac & J.D. Westphal. "Director Reputation, CEO/Board Power, and the Dynamics of Board Interlocks," Administrative Science Quarterly, 41:507-529, 1996.

M.S. Kraatz & E.J. Zajac. "Exploring the Limits of the New Institutionalism: The

Causes and Consequences of Illegitimate Organizational Change," American Sociological Review, 61:812-836, 1996.

E.J. Zajac & J.D. Westphal. "Who Shall Succeed? How CEO/Board Preferences and Power Affect the Choice of New CEOs," Academy of Management Journal, 39:64-90, 1996.

R.P. Beatty & E.J. Zajac. "Managerial Incentives, Monitoring, and Risk-Bearing in Initial Public Offering Firms," Journal of Applied Corporate Finance, 8:87-96, 1995.

E.J. Zajac & J.D. Westphal. "Accounting for the Explanations of CEO Compensation: Substance and Symbolism," Administrative Science Quarterly, 40:283-308, 1995.

J.D. Westphal & E.J. Zajac. "Who Shall Govern? CEO/Board Power, Demographic Similarity, and New Director Selection," Administrative Science Quarterly, 40:60-83, 1995.

R.P. Beatty & E.J. Zajac. "Top Management Incentives, Monitoring, and Risk-Bearing: A Study of Executive Compensation, Ownership, and Board Structure in Initial Public Offerings," Administrative Science Quarterly, 39:313-336, 1994.

E.J. Zajac & J.D. Westphal. "The Costs and Benefits of Managerial Incentives and Monitoring in Large U.S. Corporations: When is More not Better?" Strategic Management Journal, 15:121-142, 1994.

J.D. Westphal & E.J. Zajac. "Substance and Symbolism in CEOs' Long-Term Incentive Plans," Administrative Science Quarterly, 39:367-390, 1994.

J.B. Barney & E.J. Zajac. "Competitive Organizational Behavior: Toward an Organizationally-Based Theory of Competitive Advantage." Strategic Management Journal, 15:5-9, 1994.

E.J. Zajac & M.S. Kraatz. "A Diametric Forces Model of Strategic Change: Assessing the Antecedents and Consequences of Restructuring in the Higher Education Industry," Strategic Management Journal, 14:83-102, 1993.

E.J. Zajac & C.P. Olsen. "From Transaction Costs to Transactional Value Analysis: Implications for the Study of Interorganizational Strategies," Journal of Management Studies, 30:131-145, 1993.

M.H. Bazerman, M.A. Neale, K.L. Valley, E.J. Zajac & Y.M. Kim. "The Effects of Agents and Mediators on Negotiation Outcomes," Organization Behavior and Human Decision Processes, 53:55-73, 1992.

E.J. Zajac. "Relating Economic and Behavioral Perspectives in Strategy Research." Advances in Strategic Management, (P. Shrivastava, A. Huff, J. Dutton, eds.), Volume 8, pp.69-96, 1992.

W.G. Astley & E.J. Zajac. "Intraorganizational Power and Organizational Design: Reconciling Rational and Coalitional Models of Organization," Organization Science, 2:399-411, 1991.

E.J. Zajac, B.R. Golden, & S.M. Shortell. "New Organizational Forms for Enhancing Innovation: The Case of Internal Corporate Joint Ventures," Management Science, 37:170-184, 1991.

E.J. Zajac & M.H. Bazerman. "Blind Spots in Industry and Competitor Analysis: The Implications of Interfirm (Mis)perceptions for Strategic Decisions," Academy of Management Review, 16:37-56, 1991.

S.M. Shortell & E.J. Zajac. "Health Care Organizations and the Development of the Strategic Management Perspective," Innovations in Health Care Delivery: New Insights into Organization Theory, (S. Mick, ed.), pp. 141-180, 1990.

E.J. Zajac. "CEO Selection, Succession, Compensation, and Firm Performance: A Theoretical Integration and Empirical Analysis," Strategic Management Journal, 11:217-230, 1990.

S.M. Shortell & E.J. Zajac. "Perceptual and Archival Measures of Miles and Snow's Strategic Types: A Comprehensive Assessment of Reliability and Validity," Academy of Management Journal, 33:817-832, 1990.

W.G. Astley & E.J. Zajac. "Beyond Dyadic Exchange: Functional Interdependence and Subunit Power," Organization Studies, 11:481-501, 1990.

E.J. Zajac & S.M. Shortell. "Changing Generic Strategies: Likelihood, Direction, and Performance Implications," Strategic Management Journal, 10:413-430, 1989.

E.J. Zajac. "Interlocking Directorates as an Interorganizational Strategy: A Test of Critical Assumptions," Academy of Management Journal, 31:428-438, 1988.

J.R. Kimberly & E.J. Zajac. "The Dynamics of CEO/Board Relationships," The Executive Effect: Concepts and Methods for Studying Top Managers, (D. Hambrick, ed.), pp. 179-204, 1988.

S.M. Shortell & E.J. Zajac. "Internal Corporate Joint Ventures: Development Processes and Performance Outcomes," Strategic Management Journal, 9:527-542, 1988.

C.J. Fombrun & E.J. Zajac. "Structural and Perceptual Influences on Intraindustry Stratification," Academy of Management Journal, 30:33-50, 1987.

R.P. Beatty & E.J. Zajac. "CEO Change and Firm Performance in Large Corporations: Succession Effects and Manager Effects," Strategic Management Journal, 8:305-317, 1987.

J.R. Kimberly & E.J. Zajac. "Strategic Adaptation in Health Care Organizations: Implications for Theory and Research." Medical Care Review, 42:267-302.

WORKING PAPERS:

J. Pozner & E.J. Zajac. "Explaining Firm Performance: The Symbolic Management of Quarterly Earnings Announcements." Revise and resubmit, Organization Science.

M. Piao & E.J. Zajac. "How Exploitation Impedes and Impels Exploration: Theory and Evidence." Revise and resubmit, Strategic Management Journal.

S. Albers & E.J. Zajac. "What Makes A Strategic Alliance? An Organization Theory Analysis." Revise and resubmit, Journal of Management Studies.

Y.S. Bermiss & E.J. Zajac. "Under Construction: How Commensuration and Management Fashions Affect Corporate Reputaiton Rankings." Revise and resubmit, Organization Science.

I.Stern, J.M. Dukerich, & E.J. Zajac. "When Stars Align: How Scientific Reputation and Status Affect Alliance Formation." Revise and resubmit, Strategic Management Journal.

M. Kennedy, R. Solomon, & E.J. Zajac. "The Cost of Crying Wolf: Institutions, Incentives, and Social Exchange in Publicity." Revise and resubmit, Academy of Management Journal.

J. Li, W. Ju, & E.J. Zajac. "Gets and Gives: Political Ties as a Double-Edged Resource for Enhancing Firm Innovation."

L.O. Wang & E.J. Zajac. "Creating Value through Mergers and Acquisitions: A Dyadic, Knowledge-based Approach."

S. Giorgi & E.J. Zajac. "Braking the Law: How The U.S. Auto Industry Symbolically Managed Product Safety."

M-H. Morris, F. Wohlgezogen, & E.J. Zajac. "Rich Language for Poor Firms: The

Symbolic Management of Bankruptcy.”

CONFERENCE PRESENTATIONS (NATIONAL AND INTERNATIONAL):

R. Lungeanu & E.J. Zajac. “Well-Matched: Ownership Experience and IPO Success.” National Academy of Management meeting, Boston, 2012.

I. Naumovska, P. Lee, & E.J. Zajac. “When Practices Diffuse in a Bubble: Reverse Mergers and the Internet Wave.” National Academy of Management meeting, Boston, 2012.

A. Thomas, T. Mellewigt, & E.J. Zajac. “My Once and Future Partner – or Acquiree? Unpacking the Impact of Partner-Specific Alliance Experience.” National Academy of Management meeting, Boston, 2012.

W. Jung & E.J. Zajac. “What Complements Complementarity: Performance Differences between Generalist and Specialist Alliance Partners.” International Strategic Management Society meeting, Miami, 2011.

M-H. Morris, F. Wohlgezogen, & E.J. Zajac. “Rich Language for Poor Firms: The Symbolic Management of Bankruptcy.” National Academy of Management meeting, San Antonio, 2011.

M. Kennedy, R. Solomon, & E.J. Zajac. “Signaling, Cheap Talk, and the Cost of Crying Wolf.” International Strategic Management Society meeting, Rome, 2010.

J-E. Pozner & E.J. Zajac. “On Language: Impression Management as a Tool of Symbolic Management.” National Academy of Management meeting, Montreal, 2010.

S. Perkins, M-H. Morris, & E.J. Zajac. “Fit to be Tied: Using Contracts Strategically to Ensure Partner Performance.” International Strategic Management Society meeting, Washington, 2009.

C-N. Chung, Y-C. Kim, & E.J. Zajac. “When Institutional Logics Collide, Who Wins? The Incorporation of Independent Directors into Family Firms.” International Strategic Management Society meeting, Washington, 2009.

J. Li, W. Ju, & E.J. Zajac. “Gets and Gives: The Double-Edged Role of Political Ties in Firm Innovation.” National Academy of Management meeting, Chicago, 2009.

C-N. Chung, Y-C. Kim & E.J. Zajac. “Institutional Collision in Corporate Governance: The Incorporation of Independent Directors in Family Firms in

Emerging Economies.” Academy of International Business, San Diego, 2009.

S. Perkins & E.J. Zajac. “Dismantling (or Maintaining) the Status Quo: The Role of Symbolic Management in Institutional Change.” Academy of International Business, Milan, 2008.

M.K. Kennedy & E.J. Zajac. “Making (and Keeping) It Real: How Social Exchange Systems Enable/Constrain the Enactment of New Market Positions.” National Academy of Management meeting, Anaheim, 2008.

S.S. Levine & E.J. Zajac. “Institutionalization in Efficient Markets: The Case of Price Bubbles.” National Academy of Management meeting, Anaheim, 2008.

J. Li, W. Ju, & E.J. Zajac. “The Double-Edged Role of Political Ties in the Innovation Process.” International Strategic Management Society meeting, Cologne, 2008.

S. Albers & E.J. Zajac. “What Makes A Strategic Alliance? An Organizational Analysis.” International Strategic Management Society meeting, Cologne, 2008.

S.S. Levine & E.J. Zajac. “The Institutional Life of Financial Bubbles.” American Sociological Association meeting, New York, 2007.

S. Perkins & E.J. Zajac. “Signal Or Symbol? Interpreting Firms’ Strategic Response To Institutional Change In The Brazilian Stock Market.” International Strategic Management Society meeting, San Diego, 2007.

S. Giorgi & E.J. Zajac. “Struggling For Supremacy In Institutional Competition: How The United States Automobile Industry Re-Constructed Product Safety.” International Strategic Management Society meeting, San Diego, 2007.

S. Albers & E.J. Zajac. “Towards a Theory of Strategic Alliances as an Organizational Form.” National Academy of Management meeting, Philadelphia, 2007.

S.S. Levine & E.J. Zajac. “The Social Life of Financial Bubbles.” American Economic Association meeting, Chicago, 2007.

M. Kennedy & E.J. Zajac. “Leveraging Stable Institutions for Strategic Change: Business Journalism and Market Formation.” International Strategic Management Society meeting, Vienna, 2006.

J. Pozner & E.J. Zajac. “Sense-Giving as Corporate Strategy: Antecedents and Consequences of the Use of Symbolic Language in Corporate Quarterly Earnings Announcements.” National Academy of Management meeting, Atlanta, 2006.

Y.S. Bermiss & E.J. Zajac. "Changing Fortunes: Making Sense of Corporate Reputation over Time." National Academy of Management meeting, Atlanta, 2006.

J. Li, C. Zhao, & E.J. Zajac. "How Do Differences in Joint Venture Ownership Affect Productivity: Theory and Evidence from China." Academy of International Business meeting, Beijing, 2006.

S. Bermiss & E.J. Zajac. "Making Sense of Corporate Reputation over Time." International Strategic Management Society meeting, Orlando, 2005.

J. Pozner & E.J. Zajac. "Explaining Firm Performance: The Symbolic Management of Quarterly Earnings Announcements." International Strategic Management Society meeting, Orlando, 2005.

M. Piao & E.J. Zajac. "Re-examining Triadic Principal-Agent Relationships: The Case of IPOs." National Academy of Management meeting, Honolulu, 2005.

E.J. Zajac & L. Wang. "The Effect of Acquirer and Target Characteristics on Total Value Creation in Mergers and Acquisitions." National Academy of Management meeting, Honolulu, 2005.

P. Lee & E.J. Zajac. "Signifying Strategic Change with Corporate Names: The Symbolic Management of the ".com" Moniker." International Strategic Management Society meeting, Puerto Rico, 2004.

M. Kennedy & E.J. Zajac. "Strategy and Symbolic Moves: How Firms Influence the Media in the Social Construction of New Market Niches." International Strategic Management Society meeting, Puerto Rico, 2004.

P. Fiss & E.J. Zajac. "Framing and Strategic Change." National Academy of Management meeting, New Orleans, 2004.

P. Lee & E.J. Zajac. "Corporate Names as Frames: Symbolic Management During the ".com" Era." 6th International Conference on Corporate Discourse, Amsterdam, 2004.

E.J. Zajac & M. Piao. "The Strategic Role of Structural Holes: Information Brokerage or Trust Brokerage?" International Strategic Management Society meeting, Baltimore, 2003.

L.O. Wang & E.J. Zajac. "Acquisition or Alliance? A Dyadic Perspective on Interfirm Resource Combinations." National Academy of Management meeting, Seattle, 2003.

P. Fiss & E.J. Zajac. "Predicting the Path of a Diffusing Ideology: The Case of a Shareholder Value Orientation in Germany." National Academy of Management meeting, Seattle, 2003.

E.J. Zajac. "Corporate Governance as Ideology: Explaining the Diffusion of the Agency Perspective." National Academy of Management meeting, Denver, 2002.

E.J. Zajac. "What is Business Policy and Strategy and Where May It be Headed? Reflections of a Third-Generation Strategy Researcher." National Academy of Management meeting, Denver, 2002.

E.J. Zajac & P. Fiss. "Strategy as Ideology: Has the Shareholder-Value Orientation Diffused in Germany?" International Strategic Management Society meeting, San Francisco, 2001.

E.J. Zajac & J.D. Westphal. "Do Markets Learn? Institutional vs. Market Learning Perspectives on the Consequences of Stock Repurchase Programs." National Academy of Management meeting, Washington, D.C., 2001.

X. Yin & E.J. Zajac. "The Role of Governance Structure in Strategic Change: Theory and Evidence in Franchising." National Academy of Management meeting, Washington, D.C., 2001.

E.J. Zajac & J.D. Westphal. "Do Markets Learn? The Institutionalization of Stock Buybacks." American Sociological Association meeting, Anaheim, 2001.

E.J. Zajac & P. Fiss. "Corporate Governance and Contested Terrain: The Rise of the Shareholder Value Orientation in Germany." National Academy of Management meeting, Toronto, 2000.

X. Yin & E.J. Zajac. "How Governance Structure Affects the Probability, Magnitude, and Direction of Strategic Change." International Strategic Management Society meeting, Berlin, 1999.

M. Jensen & E.J. Zajac. "Revisiting the Effects of Strategic Leadership on Corporate Strategy: The Unit of Analysis Dilemma." National Academy of Management meeting, Chicago, 1999.

E.J. Zajac & X. Yin. "Strategy, Governance Structure, and Performance: Theory and Evidence in Franchising Arrangements." National Academy of Management meeting, Chicago, 1999.

M. Jensen & E.J. Zajac. "How Top Management Power and Preferences Affect Corporate Restructuring." International Strategic Management Society meeting,

Orlando, 1998.

X. Yin & E.J. Zajac. "Franchising and Its Effects of Strategic Decisions and Organizational Performance: A Multilevel Analysis." International Strategic Management Society meeting, Orlando, 1998.

J.D. Westphal & E.J. Zajac. "The Social and Political Determinants of Stock Buybacks." National Academy of Management meeting, San Diego, 1998.

E.J. Zajac, M.S. Kraatz, & R. Bresser. "Modeling the Dynamics of Strategic Fit: How Organizational Resources and Environmental Forces Affect the Desirability of Strategic Change." International Strategic Management Society meeting, Barcelona, 1997.

E.J. Zajac & J.D. Westphal. "Do Firms Get What They Pay For? How Alternative Performance Criteria Affect the CEO Pay-For-Performance Relationship." National Academy of Management meeting, Boston, 1997.

E.J. Zajac & B.R. Golden. "When Will Boards Influence Strategy? Inclination X Power = Strategic Change." National Academy of Management meeting, Boston, 1997.

M. Washington & E.J. Zajac. "By Invitation Only: Status, Privilege, and the Social Structure of Tournaments." National Academy of Management meeting, Boston, 1997.

E.J. Zajac & J.D. Westphal. "Director Reputation, CEO/Board Power, and the Dynamics of Board Interlocks." National Academy of Management meeting, Cincinnati, 1996.

J.D. Westphal & E.J. Zajac. "Symbolic Management of Stockholders: Corporate Governance Reforms and Market Reactions." National Academy of Management meeting, Cincinnati, 1996.

E.J. Zajac & J.D. Westphal. "Toward a Behavioral Theory of the CEO/Board Relationship: How Research Can Enhance Our Understanding of Corporate Governance Practices." Conference on Senior Leadership and Corporate Transformation, Columbia University, 1996.

J.D. Westphal & E.J. Zajac. "How the Corporate Director Market Works: The Dynamic Segmentation of Active and Passive Board Members." International Strategic Management Society meeting, Mexico City, 1995.

E.J. Zajac & J.D. Westphal. "Expanding the Notion of Strategy: Resource Allocation vs. Symbolic Management Perspectives." National Academy of

Management meeting, Vancouver, 1995.

J.D. Westphal & E.J. Zajac. "Defections from the Inner Circle: Social Exchange, Reciprocity, and the Diffusion of Board Independence in U.S. Corporations." National Academy of Management meeting, Vancouver, 1995.

E.J. Zajac & J.D. Westphal. "The Symbolic Management of CEO Compensation: Agency vs. Human Resource Justifications." National Academy of Management meeting, Dallas, 1994.

E.J. Zajac, M.S. Kraatz, and R. Bresser. "Developing Normative Models of Organizational Change and Performance: Theory and Evidence in the Savings and Loan Industry." National Academy of Management meeting, Dallas, 1994.

J.D. Westphal & E.J. Zajac. "Who Shall Rule After a CEO Succession? The Likelihood and Direction of Changes in CEO Characteristics." National Academy of Management meeting, Dallas, 1994.

E.J. Zajac. "From Interlocking Directorates to the Study of Boards of Directors: Overcoming Inertia in a Research Tradition." Conference on Strategic Change, University of Warwick, England, 1993.

E.J. Zajac & J.D. Westphal. "Revisiting the CEO Succession--Firm Performance Relationship." National Academy of Management meeting, Atlanta, 1993.

J.D. Westphal & E.J. Zajac. "Substance and Symbolism in CEOs' Long-Term Incentive Plans." National Academy of Management meeting, Atlanta, 1993.

E.J. Zajac. "CEO Preferences for Incentive Compensation: An Empirical Analysis." National Academy of Management meeting, Las Vegas, 1992.

M.S. Kraatz & E.J. Zajac. "Invisible Hand or Iron Cage? Market and Institutional Influences on Organizational Change." National Academy of Management meeting, Las Vegas, 1992.

R.P. Beatty & E.J. Zajac. "Incentives, Monitoring, and Internal Control: Evidence from Initial Public Offerings." American Accounting Association meeting, Washington, 1992.

E.J. Zajac & M.S. Kraatz. "Antecedents and Consequences of Restructuring: A Longitudinal Study of Strategy and Organizational Changes in the Higher Education Industry." Conference on Corporate Restructuring, The Wharton School, University of Pennsylvania, 1992.

E.J. Zajac. "Defining Strategy Research: Behavioral and Economic Approaches."

National Academy of Management meeting, Miami, 1991.

E.J. Zajac. "The CEO Compensation Setting Process: Sources of Influence and Their Implications." Strategic Processes Research Conference, Norwegian School of Management, Oslo, 1991.

C. Olsen & E.J. Zajac. "Performance in Interorganizational Relationships: Strategic and Transaction Cost Perspectives." National TIMS/ORSA meeting, Nashville, 1991.

E.J. Zajac. "CEOs' Perceptions of Strategic Alliances." Conference on Managing Long-Run Relationships, Marketing Science Institute, Boston, 1990.

E.J. Zajac. "Economic and Behavioral Perspectives on the Structuring of CEO Compensation: Evidence from CEOs." Conference on Corporate Governance and Competitive Strategy, University of Minnesota, 1990.

E.J. Zajac. "Integrating Behavioral and Economic Approaches to Strategy Research: The Case of Market Failures." Conference on Theory Building in Strategic Management, University of Illinois, 1990.

E.J. Zajac, B.R. Golden, & S.M. Shortell. "New Organizational Forms for Enhancing Innovation: The Case of Internal Corporate Joint Ventures." National TIMS/ORSA meeting, Las Vegas, 1990.

R.P. Beatty & E.J. Zajac. "Top Management Incentives, Monitoring, and Risk-Bearing: A Study of Executive Compensation, Ownership, and Board Structure in Initial Public Offerings." National Academy of Management meeting, San Francisco, 1990.

E.J. Zajac & C. Olsen. "From Transaction Costs to Transactional Value Analysis: Implications for the Study of Interorganizational Strategies." International Strategic Management Society meeting, San Francisco, 1989.

E.J. Zajac. "An Empirical Investigation of CEO Selection, Succession, Compensation, and Firm Performance." National Academy of Management meeting, Washington, 1989.

E.J. Zajac & S.M. Shortell. "Changing Generic Strategies: Likelihood, Direction, and Performance Implications." National Academy of Management meeting, Washington, 1989.

W.G. Astley & E.J. Zajac. "Intraorganizational Power and Organizational Design." National ORSA/TIMS meeting, New York, 1989.

E.J. Zajac. "Redefining Industry Structure: Market Forces and Hierarchical Coordination." National Academy of Management meeting, Anaheim, 1988.

B.R. Golden, E.J. Zajac & S.M. Shortell. "Innovation in Internal Corporate Joint Ventures." National Academy of Management meeting, Anaheim, 1988.

E.J. Zajac & C. Olsen. "Transaction Costs and Interorganizational Strategies: The Role of Interorganizational Processes." National ORSA/TIMS meeting, Denver, 1988.

E.J. Zajac & S.M. Shortell. "The Strategic Adaptation Patterns of Hospitals: Likelihood, Direction, and Performance Implications." National American Public Health Association meeting, Boston, 1988.

E.J. Zajac. "Strategic Control for Large Diversified Firms: Integrating Control, Information, and Incentive Systems." International Strategic Management Society meeting, Boston, 1987.

S.M. Shortell & E.J. Zajac. "Internal Corporate Joint Ventures and Their Effectiveness." International Strategic Management Society meeting, Boston, 1987.

E.J. Zajac. "Analyzing the Performance Implications of Interorganizational Relations: The Role of Strategic Orientations." National Academy of Management meeting, New Orleans, 1987.

E.J. Zajac & G.R. Jones. "Strategic Groups and Intraindustry Coordination." National Academy of Management meeting, New Orleans, 1987.

E.J. Zajac. "The Functions of Strategic Control." National ORSA/TIMS meeting, St. Louis, 1987.

E.J. Zajac. "Contract Management and Hospital Financial Performance: The Role of Strategic Orientations." National Association for Health Services Research meeting, Chicago, 1987.

E.J. Zajac. "Interlocking Directorates Research: A Critique and Redirection." National Academy of Management meeting, Chicago, 1986.

E.J. Zajac. "Interorganizational Strategies, Managerial Perceptions, and Firm Performance." National Academy of Management meeting, Chicago, 1986.

E.J. Zajac & E.H. Bowman. "Perspectives and Choices in Strategy Research." National Academy of Management meeting, Chicago, 1986.

R.P. Beatty & E.J. Zajac. "CEO Change and Firm Performance in Large Corporations: Succession Effects and Manager Effects." National Academy of Management meeting, San Diego, 1985.

W.G. Astley & E.J. Zajac. "Subunit Interdependence and Intraorganizational Power: Implications for a Coalition View of Organizations." National Academy of Management meeting, San Diego, 1985.

E.J. Zajac. "Strategic Control, Economic Organization, and Firm Performance." National Academy of Management meeting, San Diego, 1985.

W.G. Astley & E.J. Zajac. "A Resource Interdependence View of Organizational Design: An Empirical Examination." National TIMS/ORSA meeting, Boston, 1985.

C.J. Fombrun & E.J. Zajac. "Strategic Adaptation in Organizational Communities: The Case of Financial Services." National ORSA/TIMS meeting, Dallas, 1984.

R.P. Beatty & E.J. Zajac. "A Test of Leadership Impact: CEO Succession and Organization Performance." National ORSA/TIMS meeting, Dallas, 1984.

E.J. Zajac. "An Investigation of Interlocking Directorates Among Competing Firms." National Academy of Management meeting, Boston, 1984.

OTHER INVITED PRESENTATIONS:

Rotterdam School of Management, Erasmus University, 2011.

Singapore Management University, 2011.

Free University of Berlin, Germany, 2011.

Ludwigs-Maximilian University, Munich, Germany, 2011.

University of Southern California, Marshall School of Business, 2010.

Rotterdam School of Management, Erasmus University, 2010.

National University of Singapore, NUS Business School, 2009.

University of Florida, School of Management, 2008

German Academy of Management, Paderborn, Germany, 2007.

University of Victoria, Faculty of Business, 2006.

Hong Kong University of Science and Technology, School of Management, 2006.

National University of Singapore, NUS Business School, 2005.

Boston University, School of Management, 2005.

Harvard Business School, Strategy Conference, 2005.

London Business School, Strategy and International Management Area, 2005.

Technical University of Berlin, Germany, 2005.

Rotterdam School of Management, Erasmus University, 2004.

Purdue University, Krannert School of Management, 2004.

University of Illinois, College of Business Administration, 2004.

University of Michigan, School of Business, 2003.
Emory University, Goizueta Business School, 2003.
National Taiwan University, Research Excellence Program, 2003.
University of Cologne, Germany, School of Business, 2003.
University of Minnesota, Strategic Management Colloquium Series, 2002.
University of Maryland, Robert H. Smith School of Business, 2002.
Pennsylvania State University, College of Business Administration, 2002.
University of Southern California, Marshall School of Business, 2002.
New York University, Stern School of Business, 2002.
Brigham Young University, Marriott School of Management, 2002.
University of Chicago, Graduate School of Business, 2001.
Ohio State University, Fisher School of Business, 2001.
Duke University, Fuqua School of Business, 2000.
Securities and Exchange Commission, 1999.
University of Pennsylvania, The Wharton School, 1999.
University of Michigan, School of Business, 1999.
Case Western University, Weatherhead School of Management, 1999.
Duke University, Fuqua School of Business, 1999.
University of Cologne, Germany, School of Business, 1999.
Columbia University, Graduate School of Business, 1998.
University of Chicago, Graduate School of Business, 1997.
University of Pennsylvania, The Wharton School, 1997.
Washington University, Olin School of Business, 1997.
York University, School of Business, 1997.
University of Illinois, Department of Business Administration, 1997.
Cornell University, School of Industrial and Labor Relations, 1997.
Arizona State University, School of Business, 1996.
University of California at Los Angeles, Anderson School of Business, 1996.
Carnegie-Mellon University, Graduate School of Business, 1996.
Harvard University, Graduate School of Business, 1995.
University of Chicago, Graduate School of Business, 1995.
Emory University, Department of Organization and Management, 1995.
Stanford University, Graduate School of Business, 1994.
Dartmouth College, Tuck School of Management, 1994.
University of Wisconsin at Milwaukee, School of Management, 1994.
Stanford University, Center for Organizational Research, 1993.
MIT, Sloan School of Management, 1993.
Free University of Berlin, Germany, School of Business, 1993.
University of Colorado, Department of Management, 1993.
University of Illinois, Strategic Management Seminar Series, 1993.
University of Minnesota, Strategic Management Colloquium Series, 1993.
University of Pennsylvania, The Wharton School, 1992.
Washington University, Olin School of Business, 1992.
Temple University, School of Management, 1991.
European Institute of Business Administration (INSEAD), 1991.

University of Pennsylvania, The Wharton School, 1990.
University of Texas at Austin, Graduate School of Business, 1990.
New York University, Graduate School of Business, 1990.
University of Trier, West Germany, 1989.
University of Minnesota, Division of Health Services Administration, 1989.
Stanford University, Asilomar Conference on Organizations, 1988.
University of Iowa, Department of Management Sciences, 1988.
University of Chicago, Graduate School of Business, 1987.
University of Minnesota, Strategic Management Colloquium Series, 1986.

ACADEMIC HONORS AND AWARDS:

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|------|---|
| 2012 | Recognized as one of the “most highly cited researchers” worldwide in the Institute of Scientific Information’s yearly list of highly cited researchers (representing less than one-half of one percent of all published researchers). Similar recognition in 2011, 2010, 2009, 2008, 2007, and 2006. |
| 2012 | Invited speaker at the Doctoral Consortium, Business Policy and Strategy Division, Academy of Management meetings, Boston. |
| 2012 | Invited speaker at the New Doctoral Student Consortium, Academy of Management meetings, Boston. |
| 2011 | Invited speaker at the Mid-Career Faculty Consortium, Business Policy and Strategy Division, Academy of Management meetings, San Antonio. |
| 2008 | Invited speaker at the Doctoral Workshop, International Strategic Management Society meetings, Cologne. |
| 2007 | Elected as a Fellow of the Strategic Management Society. |
| 2007 | Invited speaker at the Doctoral and Junior Faculty Consortia, International Management Division, Academy of Management meetings, Philadelphia. |
| 2006 | Invited speaker at the Doctoral and Junior Faculty Consortia, Academy of International Business meetings, Beijing. |
| 2005 | Invited speaker at the Doctoral Workshop, International Strategic Management Society meetings, Orlando. |

- 2005 Invited speaker at the Mid-Career Faculty Consortium, Business Policy and Strategy Division, Academy of Management meetings, Honolulu.
- 2004 Invited speaker at the Doctoral Workshop, International Strategic Management Society meetings, Puerto Rico.
- 2004 Invited speaker at the Junior Faculty Consortium, Technology and Innovation Management Division, Academy of Management meetings, New Orleans.
- 2003 Invited speaker at the Mid-Career Faculty Consortium, Business Policy and Strategy Division, Academy of Management meetings, Seattle.
- 2002 Invited speaker at the Young Faculty Consortium, Business Policy and Strategy Division, Academy of Management meetings, Denver.
- 2001 Elected as a Fellow of the Academy of Management.
- 2001 Invited speaker at the Doctoral Consortium, Business Policy and Strategy Division, Academy of Management meetings, Washington, D.C.
- 2001 Invited Distinguished Speaker at the Texas Conference on Organizations, Austin.
- 2000 Invited speaker at the Doctoral Consortium, Business Policy and Strategy Division, Academy of Management meetings, Toronto.
- 2000 Appointed as Director of the Center for Strategic Alliance Research, Kellogg Graduate School of Management, Northwestern University.
- 2000 Invited speaker at the Doctoral Consortium, Organization and Management Theory Division, Academy of Management meetings, Toronto.
- 1999 Invited speaker at the Junior Faculty Workshop, Organization and Management Theory Division, Academy of Management meetings, Chicago.
- 1999 Invited speaker at Academy of Management Forum on "Economic Sociology Meets Strategy and Management," Chicago.
- 1998 Elected Chair of the Business Policy and Strategy Division, Academy

of Management.

- 1998 Invited speaker at the Dissertation Workshop, Business Policy and Strategy Division, Academy of Management meetings, San Diego, 1998.
- 1996 Received the Sidney J. Levy Teaching Award for excellence in teaching, Kellogg School of Management, Northwestern University.
- 1996 Appointed as Chair of selection committees for the George R. Terry Book Award and the Scholarly Contribution Award for the Academy of Management.
- 1996 Invited speaker at the Dissertation Workshop, Business Policy and Strategy Division, Academy of Management meetings, Cincinnati.
- 1995 Invited speaker at the Craft of Writing Workshop, Business Policy and Strategy Division, Academy of Management meetings, Vancouver.
- 1995 Invited speaker at the Dissertation Workshop, Business Policy and Strategy Division, Academy of Management meetings, Vancouver.
- 1993 Awarded the James F. Beré Chair in Organization Behavior, Northwestern University.
- 1992 Appointed as Chair of the 13th International Conference of the Strategic Management Society, Chicago, 1993.
- 1992 Invited Co-Chair of New Faculty Consortium, Business Policy and Strategy Division, Academy of Management meetings, Las Vegas.
- 1992 Invited speaker at the Doctoral Student/Junior Faculty Consortium, Health Care Administration Division, Academy of Management meetings, Las Vegas.
- 1991 Invited speaker at the Doctoral Consortium, Business Policy and Planning Division, Academy of Management meetings, Miami.
- 1991 Elected as Program Chair of the National TIMS/ORSA Conference, College of Organization.
- 1990 Received the 1990 Best Paper Award of the Business Policy and Planning Division, Academy of Management.

- 1990 Invited speaker at the New Faculty Consortium, Business Policy and Planning Division, Academy of Management meetings, San Francisco.
- 1990 Appointed as a judge in selecting the year's best paper in the Academy of Management Journal.
- 1989 Invited speaker at the Doctoral Student/Junior Faculty Consortium, Health Care Administration Division, Academy of Management meetings, Washington.
- 1989 Appointed as a judge in selecting the year's best paper in the Academy of Management Review.
- 1985-1986 Awarded a Doctoral Dissertation Research Grant, sponsored by the National Center for Health Services Research.
- 1984 Awarded the "Best Paper in Corporate and Organizational Planning" prize, sponsored by the Foundation for Administrative Research and the North American Society for Corporate Planning.
- 1984 Graduated with Distinction (top 5-10% of Wharton MBA class).
- 1979-1980 Awarded Fulbright Fellowship.
- 1979 Graduated maxima cum laude.
- 1975-1979 Awarded full merit scholarship

EDITORIAL ACTIVITIES (CURRENT):

Co-Editor, Strategic Management Journal.

Editorial Board member, Asia Pacific Management Journal.

PROFESSIONAL MEMBERSHIPS:

Member, Academy of Management.
 Member, Strategic Management Society.
 Member, INFORMS.

OTHER BUSINESS EXPERIENCE:

2008- Board member, Scot Forge.

2007-2011 Board Chair and Board member, Pioneer Surgical Technology.

2007-2009 Board member, The Wetlands Initiative.

2007-2010 Board member, Pioneer Surgical Technology.

2005-2011 Board member, PeopleFlo Manufacturing.

1997-2000 Board member, Roberts Industries.

1980-1981 Staff accountant - Peat, Marwick, Mitchell, and Co. (now KPMG),
Dusseldorf, Germany.

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