**David Souder**

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Storrs, CT 06269-1041

**Academic Positions**

**University of Connecticut, School of Business,** Storrs, CT

*Associate Professor, Management Department* 2014-present

*Academic Director, Executive MBA Program* 2014-present

*PhD Coordinator, Management Department* 2014-present

*Assistant Professor, Management Department*  2007-2014

**Education**

**University of Minnesota**, **Carlson School of Management**, Minneapolis, MN 2002-07

*PhD in Business Administration, concentration in Strategic Management and Organization*

Dissertation: Choice of payoff horizon and firm performance: Strategic investments by cable TV operators 1972-1996

Committee: Myles Shaver and Aks Zaheer (co-advisors), Phil Bromiley, Jeff Long

**University of Pennsylvania, The Wharton School,** Philadelphia, PA 1989-93

*BS in Economics, concentrations in Strategic Management and Finance, cum laude*

Thesis: Managerial economics in Major League Baseball

Study Abroad: Institute for European Studies, Vienna, Austria Fall 1991

**Peer-reviewed Research Publications**

1. David Souder, Aks Zaheer, Harry Sapienza, and Rebecca Ranucci. ‘How family influence, socioemotional wealth, and competitive conditions shape new technology adoption,’ forthcoming at *Strategic Management Journal*.
2. David Souder and Philip Bromiley. ‘Timing for dollars: How option exercisability influences resource allocation,’ forthcoming at *Journal of Management*.
3. David Souder, Greg Reilly, Philip Bromiley, and Scott Mitchell. 2016. ‘A behavioral understanding of investment horizon and firm performance,’ *Organization Science*, 27(5): 1202-1218.
4. Greg Reilly, David Souder, and Rebecca Ranucci. 2016. “Investment horizon in the resource allocation process: A review and framework for next steps,” *Journal of Management*, 42(5): 1169-1194.
5. Rebecca Ranucci and David Souder. 2015. ‘Facilitating tacit knowledge transfer: Routine compatibility, trustworthiness, and integration in M&As,’ *Journal of Knowledge Management*, 19(2): 257-276.
6. Jared Harris, Scott G. Johnson, and David Souder. 2013. ‘Model-theoretic knowledge accumulation: The case of agency theory and incentive alignment,’ *Academy of Management Review,* 38(3): 442-454.
7. Aks Zaheer, Xavier Castaner, and David Souder. 2013. ‘Complementarity, target autonomy, and acquisition performance,’ *Journal of Management,* 39(3): 604-632.
8. David Souder and Philip Bromiley. 2012. ‘Explaining temporal orientation: Evidence from the durability of firms’ capital investments,’ *Strategic Management Journal,* 33(5): 550-569.
9. David Souder, Zeki Simsek and Scott G. Johnson. 2012. ‘The differing effects of agent and founder CEOs on the firm’s market expansion,’ *Strategic Management Journal,* 33(1): 23-41.
10. David Souder and J. Myles Shaver. 2010. ‘Constraints and incentives for making long horizon corporate investments,’ *Strategic Management Journal,* 31(12): 1316-1335.
11. Zeki Simsek, Ciaran Heavey, John F. Veiga, and David Souder. 2009. ‘A typology for aligning organizational ambidexterity’s conceptualizations, antecedents, and outcomes,’ *Journal of Management Studies*, 46(5): 864-894.
12. Jared Harris and David Souder. 2004. ‘Bad apples or bad bushel? Ethics, efficiency and capital market integrity,’ *Business and Professional Ethics Journal*, 23(1&2): 201-222.

**Peer-reviewed Proceedings**

1. David Souder. 2008. ‘Which firms invest for the long term? Longitudinal evidence from cable TV operators,’ *Academy of Management Proceedings*.

**Other Publications**

1. David Souder, Greg Reilly, and Rebecca Ranucci. 2015. ‘Bringing long-term thinking into business,’ a systematic review sponsored by the *Network for Business Sustainability*.

**Working Papers**

1. David Souder and Greg Reilly. ‘Designing Urban Residences for a World of Retirees: Opportunities for Resource Redeployment, Stakeholder Coordination, and Identity Resurrection.’
2. Junichi Yamanoi, Qing Cao, and David Souder. ‘Competition networks: The influence of relational and structural embeddedness on competitive activity.’
3. David Souder, Scott G. Johnson, and Michael Willenborg. ‘Managing in a bubble: Unanticipated consequences of exploiting temporary advantages.’
4. David Souder, Myles Shaver, and Jared Harris. ‘Interpreting long run performance.’
5. Rebecca Ranucci and David Souder. ‘Assurances between managers and securities analysts.’
6. Scott Mitchell, Philip Bromiley, and David Souder. ‘Replicating evidence regarding short-termism.’
7. Greg Reilly, Mark Maltarich, and David Souder. ‘The use of panel vector autoregression to address dynamic relationships in strategic research.’
8. David Souder and Jared Harris. ‘Shared stakeholder interest, leading indicators, and firm value creation.’

**Grants and Research Awards**

Ackerman Scholar, University of Connecticut School of Business, 2016

5-year Research Excellence Award, University of Connecticut School of Business, 2014

Systematic Review on Long-Term Thinking, Network for Business Sustainability, 2014

Research Support, University of Connecticut School of Business Dean’s Fund, 2012-15

Research Support, Connecticut Center for Entrepreneurship and Innovation, 2008-11

Finalist, SMS Conference Best Paper for Practical Implications prize, 2011

Best Paper Co-winner, University of Connecticut School of Business, 2011

Best Paper Honorable Mention, University of Connecticut School of Business, 2010

The State Farm Companies Foundation Dissertation Award, 2006

Austin W. Shanfelter Dissertation Grant Award (from The Cable Center), 2006

Finalist, Booz Allen Hamilton/SMS PhD Fellowship, 2006

University of Minnesota Graduate School Dissertation Fellowship, 2006-2007

Finalist, Joseph M. Juran Center Doctoral Fellowship competition, 2006-2007

**Invited Research Presentations**

Waseda University, 2016

University of California, Irvine, 2014

University of Western Ontario, 2014

Theories of Family Enterprise Conference, Edmonton, 2012

Oklahoma State University (PhD seminar), 2011

Management Development Institute, Gurgaon, 2011

Indian School of Business, 2011

University of Virginia, 2009

University of Pennsylvania, 2007

University of Maryland, 2006

Joint Statistical Meetings, Minneapolis, 2005

**Refereed Conference Presentations – Strategic Management Society**

1. ‘Assurances between managers and securities analysts’ (with Rebecca Ranucci), 2015 in Denver.
2. ‘Recovering after the bubble: Understanding restart strategies as a problem in coordinating aspirations’ (with Scott Johnson), 2014 special conference in Tel Aviv.
3. ‘Shared stakeholder interest, leading performance indicators, and value creation’ (with Jared Harris), 2012 in Prague.
4. ‘The interactive human capital resource: Performance gains from the configuration and bundling of human capital’ (with Mark Maltriarch and Greg Reilly), 2012 in Prague.
5. ‘Does temporal myopia hurt firm performance?’ (with Phil Bromiley), 2011 in Miami. Selected as a finalist for the SMS Best Conference Paper for Practical Implications prize.
6. ‘Corporate governance and boundary testing: Advancing the usefulness of models by engaging in non-paradigmatic empirical research’ (with Jared Harris and Scott Johnson), 2011 special conference in memory of C.K. Prahalad in San Diego.
7. ‘Short-termism, stock options, and visibility in firm investment behavior’ (with Phil Bromiley), 2010 in Rome.
8. ‘Unpacking uncertainty: Differences between investment horizon and production function uncertainty’ (with Greg Reilly), 2009 in Washington.
9. ‘The impact of CEO tenure on exploration and exploitation: A longitudinal modeling’ (with Zeki Simsek), 2008 in Cologne. Selected as runner-up for SMS Best Conference Paper Prize.
10. ‘Routine compatibility, tacit knowledge, and M&A implementation success’ (with Aks Zaheer), 2006 in Vienna. Selected as a finalist for the Booz Allen Hamilton/SMS PhD Fellowship.
11. ‘When does complementarity add value in mergers and acquisitions?’ (with Aks Zaheer and Xavier Castaner), 2004 in San Juan.

**Refereed Conference Presentations – Academy of Management**

1. ‘The pay-performance link: Using text data in proxy statements’ (symposium presentation with Rebecca Ranucci), 2014 in Philadelphia.
2. ‘Boundaries of long term orientation in family firms’ (with Aks Zaheer, Harry Sapienza, and Rebecca Ranucci), 2014 in Philadelphia.
3. ‘Riding the wave without support: Predictable failure from inverted aspiration discrepancies’ (with Scott Johnson and Michael Willenborg), 2012 in Boston.
4. ‘Option exercisability, investment visibility, and firm investment behavior’ (with Phil Bromiley), 2011 in San Antonio.
5. ‘Interpreting long term performance’ (symposium presentation), 2010 in Montreal.
6. ‘Firm growth by replication over agents and founders’ time in office’ (with Scott Johnson), 2010 in Montreal.
7. ‘Synergy sources, target autonomy, and integration in acquisitions’ (with Xavier Castaner), 2010 in Montreal.
8. ‘Which firms invest for the long term? Longitudinal evidence from cable TV operators,’ 2008 in Anaheim. Selected for AOM Best Paper Proceedings.
9. ‘Good theories gone bad: What happens when theory holds, even if the assumptions don’t’ (with Jared Harris), 2008 in Anaheim.
10. ‘Challenges of temporal discounting and the firm-level horizon problem,’ 2006 in Atlanta.
11. ‘A proposed structure for comparing definitions of long run performance across research studies,’ 2006 in Atlanta.
12. ‘The moderating effect of integration on dimensions of M&A relatedness’ (with Aks Zaheer and Xavier Castaner), 2005 in Honolulu.
13. ‘Knowledge transfer in mergers and acquisitions: An empirical test,’ 2004 in New Orleans.

**Refereed Conference Presentations – Others**

1. ‘Frontiers of strategy research on time horizon’ (with Greg Reilly and Rebecca Ranucci), 2014 INFORMS meeting in San Francisco.
2. ‘An empirical examination of temporal orientation as reflected in capital expenditures and working capital’ (with Pedro Sottile and Phil Bromiley), 2014 meeting of the Financial Management Association International in Nashville.
3. ‘Riding the wave without support: Predictable failure from inverted aspiration discrepancies’ (with Scott Johnson), 2013 INFORMS meeting in Minneapolis.
4. ‘Phased market entry: Avoiding multipoint competition by gaining footholds,’ (with Junichi Yamanoi), 2012 Special conference on Entry Timing Strategies in Madrid.
5. ‘Shared stakeholder interest, leading indicators, and firm value creation’ (with Jared Harris), 2011 Interdisciplinary Conference on Stakeholders, Resources, and Value Creation in Barcelona.
6. ‘Bad apples or bad bushel? Ethics, efficiency and capital market integrity’ (with Jared Harris), 2004 Conference on Ethics in the Financial Services after Sarbanes-Oxley in Minneapolis.

**Teaching**

*Doctoral education – University of Connecticut*

MGMT 6202 **Research Methods in Strategic Management** Fall 2011,13,15

*Average student evaluation: 9.8 / 10*

Dissertation Committees:

Xian Cao, expected 2018

Brian Fox (co-Chair), expected 2017

Rebecca Ranucci (Chair), 2015

Nesij Huvaj, 2012

Junichi Yamanoi, 2011

Elizabeth Lim, 2009

Pre-Dissertation Supervision:

Abdullatif Alrashdan, 2016-17

Sergio Grove, 2015-17

Rebecca Ranucci, 2011-12

Jennifer Ma, 2008-10

Qualifying Paper Reviews:

Sergio Grove (Committee), 2016

Howard Jean-Denis (Committee), 2016

Redona Methasani (Editor), 2015

Semin Park (Editor), 2015

Xian Cao (Editor), 2014

Mikhail Wolfson (Editor), 2014

Dale Watson (Reader), 2013

Nicole Jones (Committee member), 2012

Rebecca Ranucci (Committee chair), 2011

Lauren D’Innocenzo (Reader), 2010

Jennifer Ma (Committee chair), 2009

Nesij Huvaj (Committee member), 2008

Michael Kukenberger (Reader), 2007

*Executive education – University of Connecticut*

EMBA 5901 **Executive Project**  Fall 2016 – Spring 2017

EMBA 5301 **Using Statistics for Business** Spring 2014-16

EMBA 5602 **Modeling Quantitative and Qualitative Uncertainty**  Summer 2014-16

Northeast Utilities Finance Academy, **Case Studies** Spring 2009-12, Fall 2013

MGMT 5894 **Graduate Business Studies in Strategic Management** Summer 2009

*Masters’ education – University of Connecticut*

MGMT 5805 **Human Resources Capstone Project** Summer 2016

MGMT 5184 **Strategic Fit and Coordination** Spring 2016

MGMT 5800 **Strategy, Policy, and Planning**

* Full time MBAs Spring 2008-15
* Part time MBAs Summer 2012

*Average student evaluation: 9.2 / 10*

*Undergraduate education – University of Connecticut*

MGMT 3234 **Opportunity Generation, Assessment, and Planning** Fall 2012

BADM 3741 **Risks and Rewards of Entrepreneurship** Fall 2012

MGMT 4900 **Strategy, Policy, and Planning** Fall 2007-11, 2014

*Average student evaluation: 9.2 / 10*

*Undergraduate education – University of Minnesota*

MGMT 4004 **Strategy Formulation and Implementation** Summer 2003 – Fall 2005

*Average student evaluation: 6.2 / 7*

**Teaching Awards**

MBA Teacher of the Year, Management Department, University of Connecticut, 2014

Recipient of Provost’s Faculty Development Abroad Grant, University of Connecticut, 2011

Nominated for Educator of the Year, University of Connecticut, 2007-08

Outstanding PhD Student Teaching Award, University of Minnesota, 2004-05, 2005-06

**Service to Students**

Faculty Advisor, Graduate Consulting Club, 2015-17

Faculty Advisor, Undergraduate Consulting Club, 2012-17

Faculty judge, Hack UConn: Smart Cities competition, University of Connecticut, 2016

Faculty judge, preliminary round, Innovation Quest competition, University of Connecticut, 2013-16

Faculty judge, MBA case competition, University of Connecticut, 2010-16

Lecture on ‘The nuts and bolts of consulting,’ sponsored by the Graduate Consulting Club, 2015

Strategy Case Competition Advisor, MBA competition held at the University of Illinois, 2011-16 (Winning team in 2013)

Faculty Advisor, INTD 3999 Student Strategic Advisory Program, 2012

Faculty Advisor, SCOPE Project on University of Connecticut Summer Session, 2010-11

CIBER Case Competition Advisor, MBA competition held at the University of Wisconsin, 2008-10

Independent study supervision, 2008-17

**Service to the Profession**

Editorial Review Board, *Strategic Management Journal*, 2014-present

Editorial Review Board, *Organization Science*, 2013-present

Faculty panelist, Business Policy and Strategy Doctoral Consortium, Academy of Management, Anaheim, CA, 2016

External tenure reviewer, Oklahoma State University, 2016

Ad hoc reviewer, *Academy of Management Journal*, 2009-16

Ad hoc reviewer, *Journal of Institutional Economics*, 2016

Ad hoc reviewer, *Swiss National Science Foundation*, 2015

Ad hoc reviewer, *Administrative Science Quarterly*, 2010, 2012-14

Ad hoc reviewer, *Journal of Management Studies*, 2013-14

Ad hoc reviewer, *Strategic Management Journal*, 2013-14

Ad hoc reviewer, *Organization Science*, 2011-13

Ad hoc reviewer, *Management Science*, 2010-13

Ad hoc reviewer, *Strategic Entrepreneurship Journal*, 2008-09, 2013

Ad hoc reviewer, *Time & Society*, 2012

Ad hoc reviewer, *Journal of Business Research*, 2011-12

Ad hoc reviewer, *Managerial and Decision Economics*, 2008

Ad hoc reviewer, *Organization Studies* 2008

Ad hoc reviewer, Academy of Management conference (BPS), 2003-2013, 2015-16

Outstanding Reviewer Award, Academy of Management (BPS), 2005-10, 2012

Ad hoc reviewer, SMS Best Conference PhD Paper Prize, 2013-16

Ad hoc reviewer, Strategic Management Society conference, 2010-2016

Ad hoc reviewer, EURAM conference, 2013

Faculty judge, INFORMS Dissertation Proposal competition, 2013

Ad hoc reviewer, INFORMS Dissertation Proposal competition, 2010, 2012, 2014-15

Faculty panelist, New Doctoral Student Consortium, Academy of Management, Orlando, FL, 2013

Discussant, U21 Research Conference, 2012

Discussant, ‘Getting your first job,’ Eastern Academy of Management, Hartford, CT, 2009

**Service to the University of Connecticut**

Elected to Promotion and Tenure Review Committee, School of Business, 2016-17

PhD Coordinators Committee, School of Business, 2014-17

EMBA Academic Committee, School of Business, 2013-17 (Chair, 2014-17)

Session Facilitator on Research Ethics for first-year Doctoral students, School of Business, 2016

Member, Transportation Summit Planning Committee, 2015-16

Chair, Faculty Review Grade Change Panel, School of Business, 2015

CIBER Grant Review Committee, School of Business, 2012-14

Session Facilitator on Using Cases in Teaching, Conference on Internationalizing Doctoral Education in Business, University of Connecticut, 2013

EMBA Review Committee, School of Business, 2012-13

MBA Program Director Search Committee, School of Business, 2012-13

Masters Program Committee, School of Business, 2009-13

MBA Redesign Committee, School of Business, 2008-09

**Departmental Service**

Chair, Search Committee, Management Dept., University of Connecticut 2016-17

PhD Committee, Management Department, University of Connecticut, 2007-16

Department Strategy Committee, Management Department, University of Connecticut, 2013-14

Undergraduate Curriculum Committee, Management Department, University of Connecticut, 2013-14

Undergraduate Honors Advisor, Management Department, University of Connecticut, 2012-14

Chair, Assistant Professor Search Committee, Management Dept., University of Connecticut 2012-13

Faculty Search Committees, Management Department, University of Connecticut, 2010-13, 15

Department Head Search Committee, Management Department, University of Connecticut, 2010

Doctoral student liaison to SMO Department faculty, University of Minnesota, 2004-06

Teaching Assistant Liaison Committee, University of Minnesota, 2003-04

Strategic Management Research Council Student Representative, University of Minnesota, 2002-04

**Professional Memberships**

Academy of Management (BPS, SIM)

Strategic Management Society

INFORMS (College on Organization Science)

Society for Business Ethics

Phi Kappa Phi Honor Society

International Honor Society of Phi Beta Delta

American Economics Association (2006-2010)

**Public Engagement**

Featured in ‘Study: Short-sighted planning costs companies money,’ by Claire Hall, *UConn Today*, November 3, 2016.

Session facilitator on ‘The muscle that goes with the title: What can leaders really accomplish?’ *Geno Auriemma Leadership Conference*, Uncasville, CT, October 26-27, 2016.

Quoted in ‘Serendipity Labs offers latest shared work space in Connecticut,’ by Paul Schott, *Stamford Advocate*, September 2, 2016.

Wrote ‘How to thrive and gain respect in your first job,’ for *University of* *Connecticut School of Business Perspectives*, August 4, 2016.

Quoted in ‘Taking the guesswork out of yardwork,’ by Hugh Bailey, *Connecticut Post*, April 4, 2016.

Interviewed about ‘The Baby Boomer effect,’ on The Real Story with Al Terzi and Jenn Bernstein, *WTIC-TV*, Hartford, CT, March 13, 2016.

Seminar leader on ‘Long-term thinking in a short-term world,’ University of Connecticut Executive Education Thought Leadership Breakfast series, Stamford, CT, March 10, 2016.

Interviewed about ‘The Baby Boomer effect,’ Ray Dunaway morning show, *WTIC-AM*, Hartford, CT, November 5, 2015.

Facilitated 4-hour discussion on ‘Anticipating the future’ for a private consulting client, Alexandria, VA, October 26, 2015.

Co-authored ‘The Baby Boomer effect: A look into the Connecticut business landscape and the effects of an aging generation on the state,’ with Thomas DeVitto of *Blum Shapiro*, released October 2015.

Delivered lecture on ‘Entrepreneurial strategy,’ Entrepreneurial Boot Camp for Veterans, Storrs, CT, October 6, 2015.

Delivered lecture on ‘Strategic planning,’ Connecticut Department of Labor, Wethersfield, CT, September 1, 2015.

Delivered lecture on ‘Bringing long-term thinking into business,’ Hebrew University Executive MBA foreign study, New York, NY, March 27, 2015.

Seminar leader on ‘Long-term thinking in a short-term world,’ University of Connecticut Executive Education Thought Leadership Breakfast series, Hartford, CT, February 24, 2015.

Session facilitator on ‘Leadership in a financial crisis,’ *Geno Auriemma Leadership Conference*, Uncasville, CT, October 22-23, 2014.

Seminar leader on ‘Entrepreneurial strategy,’ *Entrepreneurial Boot Camp for Veterans*, Storrs, CT, October 7, 2014.

Seminar leader on ‘Long-term thinking in a short-term world’ for the Leadership Council, *Network for Business Sustainability*, King City, Ontario, September 29-30, 2014.

Delivered lecture on ‘Long-term strategy,’ Hebrew University Executive MBA foreign study, New York, NY, March 25, 2014.

Seminar leader on ‘Entrepreneurial strategy,’ *Entrepreneurial Boot Camp for Veterans*, Storrs, CT, October 8, 2013.

Quoted in ‘CT Telecom ruling opens US market to phone carriers,’ by Brad Kane, *Hartford Business Journal*, Hartford, CT, May 7, 2013.

Session facilitator on ‘Leadership in a financial crisis,’ *Geno Auriemma Leadership Conference*, Uncasville, CT, April 2013.

Quoted in ‘Xerox sees business services growth,’ by Patrick Gallagher, *Fairfield County Business Journal*, Stamford, CT, November 30, 2012.

Seminar leader on ‘Entrepreneurial strategy,’ *Entrepreneurial Boot Camp for Veterans*, Storrs, CT, September 24, 2012.

Interviewed about the opening of the John A. Reisenbach Charter School, *WABC-TV*, New York, NY, July 1999.

**Industry Experience**

Manager, Enterprise Strategy & Marketing Strategy, Luminant Worldwide, New York 2000-2002

Founder, Attollo Consulting, New York 1999-2002

Finance Director, The Learning Project, Inc., New York 1998-1999

Sr. Associate, Associate, Business Analyst, SCA Consulting, New York and London 1993-1998

Subscriptions Manager, Philadelphia Festival Theatre for New Plays, Philadelphia 1992-1993

Announcer and Newscaster, WPEL Radio, Montrose, PA 1987-1991