

TAMMY L. MADSEN

Associate Professor
Management Department
The Leavey School of Business
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EDUCATION

Ph.D. with *distinction*, UCLA, 1997

Strategy and Organization, Anderson Graduate School of Management
University of California, Los Angeles, California

M.S., Systems Management, USC, 1988

University of Southern California, Los Angeles, California

B.S., Mechanical Engineering, UCSB, 1984

College of Engineering, University of California, Santa Barbara, California

ACADEMIC HONORS

- 2017 Outstanding Reviewer Award, *Strategic Management Journal*
- 2015-17 Annual (AY) Dean's Extraordinary Performance Awards for *Teaching, Research & Service*, Leavey School of Business, Santa Clara University
- 2014-2015 *Advisory Board Fellowship*, Leavey School of Business, Santa Clara University
- 2010-2011 *Roelandts Fellow*, Center for Science, Technology & Society, Santa Clara University
- 2007 *Distinguished Paper Award*, *Business Policy & Strategy Div.*, Academy of Management
- 2012, 2014 Annual (AY) Dean's Extraordinary Performance Awards for *Teaching & Service*, Leavey School of Business, Santa Clara University
- 2013 Annual (AY) Dean's Extraordinary Performance Award for *Teaching*, Leavey School of Business, Santa Clara University
- 2000-2011 Annual (AY) Dean's Extraordinary Performance Awards for *Teaching, Research & Service*, Leavey School of Business, Santa Clara University
- 2006 *Santa Clara University President's Special Recognition Award*
- 2006-2008 *Breetwor Fellow*, Santa Clara University
- 2005 *Distinguished Paper Award*, *Business Policy & Strategy Division*, Academy of Management
- 2005, 2007 *Best Papers Proceedings*, *Business Policy & Strategy Division*, Academy of Management
- 2005 Paper Nominated for the Strategic Management Society Conference - Best Paper Award
- 2012, 2013 *Outstanding Reviewer Awards*, *Business Policy & Strategy Division*, Academy of Management
- 2004-2007, 1999-2002
- 2004 Paper Nominated for Best Paper Award, Strategic Management Society Conference
- 2003-2004 STS Scholar, Center for Science, Technology and Society, Santa Clara University
- 2003-2004 Research Grant Award, Center for MultiCultural Learning, Santa Clara University
- 2002 *The 2002 Glueck Best Paper Award*, *Business Policy & Strategy Div.*, Academy of Management
- 2002-2004 *Dean Witter Foundation Fellow*, Santa Clara University
- 2002 *Best Papers Proceedings*, *Business Policy & Strategy Div.*, Academy of Management
- 2002 *Ascendant Scholar*, Western Academy of Management
- 2000-2002 *Dean Witter Foundation Fellow*, Santa Clara University
- 1998 *Finalist/Honorable Mention*, *Best Paper Award*, Strategic Management Society Conference

- 1996 *Best Papers Proceedings, Business Policy & Strategy Division, Academy of Management*
- 1995 *2nd Place, Best Dissertation Proposal Award, INFORMS College on Organization Science,*
- 1995 - 1996 UCLA Graduate Division Dissertation Year Fellowship (merit based)
- 1995 - 1996 UCLA Hortense/Fishbaugh Fellowship (merit based)
- 1991 - 1995 UCLA Graduate Division Based Fellowship (merit based), Project 88

ACADEMIC EXPERIENCE

The Leavey School of Business, Santa Clara University (teaching load: 6 quarter courses)

- Associate Dean, January 1, 2017 to present (refer to the Service section for details).
- Professor of Strategy, Management & Entrepreneurship Department, 2016-present.
- Chair, Management Department, July, 2007-2010 (refer to the Service section for details).
- Associate Professor of Strategy, Management Department, 2005-2016.
- Assistant Professor of Strategy, Management Department, 1999-2005.

The Edwin L. Cox School of Business, Southern Methodist University

Assistant Professor of Strategy, Organizational Behavior & Business Policy, 1996-1999.

California State University, Northridge

Lecturer, Part time, 1994-1996.

University of California, Los Angeles

Research Assistant and Teaching Assistant, Strategy & Organization Department, 1992-1996.

INDUSTRY EXPERIENCE

Research Associate

- Consultant on firm knowledge management practices and collaboration activities using inter/intra/extranets and groupware technologies (1996, 1999). Participated in benchmarking studies that examined Fortune 500 firms' use of technology for collaboration and the real-time collaboration activities of B2B firms.
- *The UCLA/Arthur Andersen Report: Using Best Practices to Take Lotus Notes to the Next Level.* (with E. Darr and G. Goodman, Project Directors), 1995-1996. Participated in a study of 17 worldwide service and manufacturing organizations using Lotus Notes technology for knowledge management and collaboration. The study included 103 executive interviews and over 1600 user surveys.

Program Manager, Commercial Vehicle Electronics, Delco Electronics, GM-Hughes, March, 1988 - August, 1994
 Responsible for all Suspension Electronic Controller Programs, domestic and international applications. *Identified as General Motors High Potential Employee (HPOT) (1988 and through tenure at GM). Received outstanding Program Manager awards in 1989, 1991, and 1992.*

Mechanical Design Engineer, Commercial Vehicle Electronics, Delco Electronics, GM-Hughes, Goleta, CA, November, 1986 - March, 1988

Responsible for packaging design for electronic suspension controllers, airbag controllers, transmission controllers, instrumentation systems and advanced vehicle electronics controllers.

- Received outstanding team member awards in 1987 and 1988.

Design, Test and Evaluation Engineer, F-14 Aircraft Weapon Control Systems, Veda Incorporated, September, 1984 - November, 1986.

Responsible for test and evaluation of F-14 weapon control systems. Tasks included test design, software verification and validation, software design and change documentation, evaluation of drone missile/flight tests, and F-14 radar and weapon systems simulation testing.

WORKING PAPERS

- 1 Xia, F., Walker, G., and Madsen, T. L. 2017. Age Cohorts, Ownership and the Rates of Founding and Entry.
- 2 MacGregor, N., Madsen, T. L., and S. Vedula 2017. Cluster Shocks and Firm Failure: The Contingent Effects of Community Social Capital.
- 3 Madsen, T. L., Walker, G. and Kim, B. K. 2017. The Dynamics of Inter-Cohort Mobility in a Deregulated Industry: Incumbent Status and Entrant Growth.
- 4 Madsen, T. L. and Walker, G. 2016. Heterogeneity Between Cohorts: Inertia and Adjustment to Deregulation. Reject and Resubmit.
- 5 MacGregor, N. and Madsen, T. L. 2016. An Enduring Regional Industrial Cluster: How Temporal and Organizational Heterogeneity Drive Post-Shock Recovery.
- 6 Madsen, T. L. and Cruickshank, D. 2015. Ecosystem Dynamic Capabilities: Enabling Co-Innovation & Growth.

PROJECTS IN DEVELOPMENT

Madsen, T. L. and Cruickshank, D. 2017. Innovation Ecosystems, Platforms and Growth: Enabling Co-Innovation as a Service.

Madsen, T. L. and Walker, G. 2016. Industry Dynamics and Cohort Effects.

PUBLICATIONS

Articles in Peer Review Journals

Durand, R., Grant, R. and Madsen, T. L. 2017. The Expanding Domain of Strategic Management Research and the Quest for Integration. *Strategic Management Journal*, 38: 4-16. [Google cites \(1/2018\): 17](#)

Madsen, T. L. and Walker, G. 2017. Competitive Heterogeneity, Cohorts, and Persistent Advantage. *Strategic Management Journal*, 38: 184-202. [Google cites \(1/2018\): 5](#)

Zanarone, G., Lo, D., and Madsen, T. L. 2016. The Double-Edged Effect of Knowledge Acquisition: How Contracts Safeguard Pre-existing Resources. *Strategic Management Journal*, 37: 2104-2120. [Google cites \(11/2018\): 4](#)

Madsen, T. L. and Leiblein, M. J. 2015. What Factors Affect the Persistence of an Innovation Advantage? *Journal of Management Studies*, 52: 1097-1127. [Google cites \(1/2018\): 13](#)

MacGregor, N. and Madsen, T. L.. 2013. Recovery Following Disruption to an Ecosystem: The Effects of the Internet Bust on Community Evolution. *Journal of Leadership and Organization Studies*, 20(4): 465-478. [Google cites \(1/2018\): 3](#)

Felin, T., Foss, N., Heimericks, K., and Madsen, T.L. 2012. Microfoundations of Routines and Capabilities: Individuals, Processes, and Structure. *Journal of Management Studies*, 49(8): 1351-1374. [Google cites \(1/2018\): 394](#)

Leiblein, M. J. and Madsen, T. L. 2009. Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation. *Strategic Management Journal*, 30: 711-735. [Google cites \(1/2018\): 102](#)

Hoopes, D. and Madsen, T. L. 2008. A capability-based view of competitive heterogeneity. *Industrial and Corporate Change*, 17(3): 393-436. [Google cites \(1/2018\): 126](#)

Madsen, T. L. and Walker, G. 2007. Incumbent and Entrant Rivalry in a Deregulated Industry. *Organization Science*, 18(4): 667-687. [Google cites \(1/2018\): 38](#)

Reprinted in: Maritan, C.A. and M.A. Peteraf (eds.) 2011. Competitive Strategy, Edgar Publishing Strategic Management Series.

Madsen, T. L. and McKelvey, B. 2005. Dynamic Capabilities and Knowledge-Driven Micro-Evolution: Performance Effects of Intrafirm Variation, Selection and Retention Processes. In Ron Sanchez and Aimé Heene (eds.), *Research in Competence-based Management*, 2: 3-38. [Google cites \(1/2018\): 3](#)

Hoopes, D., Madsen, T. L and Walker, G. 2003. Why Is There A Resource Based View? Toward a Theory of Competitive Heterogeneity. *Strategic Management Journal*, 24(10): 889-902. [Google cites \(1/2018\): 1093](#)

Madsen, T. L., Mosakowski E. and Zaheer, S. 2003. Knowledge Retention and Personnel Mobility: The NonDisruptive Effects of Inflows of Experience. *Organization Science*, 14(2): 173-191. [Google cites \(1/2018\): 131](#)

Walker, G., Madsen, T. L. and Carini, G. 2002. How Does Institutional Change Affect Heterogeneity in Performance Among Firms? *Strategic Management Journal* (lead article), 23(2): 89-104. [Google cites \(1/2018\): 93](#)

Madsen, T. L., Mosakowski, E. and Zaheer, S. 2002. The Dynamics of Knowledge Flows: Human Capital Mobility, Knowledge Retention and Firm Change. *Journal of Knowledge Management*, 6(2): 164-176. [Google cites \(1/2018\): 56](#)

Yip, G. S. and Madsen, T. L. 1996. Global Account Management: The New Frontier in Relationship Marketing, *International Marketing Review*. 13(3): 24-42. [Google cites \(1/2018\): 144](#)

Peer Reviewed Best Papers Proceedings & Conference Proceedings

Madsen, T.L. and Leiblein, M. J. 2007. Resource Stocks, Innovation & Persistent Heterogeneity. *Academy of Management Best Papers Proceedings*,. *This paper received a Distinguished Paper Award, Business Policy & Division, Academy of Management (1 of 5 from 653 papers submitted)*. [Google cites \(1/2018\): 10](#)

Leiblein, M. J. and Madsen, T. L. 2005. Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation. *Academy of Management Best Papers Proceedings*. *This paper received a Distinguished Paper Award, Business Policy & Division, Academy of Management (1 of 5 from 555 papers submitted)*.

Madsen, T. L. and Walker, G. 2002. The Evolution of Heterogeneity in Performance. *Academy of Management Best Papers Proceedings*: pgs. BPS V1-V6. *This paper received the 2002 Glueck Best Paper Award, Business Policy & Strategy Division, Academy of Management (selected from 502 papers submitted)*. [Google sites \(1/2018\): 9](#)

Madsen, T. L. and McKelvey, B. 1996. Darwinian Dynamic Capability: Performance Effects of Balanced Intrafirm Selection Processes. *Academy of Management Best Papers Proceedings*: 26-30. [Google sites \(1/2018\): 18](#)

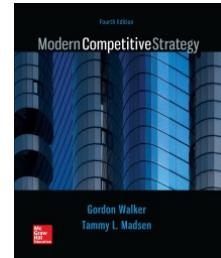
Szyliowicz, D., Madsen, T. L. and Galvin, T. 2004. Logics of Investing and the Venture Capital Industry. *Frontiers of Entrepreneurship Research*.

Hoopes, D., Madsen, T. L. and Walker, G. 2003. Why Is There A Resource Based View? Toward a Theory of Competitive Heterogeneity. *Western Academy of Management Conference Proceedings*.

Madsen, T. L. and Walker, G. 2001. The Rates of Change of Entrants and Incumbents. *Nelson and Winter Conference Proceedings*, (BOA 54): 1-45. Nelson and Winter Conference on Evolutionary Economics, Danish Research Institute for Industrial Dynamics, June, Aalborg, Denmark. [Google sites \(1/2018\): 1](#)

Books and associated teaching materials

Walker G. and Madsen, T. L. 2016 (in print, 3/2015). *Modern Competitive Strategy* (4e). New York, NY: Irwin-McGraw Hill. [Google sites \(1/2018\): 199](#)



Additional Materials developed for the fourth edition:

- Instructor Teaching Manual (major revisions plus new content sections for each chapter: teaching tips, exercises, videos)
- Chapter by Chapter Slidedecks (all new)
- Instructor Test Banks (revised; the fourth edition also includes new short answer questions)
- Case Chart: Mapping cases to Topics and Chapters (new)
- Module Descriptions (new)

Book Chapters and Article/Briefs in Edited Volumes

Madsen, T. L. 2017. Strategy (Edition 2). In Griffin, R. (ed.), *Oxford (annotated) Bibliographies in Management*, pgs. 1-44, peer reviewed. New York: Oxford University Press.

MacGregor, N. and T. L. Madsen. 2017. Cluster Evolution. *Oxford Research Encyclopedia*, peer reviewed. New York: Oxford University Press.

MacGregor, N. and T. L. Madsen. 2017. Regulatory Schocks: Forms, Dynamics and Consequences. *Oxford Research Encyclopedia*, peer reviewed. New York: Oxford University Press.

Madsen, T. L., Woolley, J. and Sarangee. K. 2014. Using Internet-based Collaboration Technologies for Innovation: Crowdsourcing vs. Expertsourcing. In Miles, J.A. (ed.), *New Directions in Management and Organization Theory*, pp. 283-314, UK: Cambridge Scholars Publishing. [Google sites \(1/2018\): 5](#)

Szliowicz D., and Madsen T. L. 2014. Contested Environments: Drivers and Dynamics in the U.S. Marijuana Industry. In Markman, G. and Guerber, A. (eds.), *Sustainability, Society, Business Ethics, and Entrepreneurship*, World Scientific Publishers: UK.

Madsen, T. L. 2014. Strategy. In Griffin, R. (ed.), *Oxford (annotated) Bibliographies in Management*, pgs. 1-44, peer reviewed. New York: Oxford University Press.

Madsen, T. L. 2013. Business Policy & Strategy. In M. Augier & Teece, D. (eds.) *Palgrave Encyclopedia of Strategic Management* (<http://www.palgraveconnect.com/esm/>).

Madsen, T. L., Hoopes, D., Walker, G. 2013. Competitive Heterogeneity. In M. Augier & Teece, D. (eds.) *Palgrave Encyclopedia of Strategic Management* (<http://www.palgraveconnect.com/esm/>).

Madsen, T. L. 2013. Imperfect Resource Mobility. In M. Augier & Teece, D. (eds.) *Palgrave Encyclopedia of Strategic Management* (<http://www.palgraveconnect.com/esm/>).

Madsen, T. L. and MacGregor, N. 2013. Regulation/Deregulation. In M. Augier & Teece, D. (eds.) *Palgrave Encyclopedia of Strategic Management* (<http://www.palgraveconnect.com/esm/>).

Madsen, T. L. and Szyliowicz, D. 2013. Industry Transformation. In M. Augier & Teece, D. (eds.) *Palgrave Encyclopedia of Strategic Management* (<http://www.palgraveconnect.com/esm/>).

Delbecq, A. L., T. L. Griffith, Madsen, T. L. and Woolley, J. L. 2010. A Decision Process Model to Support Timely Organizational Innovation. In Paul C. Nutt and David Wilson (eds.), *The Blackwell Handbook of Decision Making*. [Google sites \(1/2018\): 4](#)

Madsen, T. L., Mosakowski, E. and Zaheer, S. 1999. Static & Dynamic Variation and Firm Outcomes, In Joel A. C. Baum and Bill McKelvey (eds.), *Variations in Organization Science: In Honor of Donald T. Campbell*: 213-236. Thousand Oaks, CA: Sage. [Google sites \(1/2018\): 14](#)

Cases

Yip, G. S. and Madsen, T. L. 2003. Hewlett-Packard Global Account Management. In J. K. Johansson (ed.) *Global Marketing*, pp. 639-644. IL: McGraw-Hill/Irwin.

Yip, G. S. and Madsen, T. L. 1997. Hewlett-Packard (A): The Global Sales Problem and Hewlett-Packard (B): The Global Account Solution, In J. K. Johansson (ed.) *Global Marketing*, pp. 684-691. IL: Irwin.

Yip, G. S. and Madsen, T. L. 2001. Hewlett-Packard (A), In Jose de la Torre, Yves Doz and Tim Devinney (eds.) *Managing the Global Corporation: Cases in Strategy and Management*, pp. 364-374, McGraw-Hill.

PRESENTATIONS

Xia, Fan, Walker, G., Madsen, T. L. 2017. Age Cohorts, Ownership and the Rates of Founding and Entry. Strategic Management Society Meetings, Houston, TX, October, 2017.

MacGregor, N., Madsen, T. L., S. Vedula 2017. Cluster Shocks and Firm Failure: The Contingent Effects of Community Social Capital. Strategic Management Society Meetings, Houston, TX, October, 2017.

Madsen, T.L. and MacGregor, N. 2017. Shocks and Competitive Consequences: Landscapes of Churn, Burn or Renewal. Symposium introduction and Panel Discussion, Academy of Management Conference, Atlanta, GA.

Durand, R., Grant, R., Helfat, C., Mitchell, W. and Madsen, T. L. 2016. The State of the Strategy Field: Challenges, Problems and Proposed Solutions, chair & panelist, Strategic Management Society Meetings, Berlin, Germany.

Madsen, T. L., 2016. Regulatory Heterogeneity and Institutional Contestation. Academy of Management Conference, Anaheim, CA.

MacGregor, N., Madsen, T. L., 2016. Aftershocks: Exploring Cluster Heterogeneity and Agglomeration Dynamics After the Internet Bust. Academy of Management Conference, Anaheim, CA.

Madsen, T. L., Cruickshank, D. 2015. Ecosystem Dynamic Capabilities: Enabling Co-Innovation and Growth. Druid Conference on the Relevance of Innovation, Rome, Italy (June).

Woolley, J. L., Madsen, T. L., and Sarangee, K. 2015. Using Internet-based Collaboration Technologies for Innovation: Crowdsourcing vs. Expertsourcing. Druid Conference on the Relevance of Innovation, Rome, Italy (June).

Szliowicz, D., Madsen, T. L. 2015. Entrepreneurship in Contested Industries: The Case of the Marijuana Industry. Academy of Management Conference, Vancouver, Canada (August).

Szliowicz, D., Madsen, T. L. 2015. Entrepreneurship in Contested Industries: The Case of the Marijuana Industry. Sustainability, Ethics, Entrepreneurship Conference, Denver, Colorado (May).

Madsen, T. L., Cruickshank, D. 2014. Ecosystem Dynamic Capabilities: Enabling Co-Innovation and Growth. First World Open Innovation Conference, Napa, CA (December).

Madsen, T. L., Woolley J., and Sarangee, K. 2014. Using Internet-based Collaboration Technologies for Innovation: Crowdsourcing vs. Expertsourcing. First World Open Innovation Conference, Napa, CA (December).

Zanarone, G., Lo, D., and Madsen, T. L. 2014. The Double-Edged Effect of Knowledge Acquisition: How Contracts Safeguard Pre-existing Resources. Strategic Management Society Meetings, Madrid, Spain (September).

Madsen, T. L., Walker, G. and Kim, B. K. 2014. Incumbent Status, Interfirm Mobility, and Entrant Growth. Strategic Management Society Special Conference: Microfoundations for Strategic Management Research: Embracing Individuals, Copenhagen, Denmark (June).

MacGregor, N., Madsen, T. L. 2014. An Enduring Regional Industrial Cluster: How Temporal and Organizational Heterogeneity Drive Post-Shock Recovery. *Druid Society Conference on Entrepreneurship, Organization & Innovation*, Copenhagen, Denmark (June).

Madsen, T. L., Walker, G. and Kim, B. K.. 2014. The Dynamics of Inter-Cohort Mobility: Incumbent Status and Entrant Growth. *Academy of Management Conference*, Philadelphia, PA (August).

MacGregor, N., Madsen, T. L. 2013. An Enduring Regional Industrial Cluster: How Temporal and Organizational Heterogeneity Drive Post-Shock Recovery. *Strategic Management Society Meetings*, Atlanta, Georgia (September).

Madsen, T. L., Walker, G. and Kim, B. K.. 2013. Incumbent Status, Interfirm Mobility, and Entrant Growth. *Strategic Management Society Meetings*, Atlanta, Georgia (September).

Madsen, T. L., Walker, G. and Kim, B. K. 2013. Incumbent Status, Interfirm Mobility, and Entrant Growth. *Academy of Management Conference*, Orlando, Florida (August).

Madsen, T. L., Walker, G. 2013. Persistent Advantage, Cohorts, and Industry Evolution. *Druid Conference: Innovation, Strategy & Entrepreneurship*, Semi-Plenary Session, Barcelona, Spain (June).

Szyliowicz, D., Madsen, T. L. 2013. Waves of Investing: Institutional Dynamics in the Venture Capital Sector. *Druid Conference: Innovation, Strategy & Entrepreneurship*, Barcelona, Spain (June).

Madsen, T. L., Walker, G. 2013. Persistent Advantage, Cohorts, and Industry Evolution. *Atlanta Competitive Advantage Conference*, Atlanta, Georgia (May).

MacGregor, N., Madsen, T. L. 2012. The Story of Succession: Ruin and Recovery of Silicon Valley Industries, 1990 – 2009. *Strategic Management Society Meetings*, Prague (September).

Madsen, T. L., Woolley, J., Sarangee, K. 2012. Using Internet-based Collaboration Technologies for Innovation: Crowdsourcing vs. Expertsourcing. *Academy of Management Conference*, Boston, MA (August).

Madsen, T. L. 2012. Social Entrepreneurship: Exploring the GSBI Data. *Center for Science, Technology & Society*, Santa Clara University.

Madsen, T. L., Woolley, J. and Sarangee, K. 2012. Using Internet-based Collaboration Technologies for Innovation: Crowdsourcing vs. Expertsourcing. *Organization Science Winter Conference*, Steamboat Springs, CO (February).

Madsen T.L., Sarangee, K., and Woolley, J.L. 2011. Social Media and Innovation. *Strategic Management Society Meetings*, November, 2011, Miami, Florida (October).

Madsen T.L., Sarangee, K., Woolley, J.L., Bradford, J. and Carter, J., 2011. Using Internet-based Collaboration Technologies for Innovation: What Matters? *World Conference on Mass Customization, Personalization, and Co-Creation*, November, 2011, San Francisco, California (November).

Cruickshank, D., Gannaway, A. and Madsen, T. L. 2011. Co-Innovation Enablement Platforms: Factors Accelerating Ecosystem Innovation. *Academy of Management Meetings*, San Antonio, TX (August).

Cruickshank, D., Gannaway, A. and Madsen, T. L. 2010. Co-Innovation Enablement Platforms: Factors Accelerating Ecosystem Innovation. Strategic Management Society Meetings, Rome, Italy (September).

Madsen, T.L. 2010. Value minus Cost Profiles and the Durability of an Advantage. Academy of Management Conference, Montreal, Canada (August).

Madsen, T.L. 2010. Positioning for Advantage: Challenges with the Concept of Competitive Advantage. Academy of Management Conference, Montreal, Canada (August).

Szyliowicz, D., Madsen, T. L. 2010. Institutional Dynamics and Investing Strategies: Changes in the Venture Capital Sector. Academy of Management Conference, Montreal, Canada (August).

Woolley, J. L., Madsen, T. L. 2010. Professional-User Innovation: Commercialization, Intrapreneurship, and Entrepreneurship. Academy of Management Conference, Montreal, Canada (August).

Woolley, J. L., Madsen, T. L. 2010. Professional-User Innovation: Commercialization, Intrapreneurship, and Entrepreneurship. Organization Science Winter Conference, Steamboat, Colorado (February).

Woolley, J. L., Madsen, T. L. 2009. Professional-User Innovation: Commercialization, Intrapreneurship, and Entrepreneurship. Strategic Management Society Conference, Washington DC (November).

Walker, G., Madsen, T. L. 2009. The Structure of Mobility Between Incumbents and Entrants. Druid Society Conference: Innovation, Strategy & Knowledge, Copenhagen, Denmark (June).

Walker, G., Madsen, T. L. 2009. The Structure of Mobility Between Incumbents and Entrants. Atlanta Competitive Advantage Conference, Emory University, Atlanta, Georgia (May).

Hoopes, D., Madsen, T. L. 2009. A capability-based view of competitive heterogeneity. Organization Science Winter Conference, Steamboat, Colorado.

Madsen, T.L., Leiblein, M. J. 2008. Resource Stocks, Innovation & Persistent Heterogeneity, West Cost Research Symposium on Technology & Entrepreneurship – 10th Anniversary of STVP Research, Stanford University, Palo Alto, California (September).

Walker, G., Madsen, T. L. 2008. The Structure of Mobility Between Incumbents and Entrants, Academy of Management Meetings, Anaheim, California (August).

Madsen, T.L., Leiblein, M. J. 2008. Resource Stocks, Innovation & Persistent Heterogeneity, Bay Area Management Seminar Series, Santa Clara University.

Madsen, T.L., Leiblein, M. J. 2008. Resource Stocks, Innovation & Persistent Heterogeneity, Copenhagen Business School Conference: Strategic Management Innovation in Corporate Strategy Development, Copenhagen, Denmark (June).

Madsen, T.L., Leiblein, M. J. 2008. Innovation, Capabilities, Resource Stocks & Competitive Heterogeneity, Copenhagen Business School Conference: Strategic Management Innovation in Corporate Strategy Development, Copenhagen, Denmark (June).

Madsen, T.L., Leiblein, M. J. 2007. Resource Stocks, Innovation & Persistent Heterogeneity, Academy of Management Meetings, Philadelphia, Pennsylvania.

Madsen, T.L., Leiblein, M. J. 2006. Resource Stocks, Innovation & Persistent Heterogeneity, Strategic Management Society Meetings, Vienna, Austria.

Madsen, T. L. 2006. What's in your capability bundle? Academy of Management Meetings, Atlanta, Georgia.

Madsen, T. L., Walker, G. 2006. Inertia and Adaptation to the Deregulation of Prices and Entry. Academy of Management Meetings, Atlanta, Georgia.

Madsen, T. L., Leiblein, M. J. 2006. Resources, Innovation and Persistent Heterogeneity, Annual Competitive Advantage Conference, Atlanta, Georgia (June).

Madsen, T. L. 2006. Firm-level Heterogeneity and Persistent Differences in Innovation & Performance, Organization Science Winter Conference, Steamboat Springs, Colorado (February).

Madsen, T. L. 2005. Firm-level Heterogeneity and Persistent Differences in Innovation & Performance, Strategic Management Society Meetings, October, Orlando, Florida.

Szyliowicz, D., Madsen, T. L. 2005. Waves of Investing: Institutional Dynamics in the Venture Capital Sector, Strategic Management Society Meetings, Orlando, Florida (October).

Leiblein, M. J., Madsen, T. L. 2005. Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation, Academy of Management Meetings, August, Honolulu, Hawaii. *Recipient of Distinguished Paper Award (1 of 5 from a pool of 555 papers). Paper accepted to Best Papers' Proceedings, Business Policy & Strategy Division.*

Hoopes, D., Madsen, T. L. 2005. How Do Firms Differ: What Do We Know About Capabilities? Academy of Management Meetings, August, Honolulu, Hawaii.

Madsen, T. L. 2005. Capabilities, Dynamic Capabilities and Competitive Heterogeneity, Academy of Management Meetings, Honolulu, Hawaii (August).

Walker, G., Madsen, T. L. 2005. Incumbent Stratification, Interfirm Mobility and Organizational Growth in the Foreign Exchange Market, 1973-1993, Annual Competitive Advantage Conference, Atlanta, Georgia (June).

Leiblein, M. J., Madsen, T. L. 2005. Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation, Annual Competitive Advantage Conference, Atlanta, Georgia (June).

Madsen, T. L. 2005. Competitive Heterogeneity and Capabilities, European Academy of Management Meetings, Munich, Germany (May).

Hoopes, D., Madsen, T. L. 2005. How Do Firms Differ: What Do We Know About Capabilities? European Academy of Management Meetings, Munich, Germany (May).

Leiblein, M. J., Madsen, T. L. 2005. Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation. European Academy of Management Meetings, Munich, Germany (May).

Leiblein, M. J., Madsen, T. L. 2004. Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation. Strategic Management Society Meetings, Puerto Rico. Nominated for Strategic Management Society Best Conference Paper Award (November).

Hoopes, D., Madsen, T. L. 2004. How Do Firms Differ: What Do We Know About Capabilities? Strategic Management Society Meetings, Puerto Rico (November).

Walker, G., Madsen, T. L. 2004. The Structure of Mobility Between Incumbents and Entrants in the Expanding Foreign Exchange Market, 1973-1993. Academy of Management Meetings, New Orleans, Louisiana (August).

Madsen, T. L. and G. Walker. 2004. Network Evolution, Human Capital Mobility and Firm Growth. Organization Science Winter Conference, Steamboat Springs, Colorado (February).

Madsen, T. L. 2004. SCU's Ignatian Faculty Forum: Reflections and Implications. Colleagues in Jesuit Business Education, Seventh Annual Conference, Fairfield University, Fairfield, Connecticut (July).

Szyliowicz, D., T. Galvin, and T. L. Madsen 2004. Waves of Investing: Institutional Dynamics in the Venture Capital Sector. Babson Kauffman Entrepreneurship Research Conference, Glasgow, Scotland (June).

Madsen, T. L., Mosakowski, E. and Zaheer, S. 2003. Change Experience, Retention Experience, and Organizational Evolution. Strategic Management Society Meetings, Baltimore, Maryland (November).

Madsen, T. L., Mosakowski, E. and Zaheer, S. 2003. Retention Experience and Organizational Evolution. Showcase Symposium: Experience (Not Just Learning), co-sponsored by the BPS & OMT Divisions, Academy of Management Meetings, Seattle, Washington (August).

Hoopes, D., Madsen, T. L. 2003. Why is there a Resource-based View?: Toward a Theory of Competitive Heterogeneity. Western Academy of Management Meetings, Palm Springs, California (April).

Madsen, T. L., Walker G. 2003. The Evolution of Heterogeneity in Performance: Technological, Geographic and Human Capital Drivers. Organization Science Winter Conference, Steamboat Springs, Colorado (February).

Madsen, T. L., Mosakowski, E. and Zaheer, S. 2003. Change Experience, Retention Experience and Organizational Evolution. Organization Science Winter Conference, Steamboat Springs, Colorado (February).

Madsen, T. L., Walker, G. 2002. The Evolution of Heterogeneity in Performance. Academy of Management Meetings, Denver, Colorado (August).

Madsen, T. L. 2002. From Fighter Jets to A Balancing Act. Western Academy of Management Meetings, Santa Fe, New Mexico (March)

Madsen, T. L., Mosakowski, E. and Zaheer, S. 2002. Change, Retention and Organizational Evolution. European Group for Organization Studies, Barcelona, Spain (July).

Madsen, T. L., Walker, G. 2001. The Rates of Change of Entrants and Incumbents in a Deregulated Industry. Academy of Management Meetings, August, Washington D.C. and Strategic Management Meetings, San Francisco, California (October).

Madsen, T. L., Walker G. 2001. The Rates of Change of Entrants and Incumbents. Nelson and Winter Conference on Evolutionary Economics. Danish Research Institute for Industrial Dynamics, Aalborg, Denmark (June).

Madsen, T. L., Walker G. 2000. How Does Performance Heterogeneity Among Firms Evolve Following Institutional Change? Strategic Management Society Meetings, Vancouver, Canada (October).

Madsen, T. L., Walker G. 2000. Entrant and Incumbent Adjustment to Institutional Change. College on Organizations (conference within a conference), INFORMS, San Antonio, Texas (November).

Madsen, T. L., Walker G. 2000. Incumbent and Entrant Rivalry in a Deregulated Industry. Academy of Management Meetings, Toronto, Canada (August).

Hoopes, D., Madsen, T. L. 2000. Why Resources? Examining the Fundamentals of the Resource Based View. Academy of Management Meetings, Toronto, Canada (August)..

Madsen, T. L., Mosakowski E., and Zaheer, S. 2000. A Dynamic Model of Knowledge Transfer and Firm Retention. Academy of Management Meetings, Toronto, Canada (August).. Also, one of five papers invited for presentation at the Organization Science (OS) Winter Conference by the editors of an OS special issue on Knowledge & Knowing.

Madsen, T. L., Mosakowski E., and Zaheer, S. 1999. Knowledge Transfer and Firm Variation. Strategic Management Society Meetings, Berlin, Germany (October).

Walker, G., T. L. Madsen and G. Carini 1999. How Does Institutional Change Affect Heterogeneity in Performance Among Firms? Strategic Research Forum, Gloucester, Massachusetts, May & Strategic Management Society Meetings, Berlin, Germany (October).

Madsen, T. L. and G. Walker 1999. The Evolution of Performance Heterogeneity. College on Organizations (conference within a conference), INFORMS, Philadelphia, Pennsylvania (November).

Madsen, T. L., Mosakowski E., and Zaheer, S. 1998. Static & Dynamic Variation and Firm Outcomes. Conference for forthcoming edited volume, Variations in Organization Science: In Honor of Donald T. Campbell, Rotman School of Management, University of Toronto, Toronto, Canada (November).

Madsen, T. L., Walker, G. 1998. The Value of Incumbency in a Deregulated Industry. Academy of Management Meetings, San Diego, California (August).

Madsen, T. L., Mosakowski E. and Zaheer, S. 1998. Integrating Organizational Evolution and Strategy: The Coevolution of Intrafirm Evolutionary Processes and Firm Outcomes. Academy of Management Meetings, San Diego, California (August).

Madsen, T. L., Walker, G. 1998. The Growth and Survival of Entrants and Incumbents in a Deregulated Industry: A Study of the Trucking Industry (1980 - 1993). Strategic Management Society Meetings, Orlando, Florida. Finalist (top 10) McKinsey/SMS Best Conference Paper Award (November).

Madsen, T. L., Mosakowski E. and Zaheer, S. 1998. Intrafirm & Intraindustry Human Capital Transfer and the Diffusion of Firm & Industry Practices. Strategic Management Society Meetings, Orlando, Florida (November) and Organization Science track of INFORMS Fall Conference, October, Seattle, WA (October).

Madsen, T. L., Mosakowski E. and Zaheer, S. 1997. Intrafirm Evolutionary Processes and Competitive Advantage: A Study of Global Financial Services. Academy of Management Meetings, Boston, Massachusetts (August).

Madsen, T. L., Darr, E. D. 1996. Managing Knowledge: Links between Organizational Learning Cultures and Intrafirm Variation. Paper presented at the Strategic Management Society Annual Meetings, Phoenix, Arizona (October).

Yip, G.S., Madsen, T. L. 1996. Global Account Management for Multinational Customers. Strategic Management Society Annual Meetings, Phoenix, Arizona (October).

Madsen, T.L. 1996. Integrating Organizational Evolution and Strategy: Intrafirm Evolutionary Processes and Competitive Dynamics. Organization Science Winter Conference, nowmass, Colorado (January). Invited to present dissertation research.

Madsen, T. L., Mosakowski E. and Zaheer, S. 1995. Balancing Change and Stability: A Study of the Sources of Competitive Advantage in the Global Foreign Exchange Trading Industry. Strategic Management Society Annual Meetings, Mexico City, Mexico (October).

Madsen, T.L. 1995. Integrating Organizational Evolution and Learning: Internal Natural Selection as a Dynamic Capability. INFORMS Fall Conference, New Orleans, LA (October).

Madsen, T.L. 1995. Shifting the Focus of Evolutionary Research: Internal Natural Selection and Firm Survival. Stanford Center for Organizational Research, Annual Conference, Monterey, California.

Madsen, T.L. 1995. Evolutionary Processes and Firm Performance. Organization Science Winter Conference, January, Snowmass, Colorado.

Madsen, T.L. 1994. Organizational Evolution: An Intra-organizational Ecological Perspective. UCLA Department of Policy and Organization, Colloquium on Organizational Learning, James March, Chair.

Madsen, T.L., James, C. and Elms, H. 1994. Organizational Life Cycles -- A Process Perspective. Stanford Center for Organizational Research (SCOR) Annual Conference, Monterey, California.

INVITED PANELIST/PRESENTATIONS

Madsen, T.L., Cruickshank, D.C. 2016. Innovation Intersects in the IoT Domain. Explore SAP Co-Innovation Symposium, SAP, Palo Alto, November. Presentation and co-moderator of half-day symposium on IoT intersects.

Madsen, T. L. 2015. *Tenure: A look behind the curtain.* New Faculty Consortium, Business Policy & Strategy Division, Academy of Management Meetings, Vancouver, Canada

Madsen, T. L. 2014. Panelist, *Multilevel Theoretical Challenges in Strategic Management Research: A Focus on Emergence* (PDW) Academy of Management Conference, Philadelphia, PA.

Madsen, T. L. 2013. *Developing and Sustaining a Research Agenda: Topic Selection, Building & Managing your Portfolio, and Collaboration.* Strategic Management Society Meetings, Atlanta, GA.

Madsen, T. L. 2013. *Tenure: A look behind the curtain.* New Faculty Consortium, Business Policy & Strategy Division, Academy of Management Meetings, August, Orlando, Florida.

Madsen, T. L. 2011. *Teaching the Value/Price/Cost Framework.* Competitive Strategy Interest Group Teaching Workshop, Strategic Management Society. Strategic Management Society Meetings, Miami, FL.

Current and Future Inclusion Efforts in the Academy of Management: A Panel Discussion. Session Co-Chairs: C.L. Stamper, W. Michigan U and L. Shore, Cal State U. San Diego; Invited Panelists: Quinetta Roberson, Villanova U., Angelo DeNisi, Tulaen U., Jeanette N. Cleveland, Penn State U., Mary Yoko Brannen, INSEAD, John E. Delery, U. of Arkansas, Tammy L. Madsen, SCU, Elizabeth Wolfe Morrison, NYU, Diana Bilimoria, Case Western Reserve U., Academy of Management Meetings, San Antonio, TX.

Madsen, T. L., Bradford, J. 2011. *Applying Social Technology to Product Innovation.* IEEE, Silicon Valley Chapter, Santa Clara, CA.

Big Questions: Micro-Level Origins of Routines and Capabilities. 2010. Invited Panelists: Linda Argote, Michael Cohen, Geoff Hodgson, Tammy L. Madsen, Maurizio Zollo. Microfoundations of Routines & Capabilities Conference, June, Helsinki, Finland.

Madsen, T. L. 2010. *Cases as a Pedagogical Tool: Preparing and Choreographing the Discussion.* Santa Clara University, May, Santa Clara, CA.

Madsen, T. L. 2006. *Developing a Research Pipeline.* BPS Doctoral Consortium, Academy of Management Meetings, August, Atlanta, Georgia.

Madsen, T. L., Walker, G. 2005. *The Evolution of Heterogeneity in Performance.* Stanford University, SCANCOR Seminar Series, April 18.

Madsen, T. L., Walker, G. 2005. *The Evolution of Heterogeneity in Performance.* San Jose State University, Organization & Management Department Seminar Series, May 10.

Dynamic Capabilities and Evolutionary Dynamics. 2004. Session Co-Chairs: Laura Cardinal, Tulane U.; Gianmario Verona, Bocconi U., Italy. Invited Panelists: Rajshree Agarwal, Illinois; Tammy L. Madsen, Santa Clara U.; Will Mitchell, Duke U.; Margaret Peteraf, Dartmouth College; Ann Terlaak, U. of Wisconsin. Strategic Management Society Meetings, November, Puerto Rico.

Where Resources Meet the Road: RBV in Practice. 2003. Session co-chairs, Cathy Maritan & Tom Brush. Invited Panelists: Raffi Amit, Wharton; Jay Barney, Ohio State U.; Karel Cool, INSEAD; Tammy L. Madsen, Santa Clara U.; Karen Schnatterly, U. of Minnesota. Strategic Management Society Meetings, November, Baltimore, Maryland.

Madsen, T. L. 2003. *What Impact will outsourcing have on Silicon Valley's future as an innovation cluster?* Presented to the Advisory Board, Leavey School of Business, Santa Clara University.

TEACHING: Courses & Programs

Graduate and Undergraduate Courses (SCU – 6 quarter course load, 18 units of graduate courses)
See Table 1 at the end of this document for a summary of teaching evaluation scores

MBA Core, MGMT 3519 - Strategic Analysis (Capstone Strategy Course), 2001-present

MBA Core, MGMT 3052 - Challenges in Managing Strategic Change, 2018

MBA Core, MGMT 890 - Business Policy & Global Strategy (Capstone Strategy Course – Accelerated MBA Program), 2008-2015.

MBA & MSE elective, MGMT 3716 (716/2752) - Crowdsourcing vs. Expertsourcing: Strategies for Innovation, 2012-2015.

Thesis Chair & Advisor, MSIS Program, 2009-2011
Doing Business in China (course at SCU and MBA trip to Beijing & Shanghai), IDIS 695, 2006
Undergraduate, MGMT 162 - Capstone Strategy Course, 2000-2001
Undergraduate, Capstone Strategy Course (at SMU and CSUN), 1994-2000

Executive MBA Program, 2007-present

Module: Industry Globalization and Global Strategy, International Theme
Module: Strategic Positioning
Module: Industry Analysis
Module: Sustaining Advantage
Module & Simulation: Disruptive Innovation

Executive Education Programs:

Center for Innovation & Entrepreneurship

Certificate in Technology & Entrepreneurship (CTE) - Fulbright Program,

Module: Strategic Positioning & Business Models (2008-2011)

Module: Industry Analysis (2008-2011)

Module: Building and Sustaining Advantage (2008-2011)

Module: Outsourcing & Alliances (2014)

California Program for Entrepreneurs (CAPE),

Module: Innovation (2014)

Module: Strategic Positioning & Business Models (2010-2012)

Module: Industry Analysis (2010-2012)

Module: Building & Sustaining Advantage (2010-2012)

Module: Outsourcing & Alliances (2010-2012)

Executive Development Center Programs

HP Program: Modules: Strategy: The Basics; Value Creation & Value Capture; Strategy Over

Time: Growth and Innovation; Good Strategy/Bad Strategy, July, 2015

Cypress Program: Module & Simulation on Disruptive Innovation, 2013-present

Cadence Program: Module & Simulation on Managing Strategic Change, 2014-present

Guest Instructor

- *Leading Innovative Organizations Module*, Masters in Bus. Innovation Program, CEDIM, Monterrey, Mexico (2014).
- *Global Social Benefit Incubator Program*, Center for Science, Technology and Society, SCU
- SCU MBA Program, *eCommerce* Course, focus: Disruptive Technologies
- Modules: Industry Globalization and Global Strategy; Sustaining Competitive Advantage, St. Gallen Program, SCU (2001-2002)
- Advanced Strategic Management Course, Master in Liberal Arts Program, SMU (1998)

UNIVERSITY SERVICE

Santa Clara University

- Member, University Planning Action Council, Jan., 2018 – June, 2018.
- Member, University Athletic Advisory Board, 2006 – present.
- Member, Faculty Core Committee, Social Justice, 2016 – present.
- Member, Dean Search Committee, Leavey School of Business, Sept., 2014 -March, 2015; June, 2008 - May, 2010.
- Member, Faculty Core Committee, Diversity, June, 2013 – 2016.

- Member, Provost's Task Force, Student Evaluations of Teaching (SET), Feb., 2013 – May, 2014.
- Member, Steering Committee, Center for Science, Technology & Society, Sept., 2010 – 2012.
- Member, Review Committee, Grants Program, Center for Science, Technology & Society, Fall, 2010.
- Member, SCU's Honor's Council, January – June, 2008

Leavey School of Business, Santa Clara University

- Associate Dean, January 1, 2017 to present. Member of a new Dean's Council established to address a major turnaround of the school's organizational and financial state. The Dean's Council is responsible all internal activities and programs (Faculty, Staff, UG & Grad Programs).
- Chair, MBA Curriculum Revision Committee, January, 2012 – June, 2012
 - Led committee to develop a proposal for a new MBA core curriculum. This was the first new curriculum introduced since 1994 and was approved by 91% of the faculty. Curriculum implementation began in Fall, 2013.
- Member, 3rd year Review Committees for Assistant Professors: Management Department (Chair of 1 review in 2016; 2 reviews in 2013), OMIS Department (1 review in 2012), and Marketing Department (1 review in 2010).
- Member, Sub-Committee Management Curriculum Review, January, 2013 – present.
- Member, Sub-Committee for Developing an Entrepreneurship Minor, 2011. Provided benchmarking and background data in support of the proposal.
- Member, Dean's Strategic Planning Committee, January, 2011 – June 2011.
- Member, Entrepreneurship Leadership Team, April, 2010 – present.
- Member, Rank & Tenure Committee, June, 2009 – 2012; June 2018 – 2021
- Chair, Management Department, July, 2007 – July, 2010
 - Coordinated 42-45 faculty (35 fulltime including 16 tenure track): *the largest department in the Leavey School of Business*. Shifted the dept. from only 17% of courses taught by tenure track faculty to 33% taught by tenure track faculty.
 - Chaired the department's recruiting activities for multiple years.
 - Engaged in qualifying two Management courses (also Business School Core Courses) for the University's new undergraduate core curriculum (2010); lacking this qualification, the College of Arts & Sciences would have had to offer an additional 18-26 sections of courses in order for business school students to fulfill two new University core requirements.
 - General Responsibilities included activities such as: course scheduling (> 120 sections); adjunct recruiting, serving on the Chairs Council, mentoring, curriculum assessment, budget management.
- MBA Leadership Team, 2004-2006, 2010-2012 (2010-2011 included additional activities associated with Curriculum Review and AACSB Accreditation Visit)
- President, Beta Gamma Sigma, Leavey School of Business Chapter, 2008 – present (recognized with Exemplary Chapter distinction by BGS)
- Secretary/Treasurer, Beta Gamma Sigma, Leavey School of Business Chapter, 2000-2008
- Course Coordinator, MBA Capstone Strategy Course, 2003-Present
- Recruiting Committee Chair, Management Department, 2007 – 2010; Co-Chair, 2015 – present.
- Recruiting Committee Member, Management Department, 2005-2007, 2012, 2013
- Recruiting Committee Member, Finance Department, 2006
- Recruiting Committee Member, Marketing Department, 2005, 2010
- New Building Task Force, 2000-2008
- Ignatian Faculty Forum, 2003-2005
- Academic Advisor for undergraduates (~30 students per academic year), 2000-Present
- Member, Junior Faculty of Color Steering Committee, 2002/03 Irvine Grant Proposal.
- Faculty Associate, Center for MultiCultural Learning, 1999-2008
- Management Department Representative, Leavey School of Business Preview Days, '00,'02,'04,'07,'09
- Member, Technology & Work Organizations Group, Center for Science, Technology & Society, 2000-01

Southern Methodist University

- Dean's Executive Committee (elected), The Edwin L. Cox School of Business, 1998-1999.
- Faculty Senate Student Policy Committee (University-wide Committee), 1997-1999.
- MBA Policy Committee, Core Curriculum for Part-time Program, The Edwin L. Cox School of Business, 1998.
- University Orientation Events, 1996-1999.
- SMU Majors Fair (representative from the Cox School of Business), 1996-1999.
- Student Recruiting (events and individual interviews), 1996-1999.

PROFESSIONAL ACTIVITIES, SERVICE & AFFILIATIONS

- *Associate Director, Strategy Research Foundation – Dissertation Research Program*, Strategic Management Society, August 2016 – present.
- *Judge, Emerging Scholar Award, Business Policy & Strategy Division, Academy of Management*, 2017.
- *Panelist & Senior Mentor, Strategy Research Fund – Dissertation Scholar Workshop, Strategic Management Society Conference*, Fall, 2015 & 2016.
- *Reviewer, Strategy Research Grant Fund – Dissertation Research Program*, Strategic Management Society, Fall, 2015 & 2016.
- *Panelist/Reviewer, Junior Faculty Paper Development Workshop, Business Policy & Strategy, Academy of Management Conference*, 2016, Anaheim, CA
- *Panelist, New Faculty Consortium, Business Policy & Strategy, Academy of Management Conference*, 2015, Vancouver, Canada.
- *Advisory Board, Strategic Management Society Special Conference, Micro-Foundations for Strategic Management Research: Embracing Individuals*, Copenhagen, June, 2014.
- *Advisory Board, Sustainability, Ethics and Entrepreneurship Conference*, U. of Denver, 2013 to present.
- *Panelist, New Faculty Consortium, Business Policy & Strategy, Academy of Management Conference*, 2013, Orlando, Florida.
- *Panelist, New Faculty Consortium & Paper Workshop, Strategic Management Society Annual Meetings*, Atlanta, Georgia (September) 2013.
- *Discussant at various conferences: Druid* (plenary, semi-plenary and non plenary sessions), AOM.
- *Reviewer, Promotion & Tenure Cases: Erasmus University; Indian School of Business; HEC*
- *Division and Interest Group Relations Committee of Academy of Management Board*, 2011-2012, Academy of Management
- *Past Division Chair, 2011-2012, Business Policy & Strategy Division, Academy of Management*. Responsibilities included coordinating and running the Division's annual officer and committee member elections (including documenting best practices and processes); providing institutional memory regarding the Division's processes and procedures; and working with other officers on division activities.
- *Division Chair (elected), 2010-2011, Business Policy & Strategy Division, Academy of Management (2nd largest Division of the AOM with over 5500 members)*. Responsibilities included leading and coordinating the division's activities, subcommittees, and executive committee as well as *completing the Division's 5 year review and developing actions plans for the future*. Additional activities included working with executive committee members on the redesign and launch of the division's new website, including developing and soliciting content for the site.
- *Division Chair-Elect, 2009-2010, Business Policy & Strategy (BPS) Division, Academy of Management*. Responsibilities included running the Division's Best Dissertation Award (peer review) process and session; participating in executive committee activities and meetings.
- *Program Chair (elected), 2008-2009, Business Policy & Strategy Division, Academy of Management*. Responsibilities included developing and managing the Division's program for the annual conference -- managing the submission and peer review process (over 800 submissions received, the highest number to

date), developing the annual program, creating theme-specific conference tracks within the larger BPS program, coordinating with Academy staff; working with subcommittees in support of the program and the division's social events; additional activities included reporting the division's status, activities and awards to the membership (at the annual business meeting); working with executive committee members, other officers, and subcommittees on ad hoc tasks and best practices.

- *Assistant Program Chair (elected)*, 2007-2008, Business Policy & Strategy Division, Academy of Management. Core responsibilities included developing and managing the Division's annual Pre-Conference (2.5 day) Program. Also responsible for coordinating the Division's Best Paper Award Process (involving two rounds of blind peer review) and working with consortia co-chairs to select future co-chairs and panelists. The Assistant Program Chair office is part of a 5 year (elected) leadership role for the BPS Division (subsequent roles include Program Chair, Division Chair-Elect, Division Chair, & Past Division Chair).
- *Faculty Panelist – Rep. for Bus. Policy & Strategy Division*, 2009-2011, All Academy Doctoral Consortium, Academy of Management Meetings.
- *Co-Chair*, Doctoral Consortium, 2006 & 2007, Business Policy & Strategy Division, Academy of Management. Responsibilities included co-developing the program; inviting, and working with, senior scholars in the field to support the program; coordinating catering/social activities; managing the application process.
- *Executive Committee*, 2003 - 2005, Business Policy & Strategy Division, Academy of Management. Elected to serve a 2 year term. Responsibilities includes supporting the Assistant Program Chair by running the Best Paper Awards Review process (2005).
- *Competitive Strategy Executive Committee*, 2004 - 2006, Competitive Strategy Interest Group, Strategic Management Society. Invited to serve a 2 year term. Activities includes pre-conference program development and support.
- *Executive Committee*, 2003 – 2007, College on Organization Science, Institute for Operations Research and Management Science (INFORMS). Invited to the Executive Leadership of the College on Organization Science. This 5 year commitment included service as: *Organizer, 2003 Organization Science Dissertation Proposal Competition; Program Chair, 2004, Fall Conference (held at Dartmouth U.); Vice Chair, Executive Committee, 2005; Chair, Executive Committee, 2006; Outgoing Chair, Executive Committee, 2007.*
- *Workshop Co-Chair* (with Walter Ferrier), *Conversations in Business and Competitive Strategy Research: Diverse Theoretical Insights*, 2004, Business Policy & Strategy Division, Academy of Management.
- *Research Committee*, 2001 - 2003, Business Policy & Strategy Division, Academy of Management.
- *Judge*, 2002, College of Organization Science, INFORMS, Dissertation Proposal Competition.
- *Co-Conference Chair*, 2000, 6th Annual Organization Science Winter Conference (INFORMS), Keystone, Colorado.
- Conference Steering Committee, 1998, 1999 & 2001, 4th, 5th & 7th Annual Organization Science Winter Conferences (INFORMS).
- *Judge*, 1998-99, College of Organization Science, INFORMS, Dissertation Proposal Competition.
- *Member*: Beta Gamma Sigma, Academy of Management, Strategic Management Society, The Institute for Operations Research and the Management Sciences (INFORMS)

EDITORIAL ACTIVITIES

Editor (member, Board of Editors) (2017 – present), *Strategic Management Review*.

Special Issue Editor (2014-2016), with Robert Grant & Rudy Durand. *Strategic Management Journal: Reviews of Strategy Research*.

Special Issue Editor (2012), with Koen Hemeriks, Nicolai Foss & Teppo Felin, *Journal of Management Studies*: Microfoundations of Routines and Capabilities.

Special Issue Editor (2003), with D. Hoopes & G. Walker, *Strategic Management Journal*: Why is there a Resource-based View? Toward a Theory of Competitive Heterogeneity. Aggregate sum of citations to papers in the issue = 4780 as of 5/22/15.

Editorial Review Boards

Academy of Management Review, June 2008-present
Academy of Management Discovery, June 2017-present
Strategic Management Journal, 2006-present
Organization Science, 2002-present
Journal of Management, 2002-2005.

Adhoc Reviewer:

Academy of Management Journal
Journal of International Business Studies
Management Science
Organization Studies
INFORMS Organization Science Dissertation Proposal Competition
Academy of Management Annual Meetings (Divisions: BPS, OMT, TIM)
Strategic Management Society Annual Meetings
Strategic Management Society Annual Meetings – Best Paper Awards

NEWS & SOCIAL MEDIA

Interview/Comment, ABC News, Nov. 2, 2017, Tesla posts big loss and announces delay in production.
<http://abc7news.com/automotive/tesla-posts-big-loss-and-announces-delay-in-production/2597691/>

Interview/Comment, KQED Marketplace, April 30, 2013, Siri, meet your new competitor, Google Now.
<http://www.marketplace.org/shows/marketplace/marketplace-tuesday-april-30-2013>
[http://www.marketplace.org/topics/tech/siri-meet-your-new-competitor-google-now?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+APM_Marketplace+\(APM%3A+Marketplace\)](http://www.marketplace.org/topics/tech/siri-meet-your-new-competitor-google-now?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+APM_Marketplace+(APM%3A+Marketplace))

Interview/Comment, San Jose Mercury News Article Google's Schmidt is high-level ambassador for Internet Giant.http://www.mercurynews.com/business/ci_22347224/googles-schmidt-is-high-level-ambassador-internet-giant Also picked up by several journals or papers including: Business Week, Sacramento Bee, Marin Independent Journal, i4u.com, eWallstreeter.com, dailyme.com, newsgadgetsinfo.com, top99news.com, and legalpronews.com

Interview/Comment, San Jose Mercury News article SV150 See most profitable year in history. April 7, 2011.
http://www.mercurynews.com/business/ci_17863506?IADID=Search-www.mercurynews.com-www.mercurynews.com

Interview, ABC News, segment on: Toyota statement worries NUMMI workers. July 10, 2009. Article & video:
<http://abclocal.go.com/kgo/story?section=news/business&id=6909818>

OTHER ACTIVITIES

Surfing, ocean swimming, running

Elite Category Triathlete & U.S. Nationals Participant (1986-1996)

As an UG: Swim Team (NCAA Division I), University of California, Santa Barbara (Conference Champions); and Water Polo Team, University of California, Santa Barbara (Top Three at U.S. Nationals).

TAMMY L. MADSEN

Table 1. Summary of Teaching Evaluations from Santa Clara University (5 point scale with 5 = a high score)

	<i>Overall Instructor</i>	<i>Learned a great deal in this course</i>	<i>Relative Difficulty</i>
	Scale 1-5.0	Scale 1-5.0	Scale 1-5.0
UG Strategy Course			
Sect 1, Spg01	5.00	4.43	4.50
Sect 2, Spg01	4.75	4.38	4.12
Sect 3, Spg01	4.73	4.30	4.47
Sect 1, Wtr01	4.59	4.36	4.41
Sect 2, Wtr01	4.54	4.58	4.45
Sect 3, Wtr01	4.47	4.43	4.53
Sect 1, Spg00	4.73	4.55	4.10
Sect 2, Spg00	4.62	4.35	4.29
Sect 1, Wtr00	4.32	4.42	4.62
Sect 2, Wtr00	4.17	3.92	3.91
Sect 3, Wtr00	3.79	3.56	4.24
Graduate Courses			
- MBA & MSE Crowdsourcing/Expert sourcing (1 unit)			
Sect 1, Fall13	5.0	4.3	2.5
Sect 1, Fall13	4.5	4.2	2.8
Sect 1, Fall12	4.8	4.6	2.8
- MBA Core Strategy Course (Strategic Analysis)			
Sect 1, Wtr 17	4.7	*	4.7
Sect 1, Fall 16	4.8	*	4.6
Sect 1, Spg 16	4.8	*	4.7
Sect 1, Fall 15	4.6	*	4.4
Sect 1&2, Spg 15 (AMBA)	4.9	*	4.3
Sect 2, Fall 14 (new 4 unit version)	4.6	*	4.2
Sect 1, Fall 14 (new 4 unit version)	4.0	*	4.1
Sect 2, Wtr 14	4.9	*	4.6
Sect 1, Wtr 14	4.5	4.6	4.4
Sect 1 & 2, Spg 14 (AMBA)	4.6	4.4	4.1
Sect 1 & 2, Spg13 (AMBA)	4.6	4.4	4.5
Sect 1, Fall13	4.9	4.4	4.3
Sect 2, Fall12	4.6	4.6	4.3
Sect 1, Fall12 (see note 3)	4.4	4.4	4.3
Sect 1, Spg 12	4.8	4.3	4.5
Sects 1&2, Spg 12 (AMBA)	4.8	4.6	4.1
Sect 1, Fall11	4.9	4.5	4.4
Sect 2, Fall11	4.6	4.9	4.2
Sects 1&2, Spg 11 (AMBA)	4.5	4.4	4.4
Sect 1, Wtr11	4.7	4.4	4.6
Sect 2, Wtr 11	4.6	4.7	4.4
Sect 1, Fall10	4.5	4.4	4.4
Sect 2, Fall10	4.5	4.5	4.3
Sects 1&2, Spg10 (WAMBA)	5.0	4.4	4.3
		5.0	
Sect 2, Spg10	4.5	4.7	4.1
Sect 1, Fall09	4.5	4.1	4.4
Sect 1&2, Spg09 (WAMBA)	4.5	4.1	4.3
Sect 1, Wtr08	4.65	4.39	4.81
Sect 2, Wtr08	4.58	4.68	4.94
Sect 3, Wtr08	4.51	4.38	5.00
Sect 1, Wtr07	4.78	4.67	4.64
Sect 2, Wtr07	4.64	4.61	4.59
Sect 1, Spg06	4.90	4.77	4.97
Sect 2, Spg06	4.69	4.69	4.95
Sect 1, Wtr06	4.73	4.69	4.92
Sect 2, Wtr06	4.44	4.19	4.70
Sect 1, Spg05	4.96	4.60	4.89

Sect 2, Spg05	4.89	4.82	4.95
Sect 1, Wtr05	4.77	4.62	4.56
Sect 2, Wtr05	4.58	4.53	4.60
Sect 1, Fall04	4.73	4.66	4.57
Sect 2, Fall04	4.64	4.38	4.37
Sect 1, Spg04	4.69	4.50	4.22
Sect 2, Spg04	4.48	4.03	4.31
Sect 1, Wtr04	4.87	4.79	4.59
Sect 2, Wtr04	4.75	4.38	4.06
Sect 1, Fall03	4.78	4.62	4.69
Sect 2, Fall03	4.62	4.45	4.54
Sect 1, Spg03	4.71	4.62	4.63
Sect 2, Spg03	4.72	4.67	4.47
Sect 1, Wtr03	4.26	3.98	4.50
Sect 2, Wtr03	4.64	4.40	4.42
Sect 1, Spg02	4.47	4.49	4.50
Sect 2, Spg02	4.53	4.56	4.74
Sect 3, Spg02	4.33	4.50	4.33
Sect 2, Wtr02	4.43	4.65	4.38
Sect 3, Wtr02	4.14	4.45	4.50

Notes:

1. SCU course load = 6 sections per year; for graduate courses, the requirement equates to 18 units (the average quarter length graduate course is 3 units; for undergraduate courses, the requirement equates to 24 lower division units (4 units per course) or 30 upper division units (5 units per course). In 2014, the number of units increased from 3 to 4 for the core MBA strategy course.
2. SCU changed to an online teaching evaluation form in 2009; comparative analysis of the results of online vs. hardcopy evaluations of all bus. school faculty revealed that the online evaluations were about .2 points lower on average relative to the hard copy evaluations.
2. Course Loads:
AY 1999-2000 = 5 sections: 1 section reduction per hiring contract; AY 2001-2002 = 5 sections due to insufficient enrollment for 1 section; AY 2002-2003 = 4 sections: 2 sections waived for junior faculty development; AY03-04 through AY05-06: 6 sections; AY06-07: 2 sections; sabbatical = 4 quarters; AY08-AY10: 4 sections; 2 waived for service as Dept. Chair; AY11-12: 1 course release in association with a University granted research fellowship.; AY11-12: 1 course release in association with Leavey School of Business granted fellowship. AY14-15: sabbatical =1 quarter (6 units); start of 4 unit version of core MBA strategy course.
5. During Fall12, I taught the equivalent of 3 sections of MGMT 619; another faculty member fell ill and all of the students enrolled in his TT course were moved to my MW sections. To accommodate these students, the enrollment for section 1 of Fall12 was significantly larger than average and the size triggered student complaints.

*A new student teaching evalution survey was introduced in Fall, 2014; the "learned a great deal in this course" question was replaced with a different set of questions. As a result, a score for this survey item is no longer available.