

**ROBERT A. BURGELMAN**  
 Edmund W. Littlefield Professor of Management  
 Graduate School of Business  
 Stanford University

**EDUCATION:**

- 1980 Doctor of Philosophy in Management of Organizations -  
 Graduate School of Business, Columbia University.
- 1978 Master of Philosophy in Management of Organizations -  
 Graduate School of Business, Columbia University.
- 1978 Master of Arts in Sociology -  
 Graduate School of Arts and Sciences, Columbia University.
- 1969 Licentiate in Applied Economic Sciences -  
 Antwerp University (UFSIA).

**HONORS AND AWARDS:**

- 2013 Elected a Trustee of the Strategy Research Foundation
- 2012-2013 BP Faculty Fellow in Global Management, Stanford Business School
- 2012 Elected Fellow of the Academy of Management
- 2010 Re-elected to the Board of Directors of the Strategic Management Society (second and final term)
- March 2009 Visiting Professor of Marketing Strategy and Innovation, Judge Business School, and Visiting Fellow, Sidney Sussex College, Cambridge University
- 2008 Emerald Management Reviews Citation of Excellence for “Let Chaos Reign, Then Rein in Chaos - Repeatedly: Managing Strategic Dynamics for Corporate Longevity,” Strategic Management Journal, October 2007 (with Andrew.S. Grove) as one of 50 best articles in management published in 2007 (out of 15,000 considered and 400 reviewed).
- Elected Fellow of the Strategic Management Society.
- Elected to the Board of Directors of the Strategic Management Society.
- Elected a member of the Macro OB Society (MOBS).
- 2007 A summary of my research in strategic management to date was published in the French series about “great authors in management and the social and economic sciences” (“Collection Grands Auteurs”): Loilier, T., “Robert A. Burgelman, Innovation, processus stratégique et évolution organisationnelle.” In Loilier, T. et Tellier, A. (eds.), Les Grands Auteurs en Stratégie, Editions EMS, 2007, pp. 511-528.
- October 2004 Robert K. Jaedicke Silver Apple Award, Stanford Business School Alumni Association.

- March 2003 Doctor Mercaturae Honoris Causa (Copenhagen Business School)
- Spring 1998 Visiting Scholar at INSEAD (GSB International Quarter)
- 1996-97 GSB Trust Faculty Fellow, Stanford Business School.
- 1991-93 Laureate of the A. Taymans s.J. Chair in Entrepreneurship, Antwerp University, Faculty of Applied Economic Sciences.
- 1991-92 Marvin Bower Fellow, Harvard Business School.
- 1988-89 BP America Faculty Fellow, Stanford Business School.
- 1988 "Honorable Mention for Distinguished Teaching," MBA Classes of '88 and '89, Stanford Business School.
- 1986 "Honorable Mention for Distinguished Teaching," MBA Classes of '86 and '87, Stanford Business School.
- 1984 "Outstanding Paper Award," Division of Business Policy and Planning, Academy of Management.
- 1980 "Certificate of Distinction for Outstanding Research in the Field of Strategic Management," Academy of Management and General Electric Company.
- 1979 Member of Beta Gamma Sigma, the chapter at Columbia.
- 1973-76 European Doctoral Fellowship, Ford Foundation.  
Belgian Doctoral Fellowship, Intercollegiate Center for Management Science.

**EMPLOYMENT:**

8/81 to Present Stanford University, Graduate School of Business.  
Assistant Professor-Edmund W. Littlefield Professor of Management.

Course development and teaching in the areas of Strategic Management, Strategic Management of Technology and Innovation, Managing Strategy Implementation, Strategy and Action in the Information Processing Industry, and leading Strategic Change in the Health Care Industry.

Co-director, Executive Program for Growing Companies (1993-95).

Co-director Stanford Executive Program (1995); Executive Director (1996-)

	Area Coordinator, Strategy Group (1999-2001)
9/78 to 8/81	New York University, Graduate School of Business Administration. Instructor-Assistant Professor of Management.
Spring 1978	Columbia University, Graduate School of Business. Preceptor.
1976 to 77	State University of New York, College at New Paltz, Department of Economics and Political Science. Visiting Lecturer.
1972 to 73	INSEAD-CEDEP, Fontainebleau, France. Part time faculty assistant in the area of Corporate Strategy.
1970 to 73	Antwerp University (UFSIA), School of Applied Economic Sciences. Instructor.
1969 to 70	Esso Belgium, Comptroller's Department. Temporary assignment.

## **PUBLICATIONS**

### **Books:**

12. BURGELMAN, R.A., CHRISTENSEN, C.M., and WHEELWRIGHT, S.C., Strategic Management of Technology and Innovation, 5<sup>th</sup> edition, McGraw-Hill/Irwin, 2009. Translated into Portuguese (Brazil), 2012.
11. BURGELMAN, R.A. and GROVE, A.S., with MEZA, P.E., Strategic Dynamics: Concepts and Cases," McGraw-Hill, 2006.
10. BURGELMAN, R.A., CHRISTENSEN, C.M., and WHEELWRIGHT, S.C., Strategic Management of Technology and Innovation, 4<sup>th</sup> edition, McGraw-Hill/Irwin, 2004. Translated in Japanese in 2007.
9. BURGELMAN, R.A., Strategy is Destiny: How Strategy Making Shapes a Company's Future, The Free Press, 2002. Translated in Chinese in 2005. Translated in Japanese in 2006. Translated in Korean in 2008.
8. BURGELMAN, R.A. and CHESBROUGH, H.. (eds.), Research on Technological Innovation, Management and Policy, Vol. 7, JAI Press, 2001.
7. BURGELMAN, R.A., MAIDIQUE, M.A., and WHEELWRIGHT, S.C., Strategic Management of Technology and Innovation, 3rd edition, McGraw-Hill/Irwin, 2001. Translated in Chinese in 2004.
6. BURGELMAN, R.A. and ROSENBLUM, R.S. (eds.) Research on Technological Innovation, Management and Policy, Vol. 6, JAI Press, 1997.

5. BURGELMAN, R.A., MAIDIQUE, M.A., and WHEELWRIGHT, S.C., Strategic Management of Technology and Innovation, 2nd edition, Irwin, 1996.
4. BURGELMAN, R.A. and ROSENBLOOM, R.S. (eds.), Research on Technological Innovation, Management and Policy, Vol. 5, JAI Press, 1993.
3. ROSENBLOOM, R.S. and BURGELMAN, R.A. (eds.), Research on Technological Innovation, Management and Policy, Vol. 4, JAI Press, 1989.
2. BURGELMAN, R.A. and MAIDIQUE, M.A., Strategic Management of Technology and Innovation, Irwin, 1988. Published in Japanese in 1994.
1. BURGELMAN, R.A. and SAYLES, L.R., Inside Corporate Innovation: Strategy, Structure and Managerial Skills, The Free Press, 1986. (Paper 1988). Also published in French: BURGELMAN, R.A. AND SAYLES, L.R. Les intrapreneurs: Stratégie structure et gestion de l'innovation dans l'entreprise, McGraw-Hill, 1987. Also published in Japanese by Sotech Company, Inc., Tokyo, Japan.

### **Journal Articles and Book Chapters:**

46. "Prigogine's Theory of the Dynamics of Far-from-Equilibrium Systems Informs the Role of Strategic Entrepreneurship and Innovation in Organizational Evolution." In Shalley, C.E., Hitt, M.A., and Zhou, J. (eds.), Oxford Handbook of Creativity, Innovation, and Entrepreneurship : Multilevel Linkages, Oxford University Press (forthcoming).
45. "Strategic Management." In Elsevier Encyclopedia of the Social Sciences (forthcoming).
44. "Concept of Strategy and Organizational Evolution." In Teece, D. and Augier, M. (eds.) The Palgrave Encyclopedia of Strategic Management, 2013.
43. "Intrapreneurship." In Teece, D. and Augier, M. (eds.) The Palgrave Encyclopedia of Strategic Management, 2013.
42. "Technology Strategy." In Teece, D. and Augier, M. (eds.) The Palgrave Encyclopedia of Strategic Management, 2013.
41. "Ilya Prigogine, La théorie de la dynamique des systèmes loin de l'équilibre: contribution au rôle de l'élaboration de stratégies dans l'évolution organisationnelle." in Germain, O. (éd.), Les Grands Inspirateurs de la Théorie des Organisations, Editions EMS Management & Société, 2012.
40. "Bridging History and Reductionism: A Key Role for Longitudinal Qualitative Research," Journal of International Business Studies, 2011.
39. "Strategic Consequences of Coevolutionary Lock-in: Insights from a Longitudinal Process Study." In Schreyoegg, G. and Sydow, J. (eds.), Hidden Dynamics of Path Dependency: Organizational and Institutional Path Processes, Palgrave, 2010.
38. "An Electric Plan for Energy Resilience." In : What Matters: Ten Questions That Will Shape Our Future, edited by McKinsey & Company, 2009 (with Andrew S. Grove). Also published in McKinsey Quarterly.com, December 2008.
37. "Cutting the Strategy Diamond in High-Technology Ventures," California Management Review, spring 2008 (with Robert E. Siegel).

36. "Cross-Boundary Disruptors: Powerful Inter-Industry Change Agents," Strategic Entrepreneurship Journal, December 2007 (with Andrew S. Grove).
35. "Entrepreneurial Action, Innovation and Appropriability," Strategic Entrepreneurship Journal, December 2007 (with Michael A. Hitt).
34. "Let Chaos Reign, Then Rein in Chaos - Repeatedly: Managing Strategic Dynamics for Corporate Longevity," Strategic Management Journal, October 2007 (with Andrew.S. Grove).
33. "Defining the Minimum Winning Game in High-Technology Ventures," California Management Review, Spring 2007 (with Robert E. Siegel).
32. "Entre dirigisme et decentralization, la strategie d'Intel," Le journal de l'Ecole de Paris du management, 62, Novembre-Decembre 2006; Also published in Revue francaise de comptabilite, Janvier 2007.
31. "Managing the Strategic Dynamics of Acquisition Integration: Lessons from HP and Compaq," California Management Review, Spring 2006 (with Webb McKinney).
30. "The Role of Strategy-Making in Organizational Evolution." In Bower, J.L. and Gilbert, C.G. (eds.), From Resource Allocation to Strategy, Oxford University Press, 2005.
29. "Managing Internal Corporate Venturing Cycles," Sloan Management Review, Summer 2005. (With Liisa Valikangas). This paper is one of the Top 10 downloaded Papers on General Theories of Leadership for the period January 2, 1997 till December 17, 2008 of the SSRN Top Downloads.
28. "Corporate venturing: Practice and you get luckier." European Business Forum, Winter 2003/4.
27. "Should companies be cautious entrepreneurs.... or should they embrace a dynamic force?" European Business Forum, Autumn 2003.
26. "Strategy as Vector and the Inertia of Co-evolutionary Lock-in." Administrative Science Quarterly, June 2002. Also published in Tushman, M.E. and Anderson, P. (eds.) Managing Strategic Innovation and Change, second edition, Oxford University Press (forthcoming).
25. "The Power of Strategic Integration," Sloan Management Review, April 2001. (With Yves L. Doz).
24. "Design and Implementation of Technology Strategy: An Evolutionary perspective." In Dorf, R. (ed.) Handbook of Technology Management, CRC Press, 1999. (With Richard S. Rosenbloom).
23. "Strategic Business Exit and Corporate Transformation: Evolving Links Between Technology Strategy, Generic and Substantive Corporate Strategies." In BURGELMAN, R.A. and ROSENBLOOM, R.S. (eds.), Research on Technological Innovation, Management and Policy, Vol. 6, J.A.I. Press, 1997. (With George W. Cogan and Bruce K. Graham).
22. "Strategic Dissonance." California Management Review, Winter 1996. (With Andrew S. Grove).
21. "Evolutionary Perspectives on Strategy." Strategic Management Journal, Special Issue, Summer 1996. (With William P. Barnett).
20. "A Process Model of Strategic Business Exit: Implications for an Evolutionary Perspective on Strategy." Strategic Management Journal, Special Issue, Summer 1996.
19. "Fading Memories: A Process Theory of Strategic Business Exit in Dynamic Environments." Administrative Science Quarterly, March 1994.

18. "An Intraorganizational Ecological Perspective on Managerial Risk Behavior, Performance, and Survival: Individual, Organizational, and Environmental Effects." In Baum, J.A.C. and Singh, J.V.(eds.) Evolutionary Dynamics of Organizations, Oxford University Press, 1994. (With Brian S. Mittman).
17. "Intraorganizational Ecology of Strategy Making and Organizational Adaptation: Theory and Field Research." Organization Science, August 1991. Also published in MEINDL, J.R., STUBBART, C. and PORAC, J.F. (eds.), Cognition Within and Between Organizations, Thousand Oaks, CA, Sage Publications, 1996. And in Nooteboom, B. (ed.), Knowledge and Learning in the Firm, Edward Elgar Publishing (2006). And in Olk, P. (ed.), Strategy Process, Edward Elgar Publishing (forthcoming).
16. "Strategy Making and Organizational Ecology: A Conceptual Integration." In Singh, J.V. (ed.), Organizational Evolution: New Directions, Newbury Park, CA: Sage Publications, 1990.
15. "Technology Strategy: An Evolutionary Process Perspective," in ROSENBLOOM R.S. and BURGELMAN, R.A., Research on Technological Innovation Management and Policy, Vol. 4, J.A.I. Press, 1989. (With Richard S. Rosenbloom). Also published in Tushman, M.E. and Anderson, P. (eds.) Managing Strategic Innovation and Change, Oxford University Press, 1997.
14. "Strategy Making as a Social Learning Process: The Case of Internal Corporate Venturing." Interfaces, May-June 1988.
13. "Toward an Innovative Capabilities Audit Framework," in BURGELMAN, R.A. and MAIDIQUE, M.A., Strategic Management of Technology and Innovation, Irwin, 1988. (With Thomas Kosnik and Martine van den Poel).
12. "A Comparative Evolutionary Perspective on Strategy Making: Advantages and Limitations of the Japanese Approach.' In: Urabe, K., Child, J. and Kagono, T. (eds.) Innovation and Management: International Comparisons," Berlin, De Gruyter, 1988.
11. "Strategy Making and Evolutionary Theory: Toward A Capabilities-Based Perspective," in Tsuchiya, M. (ed.) Technological Innovation and Business Strategy, Tokyo, 1986 (in Japanese).
10. "Managing Corporate Entrepreneurship: New Structures for Implementing Technological Innovation," Technology in Society, December 1985. Also published in Horwitch, M. (ed.), Technology in the Modern Corporation, New York, Pergamon Press, 1986. Also in French: BURGELMAN, R.A., "Stimuler L'Innovation Grace aux Intrapreneurs," Revue Française de Gestion, Mars-Avril-Mai 1986. And in Gestion, Revue Internationale de Gestion, Septembre 1988.
9. "Applying the Methodology of Grounded Theorizing in Strategic Management: Recent Findings and Their Implications," in Lamb, R. & Shrivastava, P. (Eds.), Advances in Strategic Management, Vol.3, JAI Press, Greenwich, Connecticut, 1985.
8. "Managing the New Venture Division: Research Findings and Implications for Strategic Management," Strategic Management Journal, January-March, 1985.
7. "On the Interplay of Process and Content in Internal Corporate Ventures: Action and Cognition in Strategy-Making," Academy of Management Proceedings, 1984.
6. "Designs for Corporate Entrepreneurship in Established Firms," California Management Review, Spring 1984. Also published in Carroll, G. and Vogel, D. (eds.), Strategy and Organization: A West Coast Perspective, Boston, Pitman, 1984. And in Tushman, M. L., O'Reilly, C.A. III, and Nadler, D.A. (eds.), The Management of Organizations: Strategies, Tactics, Analyses, New York, Harper & Row, 1990. And in Livesay, H.C. (ed.), Entrepreneurship and the Growth of Firms, Edward Elgar Publishing, 1995.

5. "Managing the Internal Corporate Venturing Process." Sloan Management Review, Winter 1984. Also published in Roberts, E.B. (ed.), Generating Technological Innovation, Oxford University Press, 1987. Also in Tushman, M.L. and Moore, W.L. (eds.), Readings in the Management of Innovation, 2nd ed., Ballinger, 1988. And in Jennings, D. F.(ed.), Multiple Perspectives of Entrepreneurship, Southwestern Publishing Cy, 1994.
4. "Corporate Entrepreneurship and Strategic Management: Insights from a Process Study," Management Science, December 1983. Also published in Livesay, H.C. (ed.) Entrepreneurship and the Growth of Firms, Edward Elgar Publishing Ltd.,1995. And in Augier, M. and Teece, D. J. (eds.), Fundamentals of Business Strategy, Sage Publications, 2007.
3. "A Process Model of Internal Corporate Venturing in the Diversified Major Firm," Administrative Science Quarterly, June 1983. Also published in Gronhaug, K. and Kaufmann, G., Innovation: A Cross-Disciplinary Perspective, Norwegian University Press, 1988. And in Jennings, D.F. (ed.), Multiple Perspectives of Entrepreneurship, Southwestern Publishing Cy, 1994. And in Zahra, S.A. (ed.), Corporate Entrepreneurship, Edward Elgar Publishing, Ltd., 2006. And in Olk, P. (ed.), Strategy Process, Edward Elgar Publishing (forthcoming). And in Landstrom, H. and Lohrke, F. (eds.), Intellectual Roots of Entrepreneurial Research, Edward Elgar Publishing, 2011. And in Rocha, H.O., Audretsch, D.B., and Birkinshaw, J. (eds.), Concepts of Entrepreneurship. Sage Publications, 2013.
2. "A Model of the Interaction of Strategic Behavior, Corporate Context, and the Concept of Strategy," Academy of Management Review, January 1983. Also published in Akel, A.M. and Gupta, R.C.(eds.), Readings in Management Policy and Strategy, Ginn Custom Publishing, 1983. And in Zan, L. (ed.), Strategic Management Prospettive Critiche, Torino, UTET, 1992. And in Birkinshaw, J. (ed.) Strategic Management, The International Library of Critical Writings on Business and Management, Edward Elgar Publishing Ltd (forthcoming. And in Zahra, S.A. (ed.), Corporate Entrepreneurship, Edward Elgar Publishing, Ltd., 2006.
1. "Strategic Investment in Business from the Viewpoint of Organizational Decision-Making." Economisch en Sociaal Tijdschrift, December 1971. (With Andre van Cauwenbergh).

### **Working Papers, and Technical Reports:**

1. "Strategic Dynamics: Three Key Themes." Stanford Business School Research Paper Series #2096, August 2011 (with A.S. Grove).
2. "Toward Electric Cars and Clean Coal: A Comparative Analysis of Strategies and Strategy-Making in the U.S. and China" (with Andrew S. Grove). Stanford Business School Research Paper Series #2048, February 2010, Revised September 2010.
3. "The Drive toward the Electric Mile – A Proposal for a Minimum Winning Game" (with Andrew S. Grove). Stanford Business School Research Paper Series # 2013, February 2009.
4. "US Dependence on Oil in 2008 and Beyond: Facts, Figures and Context" (with A.S. Grove and D. Schifrin). Stanford Business School Research Paper Series # 1997, September 2008.
5. "The Strategy and Action in the Information Processing Industry Course (S370) at Stanford Business School: Themes, Conceptual Frameworks, Related Tools" (with A.S. Grove). Working Paper, January 2004.
6. "CORPSTRAT: A Computer Simulation Model of Strategy Making in Diversified Firms." February 1991, 54 pp. plus tables (with Brian S. Mittman).

7. "CORPSTRAT: A Computer Simulation Model of Strategy Making in Diversified Firms - Technical Description and User's Guide." February 1991, 52 pp. plus appendices (with Brian S. Mittman and with the collaboration of G.J. BEEKMAN, A. KRESS, and A. YATES).
8. "Strategy and Organization: An Evolutionary Approach." Wharton Research Paper, February 1989. (With J.V. Singh).

### **Work in Progress:**

1. "Prioritizing 'X' but Ending Up with 'Y': Unanticipated Consequences of Co-Selection in the Internal Ecology of Organizational Strategy-Making." Research Paper (with P. Aaltonen).
2. "Built to Become: The Role of Strategic Leadership in HP's Corporate Evolution" (preliminary title). Book manuscript (with W. McKinney and P. Meza).
3. "Generating Early (Weak) Signals of Strategic Change: A Key Role of Internal Corporate Venturing." Research Paper.

### **Book Reviews:**

1. "Dynamics of Competitive Strategy," by Ken G. Smith, Curtis M. Grimm, and Martin J. Gannon, Administrative Science Quarterly, September 1994.
2. "Public Entrepreneurship: Toward a Theory of Bureaucratic Political Power," by Eugene Lewis, Administrative Science Quarterly, December 1985.
3. "Handbook of Organization Design, Vol. 2. Remodeling Organizations and their Environments, Part B: The Consequences of Organizations' Activities," by Paul C. Nystrom and William H. Starbuck (Eds.), Personnel Psychology, Summer 1982.
4. "Modernization and the Japanese Factory," by Robert M. Marsh and Hiroshi Mannari, American Anthropologist, December 1977.

### **Case Studies:**

1. "Software Architects (A)" (T. Kosnik under R. Burgelman). Published in: Thompson, A.T. and Strickland, A.D., *Strategy and Policy: Concepts and Cases*, 1984 (3rd edition).
2. "Software Architects (B)" - 1983 (T. Kosnik under R. Burgelman).
3. "Medical Equipment (A)" - 1983, rev. 1985 (R. Burgelman and T. Kosnik).
4. "Medical Equipment (B)" - 1985 (R. Burgelman).
5. "Medical Equipment (C)" - 1985 (M. van den Poel under R. Burgelman).
6. "Medical Equipment (D)" - 1985 (M. van den Poel under R. Burgelman).
7. "Control Data Corporation" - 1985 (M. van den Poel under R. Burgelman).
8. "Cray Research: The MP-Project Decision" - 1989 (R. Sorkin under R. Burgelman).

9. Intel Corporation (A): The DRAM Decision - 1989/Rev. 1991 (G. Cogan under R. Burgelman).
10. Intel Corporation (B): Implementing the DRAM Decision - 1991 (B. Graham under R. Burgelman).
11. Intel Corporation (C): Strategy for the 1990s - 1989/Rev. 1991 (G. Cogan under R. Burgelman). Published in J.B. Quinn and H. Mintzberg, *The Strategy Process*, Prentice-Hall, 1993. Also in D.B. Yoffie, *Strategic Management in Information Technology*, Prentice-Hall, 1994.
12. Telecommunications Industry Note - 1993 (A. Taylor under R. Burgelman and A. Grove).
13. The Wireless Communications Industry: After AT&T-McCaw - 1993 (A. Taylor under R. Burgelman and A. Grove).
14. Intel Corporation (D): Microprocessors at the Crossroads - 1993 (D. Steere under R. Burgelman).
15. Intel Corporation (E): New Directions for the 1990s - 1993 (D. Steere under R. Burgelman).
16. Note on the Operating System Industry in 1994 - 1994 (T.Kurian under R. Burgelman).
17. Note on the Consumer On-Line Services Industry in 1995 - 1995 (J. Skoll and D. Zinman under R. Burgelman).
18. Electronic Arts in 1995 – 1995 (C. Oliver under R. Burgelman).
19. The Japanese Personal Computer Industry in 1994 - 1995 (Rajiv Khemani under R. Burgelman).
20. Note on the Consumer On-Line Services Industry in 1996 - 1996 (Matt Murphy under R. Burgelman and A. Grove).
21. The US Telecommunications Industry in 1996 - 1996 (John Foster under R. Burgelman and A. Grove).
22. Electronic Arts in 1995 - Revised 1996 (Jeff Maggioncalda under R. Burgelman).
23. Note on the Desktop Operating System Industry in 1996 - 1996 (Jeff Maggioncalda under R. Burgelman).
24. The Desktop Printer Industry: 1995 Update –1996 (Jeff Maggioncalda under R. Burgelman).
25. Microsoft: An Inside Look – 1996 (Jeff Maggioncalda under R. Burgelman).
26. The Charles Schwab Corporation in 1996 – 1996 (Jeff Maggioncalda under R. Burgelman).
27. Disney in a Digital World - 1996 (Jim Kolotouros and Jeff Maggioncalda under R. Burgelman).
28. Disney in a Digital World (B) - 1997 (Jim Kolotouros under R. Burgelman).
29. Evolve Software, Inc. - 1996 (Anthony Lee under R. Burgelman).
30. R.R. Donnelley \$ Sons and Digital technology, 1995-97 - 1997 (Ray Bamford under R. Burgelman).

31. Asymmetric Digital Subscriber Line: Prospects in 1997 - 1997 (Tien Tzuo under R. Burgelman).
32. Internet-Based electronic Commerce in 1997 - A Primer - 1997 (Ray Bamford under R. Burgelman).
33. Netscape Communications Corporation in 1997 - 1997 (Ray Bamford, under R. Burgelman).
34. Wells Fargo Bank and Electronic Banking - 1997 (Ray Bamford under R. Burgelman).
35. Intel Corporation (F): Going Beyond Success in 1997 - 1997 (Ken Fine under R. Burgelman).
36. Evolve Software, Inc. (B) - 1998 (Anthony Lee under R. Burgelman).
37. The PC-Based Videoconferencing Systems Industry in 1998 - 1998 (Osamu Suzuki under R. Burgelman).
38. The Photonics Industry in 1998 - 1998 (Rick Brandt and Dushyant Pandya under R. Burgelman).
39. Intel Corporation: The Hood River project (A) - 1998 (Ray Bamford under R. Burgelman).
40. Intel Corporation: The Hood River project (B) - 1998 (Ray Bamford under R. Burgelman).
41. Intel's Strategic Position in the Family Room, 1998 - 1998 (Ray Bamford under R. Burgelman).
42. Intel Corporation: The Evolution of an Adaptive Organization - 1999 (Ray Bamford under R. Burgelman and D. Carter).
43. Intel Corporation in 1999 - 1999 (abridged version of Intel Corporation: The Evolution of an Adaptive Organization -R. Burgelman).
44. Elio Engineering (A) - 1999 (H. Sankara and H. Winkmann under R. Burgelman).
45. AboveNet Communications, Inc. (A) - 1999 (J. Borbolla under R. Burgelman).
46. The US Telecommunications Industry (A):1984-1996 –1999 (E. Marti under R. Burgelman and A. Grove).
47. The US Telecommunications Industry (B): 1996-1999 – 1999 (E. Marti under R. Burgelman and A.Grove).
48. The Charles Schwab Corporation in 1999 - 1999 (M. Sutherland and K. DuBois under R. Burgelman).
49. USA Networks (A) - 1999 (G. Yalif under R. Burgelman and A. Grove).
50. The New HP Way - 2000 (P. Meza under R. Burgelman).
51. AOL: The Emergence of an Internet media Company - 2000 (P. Meza under 11 R...Burgelman). Published in A.M. Spence and G. Saloner Creating and Capturing Value, Wiley, 2002.

52. Peer to Peer Computing: Back to the Future - 2000 (P. Meza under R. Burgelman).
53. E-Markets 2000 - 2000 (C. Thomas under R. Burgelman and G. Saloner). Published in A.M. Spence and G. Saloner Creating and Capturing Value, Wiley, 2002.
54. Intel and E-Markets - 2000 (C. Thomas under R. Burgelman and A. Grove) 2001.
55. Amazon.com: Evolution of the e-Tailer (SM-83) – Burgelman and Meza 2001.
56. Distributing the Mouse: Disney in 2001 (SM-29b) – Burgelman and Meza 2001.
57. USA Networks in 2001 (SM-90b) – Burgelman and Meza 2001.
58. The De-Globalization of Marks & Spencer (SM-87) – Burgelman and Meza 2001.
59. Rambus, Inc. (SM-82) – V. Murthy and P. Staelin under Burgelman 2001.
60. Digital Technology and the Music Industry in 2001 (SM-83) – Cha, Rajgopal under Burgelman  
2001.
61. The Open Source Software Challenge (SM-85)- Meza under Burgelman 2001.
62. Intel's Internal Ecology of Strategy Making (SM-95) – Burgelman and Christensen 2001.
63. HP, Compaq, and the Computer Industry in 2001 and Beyond – Meza under Burgelman 2001.
64. A Look at Three regulatory Forces Influencing Content and Distribution in the Motion Picture and Television Industries – Meza under Burgelman 2002
65. Slouching Toward Broadband – Meza under Burgelman 2002.
66. CIENA Corporation in 2002 – Shi, Posada, Ngongang under Burgelman 2002.
67. The Optical Components Industry: A Perspective – Thomas under Burgelman 2002.
68. USA Interactive in 2002 – Meza under Burgelman 2002.
69. Electronic Arts in 2002 – Descamps under Burgelman with assistance of Meza 2002.
70. Intel Beyond 2003: Looking for its Third Act – Meza under Burgelman 2003.
71. Universal Music Group in 2003 – Fanger and O'Reilly under Burgelman with assistance of Meza  
2003.
72. Finding the Balance: Intellectual Property in the Digital Age – Meza under Burgelman 2003
73. Disney in a Digital World (D): A Digital Decade? Disney in 2003 and Beyond - Meza under Burgelman 2003
74. The De-Globalization off Marks and Spencer: An Update – Meza under Burgelman 2003.

75. Charles Schwab in 2003 – Meza under Burgelman 2003.
76. Nokia Beyond 2003: A Mobile Gatekeeper – Meza under Burgelman 2003.
77. BEA Systems, Inc. in 2003 – Burgelman with assistance of Sarnot 2003.
78. LVMH in 2004: The Challenges of Strategic Integration - Antoni under Burgelman 2004.
79. Pixim (A): August 2001 – McVie under Burgelman 2003
80. Pixim (B): October 2001 – McVie under Burgelman 2003
81. Pixim (C): May 2002 – McVie under Burgelman
82. Matrix Semiconductor Inc.: Tackling Challenges of Strategic Dimensions – Denend under Burgelman with assistance of Siegel 2004
83. StubHub (A): January 2004 – Block under Burgelman with assistance of Siegel
84. StubHub (B): Taking Hold of Product Strategy – Block under Burgelman with assistance of Siegel
85. Samsung Electronics in 2004: Conquering the Wireless Digital World – Rolland under Burgelman 2004
86. MySQL Open Source Database in 2004 – Wittig and Inkinen under Burgelman 2004
87. Nokia Update: Summer 2004 – Meza under Burgelman 2004
88. HP and Compaq Combined: In Search of Scale and Scope – Meza under Burgelman 2004
89. The New New HP in 2004 (A): Leading Strategic Integration – Meza under Burgelman 2004
90. The New New HP in 2004 (B): Winning in the Core Businesses – Meza under Burgelman 2004
91. Hanging Up the (Old) Phone: IP Communications in 2004 – Meza under Burgelman and with the assistance of Vadasz 2004
92. Better medicine Through Information technology – Meza under Burgelman and with the assistance of Pearl 2004
93. Slouching Toward Broadband: Revisited in 2005 – Meza under Burgelman and with assistance of Vadasz 2005
94. The Grove Scholars Program: Putting Rungs Back on the Ladder – Meza under Burgelman 2005
95. China Internet and Search Market – Ming Lei under Burgelman 2005

96. Matrix Semiconductor, Inc. (B): Moving from Innovation to Execution - Denend under Burgelman with assistance of Siegel 2005
97. Electronic Arts in 2005: The Next Generation of Convergence – Kiskis and Stussy under Burgelman 2005
98. The Interplay of Strategy and Finance at Intel: The Fab Location Decision – Meza under Burgelman 2005
99. Infosys Consulting in 2006: Leading the Next Generation Business Process and Technology Consulting - Capur under Burgelman, 2006. Published in Hill, C. and Jones, G, *Strategic Management*, 9<sup>th</sup> ed., Houghton Mifflin, 2007. Also published in Hutt and Speh, Business Marketing Management: B2B, International Student edition, Cengage Learning/Southwestern, 2010.
100. SAP AG in 2006: Driving Corporate Transformation – Federico under Burgelman 2006
101. SAP Banking in 2006: Fostering Innovation in Banking Through the Business Process Platform – Rolland under Burgelman 2006
102. The Interplay of Strategy and Finance at Intel: The Fab Location Decision (B) – Meza under Burgelman, 2006
103. Intel Centrino: A New “Platform” Strategy for Growth – Burgelman with the assistance of P. Meza and E. Berrett, 2007
104. The Charles Schwab Corporation in 2007: Fixing and Redefining the Core Business” – Meza under Burgelman 2007
105. Nike’s Global Women’s Fitness Business: Driving strategic Integration – Denend under Burgelman, 2007
106. Mark Hurd at HP: Driving Strategic Execution – Meza under Burgelman, 2007
107. CDNetworks, Inc in 2007 – Chung under Burgelman, 2007
108. Knowledge Management at Katzenbach Partners LLC – Blumenstein under Burgelman, 2007
109. Google Checkout: Venturing into a New Business – Upadhyay and Meza under Burgelman, 2007
110. Intel in Wireless in 2006 (B): Tackling the Cellular Industry – Labrecque under Burgelman, 2007
111. The Kinetics and Michael J. Fox Foundations (A): Partnering with a Purpose – Meza under Burgelman, 2007
112. The Kinetics and Michael J. Fox Foundations (B): New Directions – Meza under Burgelman, 2007
113. GE Security: Seeking Growth in Video Solutions Amidst GE’s Transformation – Denend under Burgelman with assistance of Siegel, 2008

114. Corning Incorporated (A): Reinventing New Business Development – Denend under Burgelman, 2008
115. Corning Incorporated (B): Bringing Rigor to Early-Stage Opportunity Identification – Denend under Burgelman, 2008
115. The Renault-Nissan Alliance in 2008: Exploiting the Potential of a Novel Organizational Form – Leslie under Burgelman, 2008
116. Innovation at HP: The Role of the Innovation Program Office (IPO) - Meza under Burgelman, 2008
117. Convergence 2008: Video over the Internet – Holmes under Burgelman, 2008
118. Google’s Android: Will it Shake up the Wireless Industry in 2009 and Beyond? - Silverman, Wittig, and Hoyt under Burgelman, 2009
119. Cellular Telecommunications: An Industry Driven by Intellectual Property and Technical Standards – LaBrecque and Hoyt under Burgelman, 2009
120. HP’s Procurve in 2009: Internal Entrepreneurship Navigates Evolving Corporate Strategy - Meza under Burgelman, with assistance of McKinney, 2009
121. The Global Electric Car Industry in 2009: Developments in the U.S., China, and the Rest of the World – Schifrin under Burgelman and Grove, 2009
122. Clean Coal in the U.S. and China: An Industry Note – Schifrin under Burgelman and Grove, 2009
123. Zuora Inc.: Venturing into Cloud Computing – Manoharan under Burgelman, 2009
124. Intel in Wi-Max in 2009 – Labrecque and Schifrin under Burgelman, 2010
125. France Telecom in 2010 – Schifrin under Burgelman, 2010
126. TTTech (A): Seeking Growth and Scale in New and Existing Markets – Denend and Siegel under Burgelman, 2010
127. First Solar, Inc. in 2010 – Hallmon and Siegel under Burgelman, 2010
128. France Telecom in 2011: Stéphane Richard and “Conquests 2015” – Schifrin under Burgelman, 2011
129. Nissan’s Electric Vehicle Strategy in 2011: Leading the Way Toward Zero Emission – Schifrin under Burgelman, 2011
130. Infosys Consulting in 2011 – Schifrin under Burgelman, 2011
131. LVMH in 2011: Sustaining Leadership in the Global Luxury Goods Industry – Schifrin under Burgelman, 2011.

132. DKSH in 2011 – Ludescher, M. under Burgelman, 2012.
133. Flibe Energy in 2012: Pursuing a Safe, Affordable, and Sustainable Energy Future - Scott Nolan under Burgelman and Siegel, 2012.
134. Invitrogen (A) and (B) – Lee, R. under Burgelman and Siegel, 2012.
135. Waste Management’s Organic growth group - Tomas Uribe under Burgelman and Siegel, 2012.
136. Intel in 2011: The Battle for the Handheld and Tablet Markets – Schifrin and Burgelman, 2013.
137. DKSH in 2012 – Ludescher, M. under Burgelman, 2013.
138. Competitive Dynamics of the Global Mobile Industry in 2012 and Beyond – Nguyen, C, Hoyt, D., and Burgelman R.A., 2013.
139. SAP and Cloud Computing in 2012 and Beyond - Rolland, JB under Burgelman, 2013.
140. The Global Electric Automotive Industry in 2013 - Bandari, R., Martins, A., Meyer, Y., Beiker, SA., and Burgelman, RA, 2013.
141. First Solar Inc. in 2013 – Hallmon, M. under Siegel and Burgelman, 2013
142. Google’s Android in 2013: An Increasingly Dynamic Landscape – Elbouchikhi, I., Karmel, J., Chiu, A., Siegel, R. and Burgelman, RA, 2013.
143. Zuora in 2013 – Manoharan, M. under Burgelman and Siegel, 2013.
144. Box: Building the Next Generation Enterprise Software Company – Gaskill, S., Siegel, ER. And Burgelman, RA, 2013.
145. Basware in 2013: Transition to Software as a Service - Schifrin and Burgelman, 2013.
146. SK Planet in 2013: A Korean Giant’s Big Bet on the U.S. Market - Chung, S. , Nathanso, J. and Won-Yoh, L. under Burgelman, 2013.
147. The Chinese Wireless Communications Industry in 2012 and Beyond – Zheng and Burgelman, 2013.

Note: By late 2013, more than 228,000 copies of these cases had been sold through Harvard Business School Publishing.

### **Video Lectures:**

- Burgelman, R.A., Strategy is Destiny: A Perspective on Strategic Leadership, Faculty Seminar Series, 2004 (<http://gsb.hbs.edu/fss/>)

- Burgelman, R.A., Strategy is Destiny Tool I: Forces Driving Firm Evolution, Faculty Seminar Series, 2006 (<http://gsb.hbs.edu/fss/>)
- Burgelman, R.A., Strategy is Destiny Tool II: An Evolutionary Framework of the Strategy-Making Process, Faculty Seminar Series, 2006 (<http://gsb.hbs.edu/fss/>)
- Burgelman, R.A., Strategy is Destiny Tool III: Internal Corporate Venturing, Faculty Seminar Series, 2006 (<http://gsb.hbs.edu/fss/>)

## **PROFESSIONAL ACTIVITIES**

### **1. Editorial Boards**

Associate Editor Strategic Entrepreneurship Journal (2007-)

Guest Co-Editor (with William P. Barnett) of the Summer 1996 Special Issue of the Strategic Management Journal on "Evolutionary Perspectives on Strategy."

Editorial Board member of Strategic Management Journal (1986-2004); Academy of Management Journal (1988-1990); Organization Science (1988-2002); California Management Review (1988-).

Ad hoc reviewer for Administrative Science Quarterly, Management Science, and other journals.

### **2. Academic Presentations**

- |                           |   |
|---------------------------|---|
| August 1982<br>New York   | Division of Business Policy and Planning, Academy of Management. Discussant for the Symposium "A Dialectic of Dialectical Inquiry in Strategy."   |
| August 1983<br>Dallas     | Division of Business Policy and Planning, Academy of Management. Presented the paper "Applying the Methodology of Grounded Theorizing in Strategic Management: Some Recent Findings and their Implications."  |
| October 1983<br>Paris     | Third Strategic Management Society Conference. Presented a paper "Managing the Internal Corporate Venturing Process: Some Recommendations for Practice."  |
| July 1984<br>Japan        | Second Conference on Business Strategy and Technological Innovation, Ito, organized by Tokyo University. Presented a paper "Strategy-Making and Evolutionary Theory: Toward a Capabilities-Based Perspective."  |
| August 1984<br>Boston     | Division of Business Policy and Planning, Academy of Management. Presented the paper "On the Interplay of Process and Content in Internal Corporate Ventures: Action and Cognition in Strategy-Making." Discussant for the sessions on "Conceptualizing Strategy" and on "Research Stages of the Innovation Process." |
| November 1984<br>Brussels | European Institute for Advanced Studies in Management. Taught a three-day Intensive, Advanced Course and directed a one-day Workshop on the Management of Innovation in Established Firms.  |
| April 1985<br>Antwerp     | 17de Vlaams Wetenschappelijk Economisch Congres. Discussant for the session "Ondernemingsbeleid en Ondernemingsontwikkeling."   |

- May 1985  
Boston  
TIMS-ORSA Meetings. Presented a paper "Managing Corporate Entrepreneurship: New Structures for Implementing Technological Innovation."
- August 1985  
San Diego  
Division of Business Policy and Planning, Academy of Management. As Faculty Fellow for the Junior Faculty Workshop chaired session on Research in Business Policy.
- October 1985  
Barcelona  
Fifth Strategic Management Society Conference. Presented the paper "Managing Corporate Entrepreneurship: New Structures for Implementing Technological Innovation."
- April 1986  
Japan  
First International Symposium on Management, organized by Kobe, Kobe University. Presented the paper "A Comparative Evolutionary Perspective on Strategy-Making: Advantages and Limitations of the Japanese Approach."
- August 1986  
Chicago  
Division of Business Policy and Planning, Academy of Management. Faculty Fellow for Doctoral Consortium. Discussant for Session on "Strategic Perspectives on Innovative Behavior Within the Firm," Division of Business Policy and Planning. Presented a Paper: "Organizational Ecology and Strategic Management: An Evolutionary Process Perspective" in a symposium on "The Strategy of Serendipity: Theory and Empirical Findings on Adaptive Organizational Opportunism," Division of Organization and Management Theory.
- October 1986  
Miami  
TIMS-ORSA Meetings. Presented a paper "An Evolutionary Perspective on Strategy-Making in Organizations: Theory, Comparative Analysis, Research Directions."
- March 1987  
Bergen, Norway  
Scandinavian Management Symposium, Norwegian School of Economics. Invited speaker. Presented a paper on "Revitalizing Established Companies."
- May 1987  
Minnesota  
Minnesota Innovation Research Program Workshop, University of Minnesota. One of ten innovation researchers invited to discuss the MIRP. Discussant for the session on "Business Creation."
- August 1987  
New Orleans  
Division of Business Policy and Planning, Academy of Management. Presented a paper "Formalizing an Evolutionary Process Perspective on Strategy-Making: Toward a Strategic Process Simulation Model" (with Brian Mittman). Also organized a Joint-Symposium with the Organization and Management Theory Division on "Strategy and Ecology: Toward a Rapprochement" (with Jitendra Singh). Presented a paper "Strategy and Organization: An Evolutionary Approach" (with Jitendra Singh). Served as discussant in a Joint-Symposium with the Organization and Management Theory Division on "Processes of New Business Creation in Different Organizational Settings."
- September 1987  
Fontainebleau, France  
INSEAD. Invited speaker at the Conference on "Managing Innovation in Large, Complex Organizations. Spoke on "Mechanisms for Managing Internal Corporate Venturing: Retrospect and Prospect."
- October 1987  
Boston  
Seventh Strategic Management Society Conference. Track Co-Chair for Entrepreneurship.
- January 1988  
Boulder (CO)  
First International Conference on managing the High Technology Firm, University of Colorado. Chaired two sessions on new product development.
- July 1988  
EURO IX TIMS XXVIII. Track Chair for "Entrepreneurship." Organized 9

- Paris sessions involving the major centers of research on entrepreneurship at US universities. Presented a paper on "Technology Strategy in the I/O Controller Industry" (with J.S. Evans).
- August 1988  
Anaheim (CA) North American Case Research Association. Gave a presentation on "A Curriculum in Teaching Innovation and Technology Management."
- October 1988  
Amsterdam Eighth Strategic Management Society Conference. Presented a paper "Strategy and Organizational Evolution: Insights from a Longitudinal Field Study" (with T.J. Kosnik).
- December 1988  
Philadelphia Wharton Conference on Organizational Evolution. Presented a paper "Toward a Strategic Process Simulation Model" (with B.S. Mittman).
- August 1989  
Washington Academy of Management. Faculty Fellow for the junior faculty workshop. Organized the Best Paper competition for the Business Policy & Planning division. Also organized a show case session for the Business Policy & Planning and Organization Theory & Management divisions with Donald Petersen, CEO of Ford Motor Cy, as the keynote speaker.
- October 1989  
San Francisco Ninth Strategic Management Society Conference. Chaired a panel on "Organizational Learning and Strategic Renewal" and presented a paper on this topic.
- August 1990  
San Francisco Academy of Management, Division of Business Policy and Strategy. Program Chair. Processed over 230 papers and symposia proposals. Designed a program comprising 25 paper and symposium sessions.
- March 1991  
Antwerp, Belgium Antwerp University. A. Taymans Chair in Entrepreneurship. Spoke on "Corporate Entrepreneurship and Organizational Adaptation."
- August 1991  
Miami, Florida Academy of Management, Division of Technology and Innovation Management: Faculty Fellow for the new faculty workshop. Division of Business Policy and Strategy: Organized the Free Press Annual Dissertation Award competition.
- December 1991  
Fontainebleau, France INSEAD Conference on "Organizational Learning." Invited as discussant.
- January 1992  
New York New York University - Wharton Conference on "Dynamics of Organizational Evolution. Presented a paper "An Intraorganizational Ecological Perspective on Managerial Risk Behavior, Performance, and Survival: Individual, Organizational and Environmental Effects (with B.S. Mittman).
- March 1992  
Philadelphia Wharton Conference on "Innovation and Learning." Spoke on "Organizational Perspectives on Innovation."
- May 1992  
Chicago MESO 1992 Conference, Northwestern University. Spoke on A Process Model of Corporate Strategy as Intraorganizational Ecology."
- August 1992  
Las Vegas Academy of Management. Symposium on "Content vs. Process in Strategic Management: Fission or Fusion?" Presented a paper "On the Interplay of Action and Cognition in Strategy Making: An Alternative Perspective on the Process vs. Content Bifurcation."
- November 1992  
Philadelphia Wharton Conference on "Corporate Entrepreneurship." Invited as discussant.

- February 1993  
Boston  
American Association for the Advancement of Science. Spoke on "Intraorganizational Ecology of Strategy Making and Organizational Adaptation" in a Symposium on "Industrial Ecology: New Approaches to Organizational Learning, Adaptation, and Change."
- August 1993  
Atlanta  
Academy of Management, Division of Business Policy and Strategy. Co-chaired a Symposium on "New Research on Top Management Roles in Corporate Entrepreneurship and Innovation." Spoke on Internal Corporate Venturing in Large, Diversified Firms.  
  
Co-organized (with Rebecca Henderson, MIT) a poster session on "Teaching a Course on the Management of Technology and Innovation."
- August 1994  
Dallas  
Division of Business Policy and Strategy. Discussant for a Symposium on "Bridging the Transatlantic Gap: European and American Approaches to Case Study Research and Publication."  
  
Divisions of International Management and Technology and Innovation Management. Discussant for Joint-Symposium on "Innovation and New Product Development: A Multinational Comparison of Perspectives."
- August 1994  
Berlin  
Wissenschaftszentrum Berlin für Sozialforschung. Conference on the Simultaneity of Markets and Organizations. Spoke on "A Process Model of Corporate Strategy as Intraorganizational Ecology."
- October 1994  
Stanford  
Stanford Business School. First Conference on Strategy and Organization. Discussant.
- August 1995  
Vancouver  
Academy of Management Meetings. Presented a paper on "Strategic Management of Technology and Innovation" at a Joint-Symposium of the Divisions of Business Policy and Strategy and Organization Theory and Management.
- September 1995  
Stanford  
Organized (with Bill Barnett) the Conference on "Evolutionary Perspectives on Strategy," co-sponsored by Stanford Business School and the Strategic Management Journal. Presented a paper, "A Process Model of Strategic Business Exit: Implications for an Evolutionary Perspective on Strategy."
- September 1995  
London  
London School of Economics. Conference on "Corporate Strategies in Electronics." Presented a paper "Intel Corporation: Evolution of an Adaptive Organization."
- August 1996  
Boston  
Harvard Business School. Together with Joseph L. Bower (HBS) and Yves L. Doz (INSEAD) organized the first "Summer Camp for Strategy Process Researchers."
- August 1997  
Boston  
Harvard Business school. Together with Joseph L. Bower (HBS) and Yves L. Doz (INSEAD) organized the second "Summer Camp for Strategy Process Researchers." Presented a paper: "A Process Model of Strategic Business Exit: Implications for an Evolutionary Perspective on Strategy."
- June 1998  
Fontainebleau  
INSEAD. Together with Joseph L. Bower (HBS) and Yves L. Doz (Insead) organized the third "Summer Camp for Strategy Process Researchers." Presented a paper: "Complex Strategic Integration in the Lean Multibusiness Corporation" (together with Yves Doz).

- August 1999  
Chicago  
Academy of Management - All Academy Program. Participated in an Executive Panel on "Change and Development Journeys in a Pluralistic World" (together with Dennis Carter of Intel Corporation). Presented the research case "Intel Corporation: The Evolution of an Adaptive Organization" (together with Dennis Carter of Intel Corporation).
- August 2000  
Toronto  
Academy of Management - Participated as a discussant in two symposia.
- August 2000  
Boston  
Harvard Business School. Together with Joseph L. Bower (HBS) and Yves L. Doz (Insead) organized the fourth "Summer Camp for Strategy Process Researchers." Presented an overview of what has been learned about strategy process drawing on my longitudinal process research at Intel Corporation during 1988-2000.
- August 2002  
Denver  
Academy of Management - All Academy Program. Participated in a Workshop on Strategy Process Research.
- August 2002  
Boston  
Harvard Business School. Together with Joseph L. Bower (HBS) and Yves L. Doz (Insead) organized the fifth "Summer Camp for Strategy Process Researchers." Presented a paper "Strategy Making and Resource Allocation: An Evolutionary Ecological Perspective."
- March 2003  
Copenhagen  
Copenhagen Business School. Honorary Doctorate lecture: "Strategy Making and Evolutionary Organization Theory."
- May 2003  
Colorado Springs  
Industrial Research Institute. Keynote address: "Strategy is Destiny: How Strategy-Making Shapes a Company's Future."
- August 2003  
Seattle  
Academy of Management – All Academy Program. Participated in a Symposium on "Strategy as Resource Allocation."
- August 2004  
New Orleans  
Academy of Management – Division of Business Policy and Strategy. Faculty member for the Doctoral Consortium. Also participated in a Symposium on "Why is most management research not actionable?"
- August 2005  
Honolulu  
Academy of Management – All Academy. Presented on "Theory Building and Theory Verification Through Single Case Study Research" (Professional Development Workshop on "The Power of Richness: The Why, When, Where, and How of Qualitative Research" ). Presented on "Grounded Theorizing and Strategy Process Research: Integrating Strategy-Making and Evolutionary Organization Theory" (Professional Development Workshop on "Strategy Process Research").
- February 2006  
San Mateo, CA  
Kauffman Fellows Program, Module II-Fellows 10 & Module IV-Fellows 9. "Instilling Strategic Discipline in High-Technology Ventures."
- August 2006  
Atlanta  
Academy of Management – Division of Technology and Innovation Management. Faculty member for the Doctoral Consortium.
- February 2007  
Tokyo  
Tokyo Institute of Technology – The 21<sup>st</sup> Century Center of Excellence Program - The Science of Institutional Management of Technology – Third Annual Symposium. Presented a paper: "Let Chaos Reign, Then Rein In Chaos – Repeatedly: Managing Strategic dynamics for Corporate Longevity."
- August 2007  
Philadelphia  
Academy of Management – Professional Development Workshop from OMT Practice Committee. Co-sponsored by BPS, MOC, ODC, & PTC Divisions - "Are We Engaged as Scholars?" Experiences From Interaction between researchers and Practitioners. Spoke on "Interaction of Field Research and

Executive Experience – Robert A. Burgelman and Andrew S. Grove: 1988-Ongoing.”

- November 2007  
Boston  
Harvard Business School – Centennial Symposium: Leading Organizational Transformation. Presented a paper: “Matching Internal and External Ecological Dynamics: The Role of the Strategy-Making Process for Corporate Longevity.”
- August 2008  
Anaheim, CA  
Academy of Management – Professional Development Workshop sponsored by the RM division – Spoke on “Doing Field Research in Collaboration with Practitioners;” Also discussant for the Symposium on “Paths in Organization Fields” – co-sponsored by BPS, OMT and OD&C.
- April 2009  
Sydney, Australia  
University of Sydney – Asia Pacific Symposium on Entrepreneurship and Innovation – Keynote address: “Sustaining Corporate (and Societal) Longevity in the Face of Nonlinear Strategic Dynamics.”
- April 2009  
Brussels, Belgium  
IMEC – 25<sup>th</sup> Anniversary Colloquium – Keynote address: “Sustaining Corporate (and Societal) Longevity in the Face of Nonlinear Strategic Dynamics” (via videoconferencing from Sydney, Australia).
- August 2009  
Chicago  
Academy of Management – participated in a Professional Development Workshop on “Field Research Methods,” sponsored by several divisions.
- October 2009  
Washington, D.C.  
Strategic Management Society Conference – participated in a symposium on “Key Issues in Strategic Entrepreneurship Research,” with a presentation on “Cross-Boundary Disruptors: Powerful Interindustry Entrepreneurial Change Agents.”
- February 2010  
Antwerp, Belgium  
Gave a keynote address on “Strategic Leadership in Dynamic Environments: Why it Matters” at the occasion of the Jubilee Celebration of the University of Antwerp Management School and the inauguration of the Andre Leysen Chair in Leadership.
- March 2010  
Finland  
Co-Chair for the Special Strategic Management Society Conference “Intersections of Strategy Processes and Strategy Practices.” Gave a keynote address on “Modeling National Strategy-Making and the Challenges of Transnational Strategic Leadership.”
- August 2010  
Montreal, Canada  
Academy of Management – International Business Division. Presented a paper on “Combining Grounded Theorizing and Historical Methods: A Proposal to Strengthen the Power of Qualitative Research.”
- August 2010  
Helsinki, Finland  
Gave a keynote address on “Dispersed Entrepreneurial Action and Firm Evolution: Composition, Decomposition and Re-composition of HP’s Networking Business” at Aalto University.
- June 2011  
Stanford, CA  
The Stanford Humanities Center & Institute for Research in the Social Sciences. Presented a paper on “Bridging History and Reductionism: A Key Role for Longitudinal Qualitative Research” in a Workshop on “Working with Ethnography”
- November 2011  
Miami, FL  
Strategic Management Society Conference – participated in panel discussions on “Strategy Process and Practice Research in Perspective and Future Directions; and ”Teaching Strategy and Process – What General Managers Really Do.” Also led a session on “Entrepreneurial Growth Strategies” and presented on “Integrating Entrepreneurial Behavior and Strategic Resource Allocation – An Exploratory Analysis.”

August 2012 Boston, MA	Academy of Management – Business Policy and Strategy Division. Participated in a symposium on “Breaking out of Strategy Vectors.”
October 2012 Prague, Czech Republic	Strategic Management Society Conference. Presented a paper on “Generating Early Signals on Strategy in Transition: A Key Role of Internal Corporate Venturing.”
August 2013 Orlando, Florida	Academy of Management – Strategizing Activities and Practice Interest Group - Presented the 2013 Keynote: “Looking Back and Looking Forward: The Strategic Context Determination Process as an Underexplored Research Area.”

### 3. Research Seminars

Invited to present a research seminar at University of Chicago, 1984; University of Michigan, 1984; INSEAD, 1984; MIT, 1985; University of Minnesota, 1985; University of Toronto, 1985; University of Southern California, 1985; Florida International University, 1986; UCLA, 1986; University of Toronto, 1986; Wharton, 1987; Harvard Business School, 1987; INSEAD, 1987; Helsinki School of Economics, 1987; Norwegian School of Economics, 1987; Stockholm School of Economics, 1987; McGill/Concordia/H.E.C. Montréal/Univ. de Montréal, 1987; Texas A&M University, 1987; Northwestern University, 1987; Scuola Superiore S.Ana (Pisa), 1988; I.E.S.E. (Barcelona), 1988; UC Berkeley, 1989; Purdue University, 1989; Copenhagen School of Economics and Social Science, 1989; Helsinki School of Economics, 1989; Northeast Asia-United States Forum on International Policy, Stanford Business School, 1989; University of Texas, Arlington, 1989, University of Limburg (The Netherlands), 1990; Norwegian School of Economics, 1991; Harvard Business School, 1991; INSEAD, 1991; MIT, 1991; Harvard Business School, 1992; Columbia Business School, 1992; MIT, 1992; Dartmouth, 1992; Wharton, 1992; Harvard Business school, 1993, Northwestern University, 1994, Wharton, 1997; UCLA, 1998; INSEAD, 1998; Humboldt University (Berlin), 1998; Columbia Business School, 1999; McGill, 1999; Harvard Business School, 2001; Copenhagen Business School, 2002; University of Paris (Dauphine), 2003; Free University of Berlin, 2005; Stanford Engineering School, 2006; Ecole Polytechnique (Paris) 2006; Ecole des Mines (Paris) 2006; INSEAD (Fontainebleau), 2006; Imperial College (London) 2007; Tsinghua University (Beijing), 2007; INSEAD (Singapore), 2007; ESSEC (Paris), 2007; Judge Business School, Cambridge University (2009); University of Sydney (2009); University of Antwerp Management School, 2010; Vlerick Leuven Gent Management School, 2010; Tsinghua University (Beijing), 2013; Zhejiang University (Hangzhou), 2013.

### 4. Other

Elected Member of the Executive Committee, Division of Business Policy and Planning, Academy of Management, 1985-87.

Ninth Strategic Management Society Conference, October 1989, San Francisco. Vice-Chair of the Conference.

Academy of Management, Division of Business Policy and Planning, Elected Assistant-Program Chair 1989. Program Chair 1990. Division Chair-Elect 1991. Chair 1992. Treasurer and Past-Chair, 1993.