

TAMMY L. MADSEN, W. M. Keck Foundation Chair
Professor of Strategic Management & Innovation
President, Academy of Management

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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



- 2023 Selected for the [Thinkers50 Strategy Award Short list \(8 nominees\)](#)
From T50: “Thinkers50 began in 2001 as a ranking of the world’s most influential management scholars”
- 2023 Best Reviewer Award, *Academy of Management Perspectives*
- 2020 - 2025 Appointed the *W. M. Keck Foundation Chair*, Santa Clara University
- 2021 Best Reviewer Award, Strategic Management Society Conference – Competitive Strategy
- 2020 Best Reviewer Award (for reviews in 2019), *Academy of Management Discoveries*
- 2017 Outstanding Reviewer Award, *Strategic Management Journal*
- 2015-18 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*)

- Senior Associate Dean of Research and Strategic Initiatives. September 1, 2022 – September 1, 2024
- W. M. Keck Foundation Chair, September 1, 2020 to present.
- Professor of Strategic Management, Management & Entrepreneurship Department, 2016-present.
- Associate Dean, January 1, 2017 to September, 2018 (refer to the Service section for details).
- 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

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 El Zayaty, A. and Madsen, T.L. 2023. Co-Shaping Realities: Ecosystems, Human Capital, and Ecosystem-Specificity.
- 2 Lu, S. and Madsen, T.L. 2023. In Limits There is Freedom: Capacity Constraints of Complementary Assets and Incumbent Response to Technological Changes.
- 3 Madsen, T. L. and Walker, G. 2023. Competitive Heterogeneity in Growing and Shrinking Markets.
- 4 Xia, F., Walker, G., and Madsen, T. L. 2019. Age Cohorts, Ownership and the Rates of Founding and Entry.
- 6 Xia, F., Walker, G., and Madsen, T. L. 2013. Regional Imprinting and the Growth of Privatized Firms.
- 7 Madsen, T. L., Walker, G. and Kim, B. K. 2019. Benefit from the Middle: Incumbent Status, Inter-cohort Mobility and Entrant Growth.

PUBLICATIONS

Articles in Peer Review Journals

Madsen, T. L. 2024. Digital Platform Innovation. Oxford Encyclopedia of Business and Management. Oxford University Press: pg 1-30.

<https://oxfordre.com/business/display/10.1093/acrefore/9780190224851.001.0001/acrefore-9780190224851-e-430?print=pdf>

Hoopes, D., and Madsen, T. L. 2022. A Dynamic Strategic Theory of the Firm, *Strategic Management Review*, 3: 235-264.

Hoopes, D., T. L. Madsen and Teece, D. 2022. Introduction to the Special Issue Honoring Richard Rumelt: The Foundations for Understanding Fundamental Issues in Strategy, *Strategic Management Review*, 3: 187-199.

- Magliolo, J., Madsen, T. L, and Walker, G. 2020. Growing and Shrinking. *Strategic Management Review*, 1: 159-178. [Google cites \(4/2024\): 2.](#)
- 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. [Impact Factor: 8.3; Google cites \(4/2024\): 269; In June, 2017, the article was #4 of the top 10 downloaded SMJ articles.](#)
- Madsen, T. L. and Walker, G. 2017. Competitive Heterogeneity, Cohorts, and Persistent Advantage. *Strategic Management Journal*, 38: 184-202. [Impact Factor: 8.3; Google cites \(4/2024\): 30](#)
- 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. [Impact Factor: 8.3; Google cites \(4/2024\): 34](#)
- Madsen, T. L. and Leiblein, M. J. 2015. What Factors Affect the Persistence of an Innovation Advantage? *Journal of Management Studies*, 52: 1097-1127. [Impact factor: 10.5; Google cites \(4/2024\): 61](#)
- 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 \(4/2024\): 12](#)
- Felin, T., Foss, N.J., Heimeriks, K.H., and Madsen, T. L., 2012. Microfoundations of Routines and Capabilities. *Journal of Management Studies*, 49 (8), 1351-1374. [Impact Factor: 10.5, Google cites \(4/2024\): 1357](#)
- Leiblein, M. J. and Madsen, T. L. 2009. Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation. *Strategic Management Journal*, 30: 711-735. [Impact Factor: 8.3; Google cites \(4/2024\): 197](#)
- Hoopes, D. and Madsen, T. L. 2008. A capability-based view of competitive heterogeneity. *Industrial and Corporate Change*, 17(3): 393-436. [Impact factor: 3.5; Google cites \(4/2024\): 210](#)
- Madsen, T. L. and Walker, G. 2007. Incumbent and Entrant Rivalry in a Deregulated Industry. *Organization Science*, 18(4): 667-687. [Impact factor: 6.2; Google cites \(4/2024\): 65](#)
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 \(4/2023\): 5](#)
- 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. [Impact Factor: 8.3; Google cites \(4/2024\): 1652](#)
- 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. [Impact factor: 6.2; Google cites \(4/2024\): 200](#)

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.
Impact Factor: 8.3; Google cites (4/2024): 122

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.
Impact factor: 9.96; Google cites (4/2024): 82.

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 (4/2024): 183*

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).*

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).*

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.

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*.

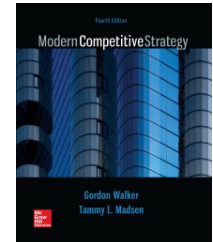
Madsen, T. L. and Walker, G. 2001. The Rates of Change of Entrants and Incumbents. *Nelson and Winter Conference Proceedings*, (BOA 54): 1-45. Nelson and Winter Conference on Evolutionary Economics, Danish Research Institute for Industrial Dynamics, June, Aalborg, Denmark.

Books and associated teaching materials

Book: Madsen, T. L. and Cruickshank, D. 2022. *Co-Innovation Platforms: A Playbook for Enabling Innovation and Ecosystem Growth*. Palgrave MacMillan.



Walker G. and Madsen, T. L. 2016 (in print, 3/2015). *Modern Competitive Strategy* (4e). New York, NY: Irwin-McGraw Hill. [Google cites \(4/2023\): 333](#)



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., 2025. Platform Strategy, In Bisui, S., Kluppel, L., Leiblein, M., and Reuer, J. (eds.), *Key Theories in Strategic Management*, UK: Edward Elgar Press.

Madsen, T. L. 2025. Generative Strategy: AI Agents and a Path to Regenerative Growth. In, Bianchi, M. and Crainer, S. (eds.), *People, Planet and Profit in the Age of AI: A Strategic Guide for Executives*, PMI Brightline.

Madsen, T. L. 2023. Competitive Heterogeneity (Edition 2). In Griffin, R. (ed.), *Oxford (annotated) Bibliographies in Management*, peer reviewed. New York: Oxford University Press.

Madsen, T. L. 2020. Strategy (Edition 3). In Griffin, R. (ed.), *Oxford (annotated) Bibliographies in Management*, pgs. 1-44, peer reviewed. New York: Oxford University Press.

Madsen, T. L. 2019. Competitive Heterogeneity. In Griffin, R. (ed.), *Oxford (annotated) Bibliographies in Management*, peer reviewed. New York: Oxford University Press.

McKelvey, B. and Madsen, T. L. 2018. Why Lamarck Dominated Darwin in Explaining Organizational Change and Evolution, In McKelvey, B (ed.), *Management in the Age of Digital Business* (forthcoming). London, UK: Routledge Press.

Madsen, T. L. 2018. 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. 2018. Regulatory Shocks: Forms, Dynamics and Consequences. *Oxford Research Encyclopedia*, 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.

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.

Szyliowicz 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*.

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.

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

Madsen, T. L. 2025. Facts in Strategy: What do we Know?, Symposium, Academy of Management, Copenhagen, July, 2025; symposium co-chairs & presenters: T. L. Madsen and M. Lieblein; panelists: Javier Gimeno (INSEAD), Claudine Gartenberg (Wharton), Alfonso Gambardella (Bocconi), & Elenta Novell (U. of London).

Madsen, T. L. 2025. Innovations for EMBA/MBA Courses: The Power of Additional Workshops led by Executives. Academy of Management, Copenhagen, July, 2025.

El Zayaty, A. and Madsen, T. L. 2025. Co-Shaping Realities: Ecosystems, Human Capital, and Ecosystem-Specificity. Organization Science Winter Conference, Los Angeles, California, February.

Madsen, T. L. 2024. Antecedents to Ecosystem Generativity. Design in Organizations Conference, Zurich, June, 2024.

Lu, S. and Madsen, T.L. 2023. In Limits There is Freedom: Capacity Constraints of Complementary Assets and Incumbent Response to Technological Changes. University of Colorado, Dept. Seminar Series.

Madsen, T. L. and Walker, G. 2023. Competitive Heterogeneity in Growing and Shrinking Markets. Ohio State University, Dept. Seminar Series.

Lu, S., Madsen, T.L. 2021. Sun Never Sets: Ecosystem Extension in the Electric Power Industry. Strategic Management Society Meetings, September, online.

Madsen, T. L., and Walker, G. 2021. Competitive Heterogeneity in Growing and Shrinking Markets. Strategic Management Society Conference, online.

Madsen, T. L., and Walker, G. 2019. Competitive Heterogeneity in Growing and Shrinking Markets. Academy of Management Meetings, Boston, MA.

Madsen, T. L., and Walker, G. 2019. Competitive Heterogeneity in Growing and Shrinking Markets. UCLA Colloquium, Los Angeles, CA.

Madsen, T. L., and Walker, G. 2019. Competitive Heterogeneity in Growing and Shrinking Markets. Strategy Science Conference, Salt Lake City, Utah.

Madsen, T. L. and Cruickshank, D. 2018. Innovation Platforms and Ecosystem Growth: Co-innovation-as-a-Service. Open Innovation Conference, Strategic Management Review, Berkeley, CA.

Madsen, T. L. 2018. Disruptive Innovation Simulation, Symposia: State of the Art of Using Simulations in Teaching Strategy. Academy of Management Meetings, Chicago, IL.

Madsen, T. L., Kim, B. K., Walker, G. 2018. Inter-cohort Mobility Dynamics in a Deregulated Industry: Social Resources & Status Inconsistency. Academy of Management Meetings, Chicago, IL.

MacGregor, N., Madsen, T. L., S. Vedula 2018. Cluster Shocks and Firm Failure: The Contingent Effects of Community Social Capital. Academy of Management Meetings, Chicago, IL.

Xia, Fan, Madsen, T. L., Walker, G. 2018. Regional Imprinting and the Growth of Privatized Firms. Academy of Management Meetings, Chicago, IL.

Madsen, T. L., Kim, B. K., Walker, G. 2018. Inter-cohort Mobility Dynamics in a Deregulated Industry: Social Resources & Status Inconsistency. Strategy Science Conference, Philadelphia, PA.

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. Expert sourcing. 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. Expert sourcing. 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 Coast 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/PRESENTATION

Speaker, Break on Through: How Collaborative Ecosystems Can Yield Innovative Results, [Collaborative Connections Monthly](#), Association of Strategic Alliance Professionals, June 6, 2024.



Panelist, [Ask Us Anything About Artificial Intelligence](#), Family Weekend, Winter, 2024. With Professors Brian Green, Sanjiv Das, Susan Kennedy, and Yi Fang.

Panelist, Artificial Intelligence, SCU Board of Trustees Meeting, Fall, 2023, with Professors Chris Kitts, Laura Norris, Brian Green, Sanjiv Das, Susan Kennedy, and Yi Fang.

Speaker with David Cruickshank, [Using Co-Innovation to Enable Ecosystem Growth: Who, What, and Where?](#) Posterlab Podcast, Moderator – Sebastien Charles, Co-founder of Posterlab. November 9, 2023.

Speaker, *Co-Innovation Platforms: How to Enable Innovation and Ecosystem Growth, Into the Ecosystem Future* virtual conference ([program](#)), Sept. 12-14, 2023, produced by the Haier Model Institute (HMI) and the Business Ecosystem Alliance.

Speaker, *Integrating Strategy Teaching and Book Writing: Interactions and Pedagogical Opportunities*, Webinar, Moderators/Chairs: Cheng Gao, Jennifer Kuan, Strategic Management Division, Academy of Management, December 16, 2022. STR youtube channel: <https://www.youtube.com/watch?v=qFKb28Br6wI>

Panelist, *Mid-Career Consortia*, Strategic Management Division, Academy of Management Conference, August, 2022, Seattle, WA.

Speaker, *Co-Innovation Platforms: Enabling Innovation & Ecosystem Growth*. Global Innovation Institute, April, 17 2022. https://www.youtube.com/watch?v=h7AmFZ3bm_A

Panelist, *Skills for the Next Era: Adopting a Changemaker Mindset*. Moderators, Greg Satell and Todd McLees; Panelists: Greg Satell, Todd McLees, Rob Woolcott, and Scott Mordell. November, 18, 2021.



Keynote talk: Enabling Innovation and Ecosystem Growth. Innovation Day (virtual), American Society for Quality. October 15, 2021.

Panelist, *Reimagining the Future of Business: Harnessing the Speed, Agility, and Creation of Innovation*. Innovation Day (virtual), American Society for Quality. October 15, 2021.

Keynote talk: The Necessity for Co-Innovation in Times of Revival. Berkeley Innovation Forum. Berkeley, CA, October 6-7, 2021.

STR Meet the Scholar – Tammy L. Madsen, Strategic Management Division, Academy of Management. June, 13, 2021; Interviewed by Michael Leiblein, STR Program Chair. <https://youtu.be/JWU3JWOLz8k>, <https://www.bilibili.com/video/BV1wf4y1h7T2>, podcast: <https://strategicmanagement.podbean.com/e/meet-the-scholar-tammy-madsen-santa-clara-u-moderated-by-michael-leiblein-ohio-state-u/>

The Corporate Strategist's Toolkit: An M&A West Roundtable, Guest Speaker, Tammy L. Madsen, Moderator: Ryan A. Kuhn, Managing Director/Founder, Kuhn Capital. M&A West Conference, Association for Corporate Growth (ACG). May, 2021.

STR AOM Teaching Clinic 2021. Strategic Management Division, Academy of Management Conference, August, 2021. Served as a Panelist for content on online teaching – synchronous delivery.

Teaching Workshop: Fully Online, Blended & Hybrid Formats, Strategic Management Division, Academy of Management. Panelists: Tammy L. Madsen, Mahka Moeen (UNC – Chapel Hill), Russ Coff (U. of Wisconsin), Giada di Stefano (Bocconi U.), Charlie Williams (Bocconi U.); Organizers: Giada di Stefano (Bocconi), Henning Piezunka (INSEAD), John Mawdsley (HEC) and the STR Teaching Committee. November 20, 2020. <https://youtu.be/sHR24KfrS3s>

Webinar – IVY EXEC, *Navigating Uncertainty: Implications for Business Strategy and Culture*. Panelists: Tammy L. Madsen and Jo-Ellen Pozner, Santa Clara University. May 19, 2020.

<https://www.youtube.com/watch?v=8leBM2tGm2E>

<https://www.ivyexec.com/professionals/classes/details/navigating-uncertainty-implications-for-business-strategy-and-culture>

Webinar, *Shocks, Industry Recovery and Strategy*. Tammy L. Madsen. Faculty Speaker Series on Covid-19, Leavey School of Business, Santa Clara University. May 13, 2020. <https://youtu.be/5emlcw81FhQ>

Webinar, *Defining What Success Means for You – and Making it Happen*. Panelists: Tammy L. Madsen, Ann Langley (HEC Montreal), Marie Louise Mors (Copenhagen Business School), Sharon Alvarez (U. of Pittsburgh), Organizers, Rebecca Kehoe (Cornell University) and Ruth Aguilera (Northeastern University). Strategic Management Society, February 4, 2020.

Madsen, T. L., 2019. Discussant, *Coordinating Ecosystems and Stakeholders in New Industries*, Symposium, Academy of Management Meetings, Boston, MA.

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 3519/3050, Strategic Analysis (Capstone Strategy Course), 2001-present

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

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

EMBA 901, Strategic Management, 2019-present

EMBA 915, Strategic Innovation & Corporate Entrepreneurship, 2021 to present

EMBA 904, Defining and Exploiting White Spaces: Sustaining Innovation for Long-term Growth, 2019

Other Content, 2007-2019:

Module: Industry Globalization and Global Strategy, International Theme

Module: Strategic Positioning

Module: Industry Analysis

Module: Sustaining Advantage

Module & Simulation: Disruptive Innovation

Executive Development Center Programs

ABLE Program: Venture Strategy, Scalability & Growth, and Ecosystem Strategy
KAIST Program: Innovation Strategy, Ecosystems, and Co-Innovation; Disruptive Innovation
ITRI Program: Strategic Leadership in the 21st Century. March, 2023
ESADE Silicon Valley Program: Disruptive Innovation, Zone Management & Simulation;
Platforms & Innovation; Digital Transformation & Digital Strategy (Spring, 2018; Faculty
Lead for Fall, 2018 Program, July 2019 Program & October, 2019 Programs, June 2022
Program)
Mars Program: Innovation Strategy and Innovator's DNA, 2018
CA Technologies: Innovation Strategy and the Innovator's DNA; Disruptive Innovation & Zone
Management, (2 programs), Spring and Fall, 2018.
Cadence Program: Fostering a Strategic Mindset (2015-2019), Module & Simulation on
Managing Strategic Change, 2014.
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

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)

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, Dean Search Committee, Leavey School of Business, Sept., 2014 -March, 2015; June, 2008 - May, 2010; Sept. 2020 – March, 2021.
- Member, University Athletic Advisory Board, 2006 – present.
- Member, University Planning Action Council, Jan., 2018 – June, 2018.
- Member, Faculty Core Committee, Social Justice, 2016 – 2019.
- 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

- Faculty Advisor, First Generation Club, Graduate Program, LSB, December 2024 – ongoing.
- Senior Associate Dean, Faculty Research and Initiatives, LSB, June, 2022 – ongoing.
- LSB PLUS: Co-Leader, LSB Bold Ideas Strategy Development & Implementation, Winter, 2022 – ongoing.
- Moderator, Executive MBA Luminary Speaker Series, Summer, 2021 – 2022.
- Mentor to Assistant Professors, Management Department, Fall, 2020 – ongoing.
- Chair, LSB Rank & Tenure Committee, June, 2020 – June 2021.
- Co-Chair, LSB Rank & Tenure Committee, June, 2019 – June 2020.
- Member, LSB Rank & Tenure Committee, June, 2018 – June 2021.
- Associate Dean, January 1, 2017 to September 1, 2018. Member of a new Dean's Council established to address a major turnaround of the school's organizational and financial state. The leadership position was intended as a short term role to address a crisis state. The Dean's Council was responsible for all internal activities and programs (Faculty, Staff, UG & Grad Programs) in the Leavey School of Business. In this role, I was responsible for Graduate Programs, Faculty & Research (liaison, awards, grants), Dept. Chairs (overseeing meetings of the Dept. Chairs and annual hiring/staffing programmatic process; etc.), Accreditation documentation, and Strategic Planning; the role also involved coordinating with the LSB CFO on budget issues, with the Provost's Office on enrollment projections, and with staff and faculty on various initiatives as well as supporting the Dean in LSB activities and ad hoc initiatives.
- 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.
- Chair or Member, 3rd year Review Committees for Assistant Professors: Management Department (Chair of 1 review in 2020 & 2022; committee member of 2 reviews 2021 and 2022); 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 – 2018.
- 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 – 2019
- Recruiting Committee Member, Management Department, 2005-2007, 2012, 2013, 2019-2020
- 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

- **President-Elect, Academy of Management, August 2024-2025.** During my 4th year of leadership, I serve as co-Chair, Vision 2030 Strategy Committee which involves a leading the ongoing development and implementation of the V2030 strategy. I also Chair the Finance Subcommittee and Teaching Committee, and serve on the board's Executive Committee and Content Portfolio Committee. Activities also include serving on task forces or working groups on short term initiatives as well as ad hoc activities for the Board of Governors.
- **Vice President & Program Chair (elected), Academy of Management, August 2023-2024.** The Academy of Management is the primary academic association for scholars of management and organizations and has 20,000 members worldwide. I currently serve as Vice President as well as Program Chair for the Association's annual conference. In my Vice President role, I serve on the AOM's Board of Governor's Content Portfolio Committee, Ethics Committee, Finance Committee and Executive committee. As a member of the Executive Committee (with 4 other officers), I am involved in developing the AOM's strategic agenda for 2030 – 2035 as well as actively engaged in all activities of the Board (such as developing journals, establishing policy around AI and content, addressing member concerns, engaging with Editors and Division and Interest Group leaders, developing new programs and content, etc.). As Program Chair, I am responsible for developing the theme of the conference, overseeing the program's development and execution, including innovating the program's format; typically, 10,000 members attend the annual conference. My [theme](#) for 2024 is (see the link for additional details):



The 2024 conference received 9249 submissions (peer reviewed); 50% of accepted symposium and professional development workshops and 26% of accepted papers are theme related. In August, 2024, I transition to President-Elect of the AOM.

- **Vice-President-Elect & Program Chair-Elect (elected), Academy of Management (20K members worldwide)**, August, 2022 – August, 2023. The 5-year leadership role begins with Vice-President-Elect & Program Chair-Elect. As VPE, I serve on the Executive Committee as an officer of the Board of Governors, AOM. Responsibilities include serving as PDW Chair/Program Chair-Elect for the 2023 meeting. I also will serve on 5 committees during my role as VPE, participate in committee and EC meetings, participate in the Board's three formal annual meetings, Co-Chair the Incoming Program Chairs Meeting and support any adhoc task forces.
- **Representative-at-Large (elected), Board of Governors, Academy of Management**, August, 2018 – August, 2021. The Academy of Management is the primary academic association for scholars of management and organizations and has 20,000 members worldwide.
 - Chair, DIGR Task Force, Reenvisioning the Five Year Review, 2020-2021*
 - Chair, Division and Interest Group Committee, 2019-2020*
 - Member, Virtual Component Team – Annual Conference, Spring, 2020*
 - Member, Division and Interest Group Strategy Committee, 2019-2021*
 - Member, Division and Interest Group Committee, 2018-2021*
 - Member, GEM Task Force, 2018-2019*
- **Board Member, Board of Advisors, Global Innovation Institute (GInI), 2020 to 2022.**
<https://www.qini.org/board-of-advisors>
- **Director, Strategy Research Foundation – Dissertation Research Grant Program, Strategic Management Society**, January 2018 – December 2024. <https://www.strategicmanagement.net/srf/overview/drp>
- **Judge, Emerging Scholar Award, Strategic Management Division, Academy of Management**, Winter, 2021 and 2019.
- **Associate Director, Strategy Research Foundation – Dissertation Research Grant Program, Strategic Management Society**, August 2016 – December, 2017.
- **Interview, Strategy Division, Academy of Management, March 26, 2018, Innovative Teaching.**
http://strdiv.org/?page_id=858
- **Judge/Reviewer, Best Paper Award, Strategic Management Society Annual Conference, Summer, 2018-2019.**
- **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 Foundation – Dissertation Research Grant 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

Area Editor (2025 – present), Strategic Management, *Oxford Research Encyclopedia*, Oxford University Press.

Associate Editor (2020 – present), *Strategic Management Review*.

Editor (member, Board of Editors) (2017 – 2020), *Strategic Management Review*.

Special Issue Editor (2019-2022), with David Hoopes and David Teece, Essays in honor of Rumelt’s Contributions to the Field, *Strategic Management Review*. Issue forthcoming in 2021.

Special Issue Editor (2014-2016), with Robert Grant & Rudy Durand. *Strategic Management Journal: Reviews of Strategy Research*. **Impact**: As of June, 2018, 6 articles from the issue are among the top ten downloaded SMJ articles (items #1, 2, 4, 6, 9 & 10 below).

7. Most Downloaded Articles on Wiley Online Library

Rank	Author(s)	Article Title	Volume	Issue	No. of Accesses
1	Trigeorgis, L. & Reuer, J.	Real options theory in strategic management	38	1	8,954
2	McIntyre, D. & Srinivasan, A.	Networks, platforms, and strategy: Emerging views...	38	1	7,093
3	Cheng, B. et al.	Corporate social responsibility and access to...	35	1	6,397
4	Durand, R. et al.	The expanding domain of strategic management...	38	1	5,501
5	Teece, D.	Explicating dynamic capabilities: the nature...	28	13	5,342
6	Gans, J. & Ryall, M.	Value capture theory: A strategic management...	38	1	5,255
7	Girod, S. & Whittington, R.	Reconfiguration, restructuring and firm performance:...	38	5	4,724
8	Teece, D. et al.	Dynamic capabilities and strategic management	18	7	4,498
9	Zhao, E. et al.	Optimal distinctiveness: Broadening the interface...	38	1	4,216
10	Ethiraj, S. et al.	Reviews of strategic management research	38	1	3,952

Special Issue Editor (2012), with Koen Heimeriks, 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 2008-2020
- Academy of Management Discoveries, June 2017-present
- Strategic Management Journal, 2006-present
- Organization Science, 2002-present
- Journal of Management, 2002-2005.
- Strategic Organization, 2022 – present.
- Academy of Management Perspectives, 2022 – present.
- Academy of Management Collections, 2022 – present.

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, CURATED CONTENT, & SOCIAL MEDIA

Interview, Arjun Kharpal, CNBC news, [Chinese EV players take fight to legacy European automakers on their home turf](#), CNBC, September 13, 2025.

Interview for NBC news broadcast, Scott Budman, video: [Nvidia sales surge in the fourth quarter on the demand for AI chips](#), NBC News, February 26, 2025.

Interview, Angela Yang, NBC, [Need to attend a meeting, order groceries, or book a flight? There's an 'AI agent' for that](#): AI Agents are proliferating in personal and business use. What are they actually? NBC News, February 23, 2025.

Interview, Rachyl Jones, [Tiktok Users Scramble as SCOTUS upholds US ban](#). Semafor, January 17, 2025.

Interview/comments, Robert Klara, [The Omnicom-IPG Acquisition Looks Like a Good Bet. Here's Why It May Also Be a Risky One](#). ADWEEK, December 11, 2024.

Interview/comments, Lindsay Rittenhouse, [Omnicom-IPT – The Industry Reacts](#). AdAge, December 9, 2024.

Interview, Rachyl Jones & Liz Hoffman, [Succession Drama: It's been a bad year to be a CEO with an underperforming stock](#). Semafor Newsletter, December 3, 2024.

Program Chair, Academy of Management, [Conference Program Press release](#). August, 2024.

Interview, with Patrick Coffee, Wall Street Journal, [Tesla Dives Into Advertising After Years of Resistance](#), (Patience Haggin and Patrick Coffee). March 29, 2024.

Quoted, Forbes, [Council Post: In The War For AI Talent, Organizations Need A Two-Pronged Approach](#)
The demand for talent that understands artificial intelligence (AI) has skyrocketed as companies across all industries look to capitalize on AI's transformative potential. January, 30, 2024.

Interview, with Christine Hall, TechCrunch, [Chaos at OpenAI adds fuel to the AI talent poaching war: Salesforce among the first to make blanket offers](#). November 20, 2023.

Interview, with Trey Williams, Fortune ChroDaily (CHRO Daily) [OpenAI uprising offers a critical lesson in maintaining employee confidence in leadership: 'You can lose trust in a heartbeat'](#). November 21, 2023.

Interview, with Kristin Sze, live on ABC7 News – Getting Answers, [Tech Companies Announce New Round of Layoffs](#). November 10, 2023. <https://abc7news.com/14041670/>

Interview, Fortune and Fortune CFO Daily Newsletter, April 6, 2023. (Lucy Brewster) Why recruiting '10x' employees remains so difficult even as employers start to win back the upper hand in hiring.

<https://fortune.com/2023/04/06/why-recruiting-10x-employees-remains-so-difficult-even-as-employers-start-to-win-back-the-upper-hand-in-hiring/>

also picked up by Inkl: <https://www.inkl.com/news/how-companies-can-recruit-10x-employees>

Interview, NY Times, March 2, 2023 (Jack Ewing) Tesla Offers a New 'Master Plan' but Few Big Revelations.

<https://www.nytimes.com/2023/03/01/business/tesla-musk-investors.html?partner=calculated>

Interview, Inc., January 3, 2023. (Christine Lagorio-Chafkin), A new Spin for SoulCycle's Founders,

<https://www.inc.com/magazine/202212/christine-lagorio-chafkin/new-spin-soulcycle-founders.html>

Interview/comment, NY Times, (Ryan Mac and Jack Ewing), November 21, 2022. What Elon Musk is Doing to Twitter is What He Did at Tesla and SpaceX.

<https://www.nytimes.com/2022/11/21/technology/elon-musk-twitter-management.html?smid=url-share>

Also picked up at [StraightTimes](#), [Inferse](#), and other sources.

<https://www.inferse.com/489498/what-elon-musk-is-doing-to-twitter-is-what-he-did-at-tesla-and-the-new-york-times/>

Interview/comment, KCBS Radio (Kris Ankorja), November 15, 2022. Pandemic Distortion May Partially Be To Blame for Faltering Tech and E-Commerce Sector

<https://mms.tveyes.com/MediaCenterPlayer.aspx?u=aHR0cDovL21lZGhY2VudGVyLnR2ZXllcy5jb20vZG93bmVYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTExMjg4NTYmTURJRDR0xODQzMjY3OSZNRFRNIZWQ9NTkyOCZUeXBIPU1lZGIh>

Interview/comment, The New York Times, October 28, 2022. Elon Musk Starts Putting His Imprint on Twitter.

<https://www.nytimes.com/2022/10/28/business/twitter-elon-musk.html>

Also picked up by, DYNUZ: <https://dnyuz.com/2022/10/28/elon-musk-starts-putting-his-imprint-on-twitter/>

Interview/comment, The Observer (Sissi Cao), October 6, 2022. Investors Question Whether Elon Musk Can Juggle Twitter with His Many Other Companies.

<https://observer.com/2022/10/elon-musk-twitter-acquisition-tesla-stock-fall/>

Interview/comment, The Business Insider (Tim Levin), August 23, 2022. Ford is slashing thousands of jobs as it goes electric. Experts say a tidal wave of layoffs will rock the industry as it undergoes a seismic shift.

<https://www.businessinsider.com/ev-electric-car-auto-industry-jobs-layoffs-employment-ford-2022-8>

Interview/comment, The Business Insider (Tim Levin), August 15, 2022. Going electric will cost the auto industry hundreds of thousands of jobs, experts predict.

<https://www.businessinsider.com/ev-electric-car-auto-industry-jobs-layoffs-employment-ford-2022-8>

Interview/comment, The Business Insider (Marguerite Ward), July 20, 2022. LinkedIn prioritized use experience and diversity efforts. The Result: We're all spending more time engaging on the platform.

<https://www.businessinsider.com/linkedin-sees-increased-engagement-execs-share-2-principles-driving-innovation-2022-7>

Picked up by the Independent Ghana: <https://theindependentghana.com/2022/07/linkedin-prioritized-user-experience-and-diversity-efforts-the-result-were-all-spending-more-time-engaging-on-the-platform/>

Interview/comment, The Mercury News (Ethan Baron), April 6, 2022. Tesla: Will Big Auto eat Pioneering Electric Car Maker's lunch? <https://www.theolympian.com/news/business/article260158465.html>

Interview/Comment, KPIX News, January 19, 2019, Tesla Plans 7 Percent Staff Cut, Says Road Ahead 'Extremely Difficult'. <https://sanfrancisco.cbslocal.com/2019/01/18/tesla-job-cuts-attempt-more-affordable-model-3/>

Interview/Comment, The San Jose Mercury News, June 22, 2018, Tesla reportedly closing some solar facilities in California and other states. <https://www.mercurynews.com/2018/06/22/tesla-said-to-be-shutting-down-some-solar-facilities-in-california-and-eight-other-states/>

Interview/Comment, ABC News, June 19, 2018, More fallout for Tesla following possible sabotage. <http://abc7news.com/automotive/more-fallout-for-tesla-following-possible-sabotage-/3623905/>
Picked up by 13 media outlets (ABC & Affiliates, NBC, CBS, Fox News in CA, ID, MS, OR TX & WA).

Interview/Comment, ABC News, June 12, 2018, Tesla cuts 9% of its workforce in a bid to post profit. <http://abc7news.com/business/tesla-cuts-9-percent-of-workforce-in-bid-to-post-profit/3594253/>

Interview, Strategy Division, Academy of Management, March 26, 2018, Innovative Teaching. http://strdiv.org/?page_id=858

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			
- EMBA 915 (Revised) Strat. & Bus Model Innov			
Sect 1, Wtr 24	5.0	-	3.8
Sect 1, Wtr23	4.5	*	4.1
Sect 1, Wtr22 – via zoom (a few sessions f2f)	4.5	*	3.6
Sect 1, Wtr21 – via Zoom	4.8	*	3.4
-- EMBA 915 (New Course) Corporate Ent			
Sect 1, Wtr 22 – via zoom (a few sessions f2f)	4.4	*	3.5
-EMBA 901, Strategic Management			
Sect 1, Fall24	4.9	*	4.3
Sect 1, Fall23	4.6	-	4.0
Sect 1, Fall22	4.8	*	4.2
Sect 1, Fall21 – via Zoom	4.9	*	4.4
Sect 1, Fall20	4.5	*	3.8
- EMBA 904, Sustaining Innovation & Growth			
Sect 1, Wtr19	4.7	*	4.2
- MBA & MSE Crowdsourcing/Expertsourcing (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 Challenges in Ldg & Mng Strategic Change			
Sect 1, Fall18	4.6	*	2.9
Sect 1, Sprg18	4.4	*	3.5
- MBA Core Strategy Course (Strategic Analysis)			
Sect 1, Wtr22 – via Zoom (some f2f)	4.5	*	4.8
Sect 1, Wtr21 – via Zoom	4.5	*	4.2
Sect 2, Wtr21 – via Zoom	4.1	*	4.6
Sect 1, Wtr20	4.8	*	4.6
Sect 2, Wtr20	4.6	*	4.6
Sect 1, Fall18	4.7	*	4.7
Sect 1, Wtr17	4.7	*	4.7
Sect 1, Fall16	4.8	*	4.6
Sect 1, Spg16	4.8	*	4.7
Sect 1, Fall15	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	4.6
Sect 1, Wtr 14	4.5	4.4	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	4.6	4.3
Sect 2, Fall12	4.6	4.4	4.3
Sect 1, Fall12 (see note 3)	4.4	4.3	4.3

Sect 1, Spg 12	4.8	4.6	4.5
Sects 1&2, Spg 12 (AMBA)	4.8	4.5	4.1
Sect 1, Fall11	4.9	4.9	4.4
Sect 2, Fall11	4.6	4.4	4.2
Sects 1&2, Spg 11 (AMBA)	4.5	4.4	4.4
Sect 1, Wtr11	4.7	4.7	4.6
Sect 2, Wtr 11	4.6	4.4	4.4
Sect 1, Fall10	4.5	4.5	4.4
Sect 2, Fall10	4.5	4.4	4.3
Sects 1&2, Spg10 (WAMBA)	5.0	5.0	4.3
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 evaluation 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.