

## MICHAEL J. FERN, PHD

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Assistant Professor of Strategy  
Leavey School of Business  
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### Education

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- 12/2005      University of North Carolina at Chapel Hill  
Kenan-Flagler Business School  
PhD in Business Administration, Strategy concentration  
Dissertation Title: "The origin of strategy in new ventures: Evidence from the air transportation industry."
- 06/1998      University of Oregon  
Charles H. Lundquist College of Business  
Graduated summa cum laude  
Bachelor of Science in Business Administration, Entrepreneurship concentration

### Positions Held

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- 2008-  
present      Assistant Professor of Strategy  
Management Department  
Leavey School of Business  
Santa Clara University  
Santa Clara, CA USA
- 2006-2008    Principal Investigator and Project Director  
The Utilium Project / Utilium Network Inc.  
Investigate and develop online tools to support knowledge transfer between universities,  
industry, and students  
Victoria, BC Canada
- 2005-2008    Assistant Professor of Strategy and Entrepreneurship  
Faculty of Business  
University of Victoria  
Victoria, BC Canada
- 2000-2005    Research and Teaching Assistant  
Kenan-Flagler Business School  
University of North Carolina at Chapel Hill  
Chapel Hill, NC USA
- 1998-2000    Technology Consultant  
Arthur Andersen  
Clients included Boise Cascade, Citibank, Intel, Hollywood Video, and the Taiwan  
Semiconductor Manufacturing Company (TSMC)  
Portland, OR | New York, NY | Los Angeles, CA | Santa Clara, CA USA
- 1997-1998    Research Assistant  
Charles H. Lundquist College of Business  
University of Oregon  
Eugene, OR USA

## **Awards and Grants**

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- 2006-2008    \$400,000 Grant  
The Utilium Project  
Knowledge Impact in Society (KIS) Program  
Social Science and Humanities Research Council of Canada (SSHRC)
- 2006         Best Empirical Paper, Michael H. Mescon/Coles College of Business Award  
Entrepreneurship Division  
Academy of Management Conference, Atlanta
- 2004         Best Reviewer Award  
Technology and Innovation Management Division  
Academy of Management Conference, New Orleans
- 2003-2004    Kauffman Dissertation Fellow  
\$15,000 Fellowship  
Ewing Marion Kauffman Foundation
- 2003, 2004    Wilhelmina M. & Richard W. Herbin Scholarship  
ESA Foundation
- 2002         PhD Student Best Paper  
Booz Allen Hamilton/SMS PhD Fellow  
Strategic Management Society Conference, Paris
- 2000-2005    University Merit Assistantship  
University of North Carolina at Chapel Hill
- 1998         Entrepreneurship Graduating Student of the Year Award  
University of Oregon

## **Publications and Papers Under Review**

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“The use of knowledge for technological innovation within diversified firms” (with D.J. Miller & L.B. Cardinal). *Academy of Management Journal*, 50(2), 2007.

“Organizing for new product development: Aligning project environment and design” (with L.B. Cardinal, S.F. Turner, & R.M. Burton). Second round revise and resubmit at *Organization Science*, 2008.

“The achievement of fit in new product development” (with L.B. Cardinal & R.M. Burton). Top 12 of 242 papers submitted to the Technology and Innovation Management Division, Academy of Management Conference. *Academy of Management Best Paper Proceedings*, 2004.

“From corporate strategy to performance: The effect of interunit knowledge transfer on innovativeness” (with L.B. Cardinal). Top 11 of 208 papers submitted to the Technology and Innovation Management Division, Academy of Management Conference. *Academy of Management Best Paper Proceedings*, 2003.

## **Working Papers and Work in Process**

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“The genesis of strategy in new ventures: Evidence from the air transportation industry, 1995-2005” (with L.B. Cardinal & H.M. O’Neill). Working paper.

“From resources to firm performance: Information technology and the moderating role of process choice” (with L.B. Cardinal and A.V. Roth). Working paper.

“From discrete resources to firm performance: The moderating role of coordination” (with L.B. Cardinal). Working paper.

“An exploration of business model evolution: A historical analysis of Southwest Airlines from 1967 to the present.” Working paper.

“The psychological foundations of industry evolution: New venture creation in air transportation” (with L.B. Cardinal & H.M. O’Neill). Work in process.

“The transfer of knowledge from the social sciences to industry and society.” Work in process.

### **Conference Presentations**

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“Organizing for new product development: Aligning project environment and design” (with L.B. Cardinal, R.M. Burton, & S.F. Turner). Presented at the Strategic Management Society Conference, San Diego, October 2007.

“Organizing for new product development: Aligning project environment and design” (with L.B. Cardinal, R.M. Burton, & S.F. Turner). Wharton Technology Mini-Conference, University of Pennsylvania, 2006.

“The origin of strategy in new ventures: Evidence from the air transportation industry, 1995-2005” (with L.B. Cardinal & H.M. O’Neill). Atlanta Competitive Advantage Conference, Emory University, 2006.

“The role of knowledge in strategy choice during new venture formation” (with L.B. Cardinal & H.M. O’Neill). Academy of Management Conference, Atlanta, 2006. Paper awarded the Michael H. Mescon/Coles College of Business Best Empirical Paper Award by the Entrepreneurship Division.

“The origin of strategy in new ventures: Evidence from the U.S. air transportation industry” (with L.B. Cardinal & H.M. O’Neill). Strategic Management Society Conference, Orlando, November 2005. Did not present paper due to an impending hurricane.

“Distant search inside the diversified firm: The effect of interdivisional knowledge transfer on the impact of inventions” (with D. Miller & L.B. Cardinal). Academy of Management Conference, Honolulu, August 2005.

“The origin of capabilities in new ventures: The role of pre-entry planning and post-entry experimentation” (with L.B. Cardinal). Strategic Management Society Conference, Puerto Rico, November 2004.

“From discrete resources to firm performance: The moderating role of coordination.” Strategic Management Society Conference, Puerto Rico, November 2004.

“The achievement of fit in new product development” (with L.B. Cardinal & R.M. Burton). Academy of Management Conference, New Orleans, August 2004. Selected for the Best Paper Proceedings.

“A behavioral theory of strategy emergence in new ventures.” Consortium on Competitiveness and Cooperation, Atlanta, May 2004.

“A local search for distant knowledge: Technological innovation in the diversified firm.” Strategic Management Society Conference, Baltimore, November 2003.

“A contingency-based view of new product development: A simulation experiment” (with L.B. Cardinal & R.M. Burton). Strategic Management Society Conference, Baltimore, November 2003.

“From corporate strategy to performance: The effect of interunit knowledge transfer on innovativeness” (with L.B. Cardinal). Academy of Management Conference, Seattle, August 2003. Selected for the Best Paper Proceedings.

“Information technology and firm performance: Resources, capabilities, and the moderating effect of process choice” (with L.B. Cardinal & A.V. Roth). Strategic Management Society Conference, Paris, September 2002. Awarded Booz Allen Hamilton/SMS PhD Fellow, PhD Best Paper.

“Information technology and the formation of firm capabilities: The moderating effect of process choice” (with L.B. Cardinal & A.V. Roth). Academy of Management Conference, Denver, August 2002.

“Technology conversion: From innovation to commercialization” (with L.B. Cardinal). Strategic Management Society Conference, San Francisco, August 2002.

### Teaching Experience

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<i>University of Victoria</i>	<i>Course Title</i>	<i>Program</i>
Fall 2007	Entrepreneurial Strategy	MBA
Summer 2007	New Venture Strategy	Undergraduate
Fall 2006	Entrepreneurial Strategy	MBA
Summer 2006	New Venture Strategy	Undergraduate
Fall 2005	Technology and Innovation Management	Undergraduate
Fall 2005	Entrepreneurial Strategy	MBA
<i>UNC-Chapel Hill</i>		
Fall 2003	Strategic Management	Undergraduate
2003-2004	Developing Managerial & Leadership Skills (Facilitator)	EMBA

### Service and Professional Affiliations

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Ad hoc reviewer for the *Academy of Management Journal*, *Organization Science*, *Strategic Management Journal*, and the Social Science and Humanities Research Council of Canada (SSHRC).

Reviewer for the Entrepreneurship Division and Competitive Strategy Track, Strategic Management Society, reviewer for the Technology and Innovation Management Division, Academy of Management Conference.

Supervision of research assistants, Bronwyn Dunbar (2006-2007), Corinne Dibert (2007), Aidan Henry (2007-2008).

BCom Undergraduate Program Committee, University of Victoria, 2006-2007.

Faculty Recruiting, University of Victoria, 2005-2006.

PhD Strategy Area Representative, University of North Carolina at Chapel Hill, 2002-2003.

Professional Memberships: Academy of Management, Strategic Management Society.

## **Other Activities**

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Running, backpacking, and camping

Exploring new technologies and Internet applications

Licensed Private Pilot