

TAMMY L. MADSEN, Ph.D.
Breetwor Family Fellow

Associate Professor
Management Department
The Leavey School of Business
Santa Clara University
Santa Clara, CA 95053

Office : 408-551-7165
tmadsen@scu.edu

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

- 2005-2006 *Breetwor Fellow*, Santa Clara University
- 2005 *Distinguished Paper Award, Business Policy & Strategy Div.*, Academy of Management
- 2005 *Best Papers Proceedings, Business Policy & Strategy Div.*, Academy of Management
- 2005 Paper Nominated for the Strategic Management Society Conference - Best Paper Award
- 2003-2004 Dean's Extraordinary Performance Award for Teaching, Research & Service, Leavey School of Business, Santa Clara University
- 2004, 2005 *Outstanding Reviewer Awards, Business Policy & Strategy Div.*, Academy of Management
- 2004 Paper Nominated for the Strategic Management Society Conference - Best Paper Award
- 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
- 2002-2003 Dean's Extraordinary Performance Award for Teaching, Research & Service, Leavey School of Business, Santa Clara University
- 2001-2002 Dean's Extraordinary Performance Award for Teaching, Research & Service, Leavey School of Business, 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 *Outstanding Reviewer Award, Business Policy & Strategy Div.*, Academy of Management
- 2002 *Ascendant Scholar*, Western Academy of Management
- 2000-2001 Dean's Extraordinary Performance Award for Teaching, Research & Service, Leavey School of Business, Santa Clara University
- 2001 *Outstanding Reviewer Award, Business Policy & Strategy Div.*, Academy of Management
- 2000-2002 *Dean Witter Foundation Fellow*, Santa Clara University
- 1999, 2000 *Outstanding Reviewer Award, Business Policy & Strategy Div.*, Academy of Management
- 1998 Finalist/Honorable Mention, McKinsey/Strategic Management Society Conference, Best Paper Award
- 1996 *Best Papers Proceedings, Business Policy & Strategy Division*, Academy of Management
- 1995 *2nd Place, INFORMS College on Organization Science, Best Dissertation Proposal Award*

- 1995 - 1996 UCLA Graduate Division Dissertation Year Fellowship (merit based)
- 1995 - 1996 UCLA Hortense/Fishbaugh Fellowship (merit based)
- 1991 - 1995 UCLA Graduate Division Based Fellowship (merit based), Project 88

ACADEMIC EXPERIENCE

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

Associate Professor of Strategy, Management Department, 2005-present.

Assistant Professor of Strategy, Management Department, 1999-2005.

Dean Witter Foundation Fellow, 2000-Present.

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

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

California State University, Northridge

Lecturer, Part time, 1994-1996.

University of California, Los Angeles

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

INDUSTRY EXPERIENCE

Research Associate

Involved in 2 studies conducted in Fall, 1996 and Fall, 1999.

Consultant on firm knowledge management practices and collaboration activities using inter/intra/extranets and groupware technologies. Participated in benchmarking studies that examined Fortune 500 firms' use of technology for collaboration and explored B2B firms' real-time collaboration activities.

Research Associate, The UCLA/Arthur Andersen Report: Using Best Practices to Take Lotus Notes to the Next Level. (with E. Darr and G. Goodman, Project Directors), 1995-1996

Participated in a study of 17 worldwide service and manufacturing organizations using Lotus Notes technology. The study included 103 executive interviews and over 1600 user surveys.

Program Manager

Commercial Vehicle Electronics, Delco Electronics, GM – Hughes, March, 1988 - August, 1993

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, November, 1986 - March, 1988

Responsible for packaging design for electronic suspension controllers, inflatable restraint 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 & PAPERS UNDER REVIEW

- 1 Madsen, T. L. and G. Walker 2005. "The Evolution of Heterogeneity in Performance." Revise & Resubmit..
- 2 Leiblein, M. J. and T. L. Madsen 2005. "Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation." Revise & Resubmit.
- 3 Hoopes, D. and T. L. Madsen 2004. "How Do Firms Differ: What Do We Know About Capabilities?"
- 4 Madsen, T. L. and G. Walker 2002. "Inertia and Adaptation to the Deregulation of Prices and Entry."
- 5 Walker, G. and T. L. Madsen 2004. "The Structure of Mobility Between Incumbents and Entrants in the Expanding Foreign Exchange Market."
- 6 Madsen, T. L., E. Mosakowski and S. Zaheer 2003. "Retention Experience, Change Experience and Organizational Evolution".
- 7 Szyliowicz, D. and T. L. Madsen 2005. "Waves of Investing: Institutional Dynamics in the Venture Capital Sector."

PROJECTS IN DEVELOPMENT

Madsen, T. L. and M. J. Leiblein. 2005. "Firm-level Heterogeneity and Persistent Differences in Innovation & Performance."

Madsen, T. L. and G. Walker. 2004. "The Evolution of Heterogeneity in Performance: Technological, Geographic and Human Capital Drivers." Context: Venture Capital Industry; Stage of development: data documentation.

PUBLICATIONS

Articles in Refereed Journals

Madsen, T. L. and G. Walker 2006. "Incumbent and Entrant Rivalry in a Deregulated Industry." *Organization Science*, forthcoming.

Madsen, T. L. and B. McKelvey 2005. "Evolutionary Components of Dynamic Capabilities: Performance Effects of Intrafirm Selection Processes." In Ron Sanchez and Aimé Heene (eds.), *Research in Competence-based Management*.

Hoopes, D., T. L. Madsen and G. Walker 2003. "Why Is There A Resource Based View? Toward a Theory of Competitive Heterogeneity," *Strategic Management Journal*, 24(10): 889-902.

Madsen, T. L., E. Mosakowski and S. Zaheer 2003. "Knowledge Retention and Personnel Mobility: The NonDisruptive Effects of Inflows of Experience," *Organization Science*, 14(2): 173-191.

Walker, G., T. L. Madsen and G. Carini 2002. "How Does Institutional Change Affect Heterogeneity in Performance Among Firms?" *Strategic Management Journal* (lead article), 23(2): 89-104.

Madsen, T. L., E. Mosakowski and S. Zaheer 2002. "The Dynamics of Knowledge Flows: Human Capital Mobility, Knowledge Retention and Firm Change," *Journal of Knowledge Management*, 6(2): 164-176.

Yip, G. S. and T. L. Madsen 1996. "Global Account Management: The New Frontier in Relationship Marketing," *International Marketing Review*. 13(3): 24-42.

Refereed Best Papers & Conference Proceedings

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

Madsen, T. L. and G. Walker 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 B. McKelvey 1996. "Darwinian Dynamic Capability: Performance Effects of Balanced Intrafirm Selection Processes," *Academy of Management Best Papers Proceedings*: 26-30.

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

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

Madsen, T. L. and G. Walker 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.

Book Chapters

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

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

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

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

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

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

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

Leiblein, M. J. and T. L. Madsen 2005. *Unbundling Competitive Heterogeneity: Incentive Structures & Capability Influences on Technological Innovation*. Academy of Management Meetings, August, Honolulu, Hawaii. Paper accepted to Best Papers' Proceedings, Business Policy & Strategy Division.

Hoopes, D. and T. L. Madsen 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, August, Honolulu, Hawaii.

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

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

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

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

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

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

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

- Walker, G. and T. L. Madsen 2004. *The Structure of Mobility Between Incumbents and Entrants in the Expanding Foreign Exchange Market, 1973-1993*. Academy of Management Meetings, August, New Orleans, Louisiana.
- Madsen, T. L. and G. Walker. 2004. *Network Evolution, Human Capital Mobility and Firm Growth*. Organization Science Winter Conference, February, Steamboat Springs, Colorado.
- Madsen, T. L. 2004. *SCU's Ignatian Faculty Forum: Reflections and Implications*. Colleagues in Jesuit Business Education, Seventh Annual Conference, July, Fairfield University, Fairfield, Connecticut.
- Szyliowicz, D., T. Galvin, and T. L. Madsen 2004. *Waves of Investing: Institutional Dynamics in the Venture Capital Sector*. Babson Kauffman Entrepreneurship Research Conference, June, Glasgow, Scotland.
- Madsen, T. L., E. Mosakowski and S. Zaheer 2003. *Change Experience, Retention Experience, and Organizational Evolution*. Strategic Management Society Meetings, November 12, Baltimore, Maryland.
- Madsen, T. L., E. Mosakowski and S. Zaheer 2003. *Retention Experience and Organizational Evolution*. Showcase Symposium: "Experience (Not Just Learning)", co-sponsored by the BPS & OMT Divisions, Academy of Management Meetings, August, Seattle, Washington,.
- Hoopes, D. and T. L. Madsen 2003. *Why is there a Resource-based View?: Toward a Theory of Competitive Heterogeneity*. Western Academy of Management Meetings, April, Palm Springs, California.
- Madsen, T. L. and G. Walker 2003. *The Evolution of Heterogeneity in Performance: Technological, Geographic and Human Capital Drivers*, Organization Science Winter Conference, February, Steamboat Springs, Colorado.
- Madsen, T. L., E. Mosakowski and S. Zaheer 2003. *Change Experience, Retention Experience and Organizational Evolution*. Organization Science Winter Conference, February, Steamboat Springs, Colorado.
- Madsen, T. L. and G. Walker 2002. *The Evolution of Heterogeneity in Performance*. Academy of Management Meetings, August, Denver, Colorado.
- Madsen, T. L. 2002. *From Fighter Jets to A Balancing Act*. Western Academy of Management Meetings, March, Santa Fe, New Mexico.
- Madsen, T. L., E. Mosakowski and S. Zaheer 2002. *Change, Retention and Organizational Evolution*. European Group for Organization Studies, July, Barcelona, Spain.
- Madsen, T. L. and G. Walker 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, October, San Francisco, California.
- Madsen, T. L. and G. Walker 2001. *The Rates of Change of Entrants and Incumbents*. Nelson and Winter Conference on Evolutionary Economics, Danish Research Institute for Industrial Dynamics, June, Aalborg, Denmark.
- Madsen, T. L. and G. Walker 2000. *How Does Performance Heterogeneity Among Firms Evolve Following Institutional Change?* Strategic Management Society Meetings, October, Vancouver, Canada.
- Madsen, T. L. and G. Walker 2000. *Entrant and Incumbent Adjustment to Institutional Change*. College on Organizations (conference within a conference), INFORMS, November, San Antonio, Texas.

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

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

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

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

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, October, Berlin, Germany.

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

Madsen, T. L., E. Mosakowski and S. Zaheer 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, November, Toronto, Canada.

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

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

Madsen, T. L. and G. Walker 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, November, Orlando, Florida. *Finalist (top 10) McKinsey/SMS Best Conference Paper Award*.

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

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

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

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

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

Madsen, T.L., E. Mosakowski and S. Zaheer 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, October, Mexico City, Mexico.

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

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

INVITED PANELIST/INVITED PRESENTATIONS

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

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

Madsen, T. L. and G. Walker 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, October, Santa Clara, CA.

TEACHING (refer to page 12 for a summary of my teaching evaluations)

Courses Taught

MBA Capstone Strategy required course (at SCU)

Doing Business in China (course at SCU and MBA trip to Beijing & Shanghai)
Undergraduate Capstone Strategy required course (at SCU, SMU and CSUN)

Executive Education (at SCU)

Executive MBA Program, Module: Industry Globalization and Global Strategy, International Theme

Executive Development Programs:

St. Gallen Program, Modules:

Industry Globalization and Global Strategy

Sustaining Competitive Advantage

Competitive Strategy Program, Modules:

Disruptive Technologies

Strategy and Sustaining Competitive Advantage

Global Social Benefit Incubator Program, Center for Science, Technology and Society, Module:

Competitive Strategy & Sustainability

Guest Instructor

MBA Program, *eCommerce* Course, focus: Disruptive Technologies (SCU)

Advanced Strategic Management Course, Master in Liberal Arts Program (SMU)

PROFESSIONAL ACTIVITIES, SERVICE & AFFILIATIONS

- *Co-Chair*, Doctoral Consortium, 2006-2007 Business Policy & Strategy Division, Academy of Management.
- *Executive Committee*, 2003 - 2005, Business Policy & Strategy Division, Academy of Management.
Elected to serve a 2 year term.
- *Competitive Strategy Executive Committee*, 2004 - 2006, Competitive Strategy Interest Group, Strategic Management Society. Invited to serve a 2 year term.
- *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 is a 4 year commitment beginning with serving as the *Organizer for the 2003 Organization Science Dissertation Proposal Competition*. It then progresses to the *Program Chair for the 2004 Fall Conference*, then to the *Vice Chair of the Executive Committee*, *Chair of the Executive Committee* and culminates with the role of *Outgoing Chair of the Executive Committee*.
- *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

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.

Editorial Review Boards

Organization Science, 2002-Present
Journal of Management, 2002- Fall, 2005.

Adhoc Reviewer:

Strategic Management Journal
Academy of Management Review
INFORMS Organization Science Dissertation Proposal Competition
Management Science
Academy of Management Journal
Organization Studies
Strategic Management Society Annual Meetings
Academy of Management Annual Meetings (Divisions: Business Policy & Strategy, Organization & Management Theory, Technology & Innovation Management)

UNIVERSITY SERVICE

Santa Clara University

- Recruiting Committee Member, Management Department, 2005-2006
- Recruiting Committee Member, Finance Department, 2006
- Recruiting Committee Member, Marketing Department, 2005
- MBA Leadership Team, 2004-2006
- Course Coordinator, MBA Capstone Strategy Course, 2003-Present
- New Building Task Force, Leavey School of Business, 2000-Present
- Ignatian Faculty Forum, 2003-2005
- Secretary/Treasurer, Beta Gamma Sigma, Leavey School of Business, 2000-Present
- Academic Advisor for undergraduates (30-35 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-Present
- Management Department Representative, Leavey School of Business Preview Days, 2000, 2002 & 2004
- Member of Technology & Work Organizations Group, Center for Science, Technology & Society, 2000-2001

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.

OTHER ACTIVITIES

Ocean Swimming, surfing, running, cycling

Elite Category Triathlete (1986 - 1991) & U.S. Nationals Participant

Swim Team (NCAA Division I), University of California, Santa Barbara (Conference Champions)

Water Polo Team, University of California, Santa Barbara (Top Three at U.S. Nationals)

TAMMY L. MADSEN

Summary of Teaching Evaluations from Santa Clara University (5 point scale)

	<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
Core MBA Strategy Course			
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

SCU is on the quarter system with 10 week quarters.

*Course Load Academic Year (AY) 1999-2000 = 5 sections: 1 section per hiring contract.

*Course Load AY 2000-2001 = 6 sections

*Course Load AY 2001-2002 = 5 sections due to insufficient enrollment for 1 section.

*Course Load AY 2002-2003 = 4 sections: 2 sections waived for junior faculty development.

*Course Load AY 2003-2004, 2004-2005 = 6 sections.