

LAURA B. CARDINAL

A. B. Freeman School of Business
Tulane University
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September 2006
Exxon Professor
Associate Professor
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EDUCATION

- Ph.D. Business Administration, The University of Texas at Austin.
- B.A. Honors Program, Magna Cum Laude, The University of Texas at Austin.

FELLOWSHIPS, HONORS, AND AWARDS

- 2006 Michael H. Mescon Best Empirical Paper Award (Entrepreneurship Division, Academy of Management).
- 2006 MBA Elective Teaching Award (Tulane), Management of Technology and Innovation.
- 2004 MBA Core Teaching Award (Tulane), Strategic Management.
- 2004 MBA Elective Teaching Award (Tulane), Management of Technology and Innovation.
- 2003-05 National Science Foundation Grant of \$99,595. Innovation and Organizational Chance Program.
- 2002 Finalist for PhD Teaching Award (UNC).
- 2001 Finalist for BSBA Teaching Award (UNC).
- 1996 College of Business Administration Teaching Excellence Award (TTU).
- 1995 University Teaching Award Finalist (UTD). One of five finalists and only professor from School of Management to be nominated.
- 1995 BPS Division--Academy of Management Innovation Award. One of three Bridging Workshops conducted in the BPS Division. The entire series received the award.
- 1994 Award for Recognition of Outstanding Teaching in the BBA Program (SMU).
- 1993 Award for Recognition of Outstanding Teaching in the BBA Program (SMU).
- 1991 Business Policy and Strategy Consortium for New Faculty, Academy of Management.
- 1988-89 National Science Foundation Grant for Improving Doctoral Dissertation Research. Decision, Risk and Management Science Program, competitive national award in support of dissertation research.
- 1988-89 American Association of University Women Graduate Fellowship, The University of Texas. Competitive fellowship for women doctoral candidates for outstanding achievement while in graduate school.
- 1987-88 University Continuing Fellowship, The University of Texas. University wide competitive fellowship for outstanding achievement while in graduate school.

REFEREED ARTICLES

Miller, D.J., Fern, M.J., Cardinal, L.B., 2007. Distant search inside the diversified firm: The effect of interdivisional knowledge transfer on the impact of inventions. *Forthcoming Academy of Management Journal*. (April 2007)

Glick, W.H., Miller, C.C., Cardinal, L.B. 2007. Making a Life in the Field of Organization Science. *Forthcoming Journal of Organization Behavior*. (February 2007)

Miller, C.C., Glick, W.H., Cardinal, L.B. 2005. The allocation of prestigious positions in organization science: Accumulative advantage, sponsored mobility, and contest mobility. *Journal of Organization Behavior*, 26(5), 489-516.

Cardinal, L.B., Sitkin, S.B., Long, C.P. 2004. The creation and evolution of control in a new firm. *Organization Science*, 15(4), 411-431.

Long, C.P., Burton, R.M., Cardinal, L.B. 2002. Three controls are better than one: A simulation model of complex control systems. *Computational & Mathematical Organization Theory*, 8(3), 197-220. (Special Guest Editor – Kathleen M. Carley, Carnegie Mellon)

Cardinal, L.B., Hatfield, D.E., Korn, H.J. 2002. Top management teams, competency development, and innovation. *International Journal of Healthcare Technology & Management*, 4(5), 363-380.

Cardinal, L.B. 2001. Technological innovation in the pharmaceutical industry: The use of organizational control in managing research and development. *Organization Science*, 12, 19-36.

Cardinal, L.B., Alessandri, T.M., Turner, S.F. 2001. Knowledge codifiability, resources, and science-based innovation. *Journal of Knowledge Management*, 195-204. (Special Guest Editor – Syed Z. Shariq, Stanford)

Palich, L.E., Cardinal, L.B., Miller, C.C. 2000. Curvilinearity in the diversification-performance linkage: An examination of over three decades of research. *Strategic Management Journal*, 21, 155-174.

Cardinal, L.B., Hatfield, D.E. 2000. Internal knowledge generation: The corporate research laboratory and innovative productivity in the pharmaceutical industry. *Journal of Engineering and Technology Management*, 17, 247-271. (Special Guests Editors – Michael A. Hitt and R. Duane Ireland – Texas A&M)

Cardinal, L.B., Hatfield, D.E. 2000. The location of corporate research and innovative productivity in the U.S. pharmaceutical industry. *International Journal of Healthcare Technology & Management*, 2(5/6), 576-590.

Miller, C.C., Cardinal, L.B., Glick, W.H. 1997. Retrospective reports in organizational research: A reexamination of recent evidence. *Academy of Management Journal*, 40, 189-204.

Cardinal, L.B., Opler, T.C. 1995. Corporate diversification and innovative efficiency. *Journal of Accounting and Economics*, 19, 365-381.

Miller, C.C., Cardinal, L.B. 1994. Strategic planning and firm performance: A synthesis of more than two decades of research. *Academy of Management Journal*, 37, 1649-1665.

REFEREED CONFERENCE PROCEEDINGS

Cardinal, L.B., Fern, M.J., Burton, R.M. 2004. The achievement of fit in new product development. *Academy of Management Proceedings*, TIM I1-I6. [Top 12 of 242 (5%) papers submitted to the Technology and Innovation Management Division]

Cardinal, L.B., Sitkin, S.B., Long, C.P. 2003. Creating control configurations during organizational founding. *Academy of Management Proceedings*, ENT D1-D6. [Top 13 of 202 (6%) papers submitted to the Entrepreneurship Division]

Fern, M.J., Cardinal, L.B. 2003. From corporate strategy to performance: The effect of interunit knowledge transfer on innovativeness. *Academy of Management Proceedings*, TIM D1-D6. [Top 11 of 208 (5%) papers submitted to the Technology and Innovation Management Division]

BOOKS and BOOK CHAPTERS IN EDITED SERIES

Sitkin, S.B., Cardinal, L.B., Bijlsma-Frankema, K. 2008. *Organizational Control: New Directions in Theory and Research*, Cambridge University Press, work in progress. 2008 Target Publisher Date.

Cardinal, L.B., Lei, D. 2000. Structuring research and development teams in the technological conversion process. In M.M. Beyerlein, D.A. Johnson, & S.T. Beyerlein (Eds.). *Advances in Interdisciplinary Studies of Work Teams*, Vol. 5, Greenwich, CT: JAI Press, 31-62.

MANUSCRIPTS UNDER REVIEW

Cardinal, L.B., Fern, M.J., Turner, S.F., Burton, R.M., Organizing for new product development: Aligning project environment and design. *Under Second Round Review at Organization Science*.

Long, C.P., Sitkin, S.B., Cardinal, L.B. Managerial action to build control, trust, and fairness in organizations: The effect of conflict. *First Round Revision Requested at Organization Science*.

Cardinal, L.B., Sitkin, S.B., Long, C.P. Creating control configurations during organizational founding. *Under Review at Organization Science*.

PRE-PUBLICATION RESEARCH IN PROGRESS

Palich, L.E., Cardinal, L.B., Miller, C.C. International diversification and firm performance: A review of theory and empirical research. *Manuscript to be submitted to Academy of Management Journal*.

Fern, M.J., Cardinal, L.B., O'Neill, H.M. The origin of strategy in new ventures: Evidence from the air craft carrier industry 1995-2004. *Manuscript to be submitted to Academy of Management Journal*.

Long, C.P., Sitkin, S.B., Cardinal, L.B., Burton, R.M. Managerial choice in the use of complex control systems: An information processing perspective. *Manuscript to be submitted to Administrative Science Quarterly*.

Fern, M.J., Cardinal, L.B., O'Neill, H.M. Institutional theory versus psychological factors in new venture creation. *Manuscript to be submitted to Administrative Science Quarterly*.

Hatfield, D.E., Cardinal, L.B. Accessing external and internal knowledge: Managing the tension from geographical search. *Manuscript to be submitted to Academy of Management Journal*.

ATTENDEE AT INVITED CONFERENCES

National Science Foundation IOC Workshop, University of Massachusetts at Amherst, 2006.

National Science Foundation Conference on Organization Design at NYU, 2004.

2nd Wharton Technology Miniconference, 2002.

The Wharton-Duke 2nd Conference on Innovation and Inertia: Impacts of New Technology on Organizational Forms and Strategy, 2002.

The 8th Consortium for Competition and Cooperation, 2001. (host schools: MIT, Harvard, Carnegie Mellon, Columbia, Pennsylvania, Stanford, Berkeley).

The conferences were by invitation only and the host paid for expenses.

INVITED PRESENTATIONS AND KEYNOTE ADDRESSES

The organization of corporate R&D Activities: the interplay between distance, geography, and headquarter location. *Invited Speaker -- One of 15 U.S. Scholars*, The Sino-U.S. Bilateral Workshop on Strategic Management of Technology and Innovation Sponsored by the U.S. National Science Foundation and the National Natural Science Foundation of China, Hangzhou, China, 2002.

Control configurations during firm founding. *Invited Speaker*, Organizational Controls in a Global Context, Fisher College of Business, Ohio State University, 2002.

Technological conversion: From innovation to commercialization. *Invited Keynote Speaker*, Industrial Research Institute (The IRI is a nonprofit organization of the 260 leading industrial companies), San Jose, 2001.

Technological conversion: From innovation to commercialization. *Invited Speaker*, Center for Innovation Management Studies (CIMS), (corporate sponsors include: British Petroleum, Square D, Armstrong World Industries, Lord Corp, Exxon, P&G, ABB, BOC, Steelcase, Air Products), Raleigh, NC, Centennial Campus, 2001.

The role of technological knowledge in product development routines. *Invited Speaker -- One of 12 U.S. Scholars*, The Joint U.S.-China Conference on Technical Innovation Sponsored by the U.S. National Science Foundation and the National Natural Science Foundation of China, Beijing, 2000.

Knowledge, structural integration, and technology conversion: A contingency perspective. *Invited Seminar Speaker*, Darden Graduate School of Business, University of Virginia, 1999.

Knowledge transfer with stages of the technology conversion process. *Invited Keynote Speaker*, Epoxy Formulators Division of The Society of Plastics Industry, San Francisco, 1999.

Knowledge, structural integration, and technology conversion. *Invited Speaker*, Consortium for Corporate Entrepreneurship (CCE), (R&D VPs and Directors for Merck, J&J, Best Foods, Exxon, Gillette, International Paper, Dialogic), Morristown, NJ, 1999.

Invited Grant Finalist, Center for Innovation Management Studies (CIMS) (corporate sponsors include: Exxon, P&G, ABB, BOC, Steelcase, Air Products & Chemicals, American Cyanamid, Armstrong World Products), Harrisburg, PA, 1998.

The Ph.D. Project: Graduate Student Management Association. *Invited Panelist*, "Finding Your Voice in Teaching." Hosted by KPMG Peat Marwick, Boston, 1997.

Structuring research and development teams in the technological conversion process. *Invited Keynote Speaker*, Fifth Annual Advanced Concepts Conference on Work Teams, Dallas, 1997.

EDUCATIONAL MATERIALS

Published Teaching Materials:

Blue Whale Moving Company, A&B (with S. Sitkin & C. Long) published in Carpenter, M.A. & W.G. Sanders. 2006. Strategic Management: A Dynamic Perspective, 1/e. NJ: Prentice-Hall. A series of cases on entrepreneurship and organizational control.

Plastico Inc.: A Strategic Management Process Exercise (with G. Dess & L. Arnott) published in Dess, G. & A. Miller. 1992. Strategic Management, 1/e. McGraw-Hill. An interactive exercise designed to examine the idea of internal consistency across strategic vision and implementation.

Career Paths in Management, 1995. Co-developed a CD ROM that provides career advice for students with Convergence Multimedia. I conducted the research, interviewed professionals, helped with concept development, and wrote the scripts for both the voiceovers and visual screens. The series won the Comdex Education Award and the NewMedia Gold Award for new products in 1995. Distributed by Prentice-Hall.

Unpublished Teaching Cases:

Gourmet Treats: A Bite Size Home Run, 2002. A case on core competencies and product development.

Gourmet Treats: Bringing in the Dough, 2002. A case on new capabilities and product development.

Advanced Manufacturing (A): Alante III, 2001. A case on concurrent product development.

Advanced Manufacturing (B): Components Based Integration, 2001. A case on dispersed, co-located product development.

NONREFEREED PROCEEDINGS

Cardinal, L.B. 2000. The role of technological knowledge in product development routines. *China-U.S. Joint Conference on Technical Innovation*, Sponsored by the U.S. National Science Foundation and the National Natural Science Foundation of China, Beijing, China, April, 260-281.

Cardinal, L.B. 1987. Conference summary of Paul Shrivastava's keynote address on industrial crisis management. *Texas Conference on Organizations*, 2, 29-32.

Cardinal, L.B., Helburn, I.B. 1986. The management of profit sharing plans: A union and non-union comparison. *Industrial Relations Research Association*, 38, 163-173.

Cardinal, L.B. 1986. A motivational perspective on the impact of control systems on organizational strategy: An integrative model. *Association of HRMOB*, 3, 193-197.

Cardinal, L.B., Rodgers, R.C. 1985. An open book case: Pay for performance. *Association of HRMOB*, 2, 218-222.

RESEARCH GRANTS AND AWARDS

2003-05 Grant of \$99,595 for The Interface Between Internal and External Knowledge: R&D Laboratories as Integration Entities, National Science Foundation, Innovation and Organizational Change Division, IOC Award #0335005.

2000 Grant of \$5,000 for Knowledge Dispersion and R&D Laboratory Project, Junior Faculty Development Award, The University of North Carolina.

1999 Grant of \$20,000 for Technology Conversion Project, Center for Innovation Management Studies, A NSF Industry/University Cooperative Research Center.

1996 Grants of \$1,880 for Managing R&D in a Diversified Context, College of Business Administration Research Grant, Texas Tech University.

1989 Grant of \$1,000 for Implementing Strategy Through Organizational Control Project, Eugene and Dora Bonham Memorial Grant Foundation, UT-Austin.

1988-89 Grant of \$4,992 for Doctoral Dissertation Support, National Science Foundation, Decision, Risk, and Management Science Program, SES Award #8813559.

- 1988-89 Grant of \$5,640 for Implementing Strategy Through Organizational Control Project, University Research Institute, UT-Austin (co-investigator Sim B. Sitkin).
- 1985 Grant of \$3,000 for Profit Sharing Research Project, University Research Institute, UT-Austin (co-investigator I.B. Helburn).
- 1985 Grant of \$600 for Profit Sharing Research Project, University Research Institute, UT-Austin (co-investigator I.B. Helburn).
- 1985 Grant of \$465 for Innovation Research Project, Eugene and Dora Bonham Memorial Grant Foundation, UT-Austin.
- 1985 Award of \$200 for Professional Development, University Graduate Studies, UT-Austin.

ACADEMIC EXPERIENCE

- 2003- Exxon Professor of Strategy and Associate Professor (Tulane University)
- 1997- Assistant Professor in Strategic Management (UNC-Chapel Hill)
- 1996-97 Visiting Assistant Professor in Management (Duke University)
- 1995-96 Visiting Assistant Professor in Strategic Management (Texas Tech University)
- 1995 Adjunct, School of Nursing, Administration Program (Baylor University)
- 1994-95 Visiting Assistant Professor in Management (UT-Dallas)
- 1990-94 Assistant Professor in Strategic Management (Southern Methodist University)

TEACHING

Tulane Courses Taught:

Strategic Management
 Management of Technology and Innovation
 Environment, Society, Capitalism (Social Entrepreneurship)
 Environment, Society, Capitalism (Social Entrepreneurship)
 Managing New Ventures

Programs:

MBA (Average Instructor Rating = 6.3/7.0)
 MBA, PMBA (Average Instructor Rating = 6.8/7.0)
 (Spring 2006 Instructor Rating = 6.9/7.0)
 MBA, PMBA (Spring 2006 Instructor Rating = 6.8/7.0)
 BSM (Spring 2006 Instructor Rating = 6.5/7.0)
 BSM (co-design with a team Spring 2007)

UNC Courses Taught:

Strategic Innovation
 Corporate Strategy
 Strategic Management

Programs:

MBA, EMBA, Executive Education
 MBA
 BSBA, Custom Executive Education

Managing Innovation and New Product Development Processes	PhD
Managing Adaptation and Change	PhD

Primary Courses Taught Elsewhere:
Strategic Management

Strategy Implementation
Managing Technological Innovation and Entrepreneurship
Managing Technological Innovation

Programs:

MBA (full-time, weekend, evening),
BBA, Honors BBA
MBA (full-time, evening)
MBA (evening)
MBA (full-time), PhD

EDITORIAL BOARDS AND OFFICER POSITIONS

Editorial Boards:

Organization Science, 2002-current

Strategic Management Journal, 2000-current

Elected Professional Officer Positions:

Associate Program Chair Competitive Strategy Interest Group (CS), Strategic Management Society, 2006-07

2006-2008 Executive Officer (on a two-year track from Associate Program Chair to Program Chair) for the Competitive Strategy Interest Group of the Strategic Management Society.

Past Division Chair Technology and Innovation Management (TIM), Academy of Management, 2005-06

Division Chair Technology and Innovation Management (TIM), Academy of Management, 2004-05

Division Chair-Elect Technology and Innovation Management (TIM), Academy of Management, 2003-04

Program Chair Technology and Innovation Management (TIM), Academy of Management, 2002-03

Program Chair-Elect Technology and Innovation Management (TIM), Academy of Management, 2001-02

2001-2006 Executive Officer (on a five-year track from Program Chair-Elect, to Program Chair, to Division Chair-Elect, to Division Chair, to Past Division Chair) for the Technology and Innovation Management Division of the Academy of Management.

Appointed Professional Officer Positions:

Conference Program Organizing Committee – “Innovation in Organization Science” at the Thirteenth Anniversary (2007) Organization Science Winter Conference (OSWCXIII), 2006-2007

Representative-at-Large -- Competitive Strategy (CS) Interest Track, Executive Committee, Strategic Management Society, 2003-2006. [Executive Committee reviews all SMS submissions for the CS Interest Track, sets CS program for SMS meetings, and organizes and participates in the SMS pre-conference activities]

Executive Committee -- Technology and Innovation Management (TIM), Academy of Management, 2000-02

PROFESSIONAL SERVICE

TIM Dissertation Award	Co-Chair and Organizer, Technology and Innovation Management, Academy of Management, 2004
TIM Jr. Faculty Consortium	Co-Chair and Organizer: Technology and Innovation Management, Academy of Management, 2004
AOM Committee Member	Division and Interest Group Review and Award Committee, Academy of Management, 2003-04
TIM Dissertation Award	Co-Chair and Organizer: Technology and Innovation Management, Academy of Management, Designed new process, 2002
TIM Doctoral Consortium	Co-Chair and Organizer: Technology and Innovation Management, Academy of Management, 2002
NSF Grant Review Panel	<u>National Science Foundation</u> , Innovation and Organization Change (IOC) Program, Research Grant Review Panel, 2001, 2003-04
SMS Program Committee	Strategic Management Society, 2001
SMS Best Paper Award	Strategic Management Society Committee, 2001-02, 2006
SMJ Best Paper Award	Strategic Management Journal Committee, 2001
TIM Dissertation Award	Award Committee, Technology and Innovation Management (TIM), Academy of Management and INFORMS, 2000-01
TIM Executive Committee	Technology and Innovation Management, Academy of Management, 2000-02

TIM Research Committee	Technology and Innovation Management, Academy of Management, 1999-2001
Advisory Board	Journal of the Management of Medical Technologies, 1997-99
BPS Task Force	Academy of Management, BPS -- Strategy in Undergraduate Programs, 1994-95
Ad hoc Reviewer	National Science Foundation Killam Research Program, The Canada Council for the Arts Management Science Strategic Management Journal Organization Science Academy of Management Review Academy of Management Journal Academy of Management Executive Journal of Technology and Engineering Management Journal of Management Inquiry Journal of Organizational Behavior Behavioral Accounting Journal Omega Oxford University Press
Conference Reviewer	Strategic Management Society, 2001, 2004-06 Academy of Management Meetings, 1987-88, 1994-95, 1998-02 Southwest Academy of Management Meetings, 1990-91, '93 HRMOB Meetings, '86
Chair/Discussant	Academy of Management Meetings, '90, '95 Strategic Management Society Conference, '93, '96, '98, '99, '03 ORSA/TIMS Meetings, '92 HRMOB Meetings, '86
Conference Service	Program Co-chair, Third Annual Texas Conference on Organizations, '88 Operations Committee, First Annual Texas Conference on Organizations, '86

UNIVERSITY SERVICE

Tulane University:

University --

Senate's Committee on Student Affairs, 2006-
Business School Representative, Faculty Senate, 2006-

Student Organizations --

Co-Advisor, Tulane Entrepreneurship Association, 2004-
Advisor, Tulane Women in Business Association, 2004-

Administration Appointment --

Area Coordinator for Strategy and Entrepreneurship (S&E Area), 2003-05
Merged January 2006 into Behavioral Science: comprised of strategy and entrepreneurship, organizational behavior, and consumer behavior.

A.B. Freeman Committee Assignments --

BSM Curriculum Committee, 2006-
Freeman Tenure and Promotion Policy Redesign Committee, 2006
BSM Redesign Committee, 2004-06
MBA Task Force, 2004-05
MBA Core Committee, 2003-06
Graduate Curriculum Committee, 2003-05
Dean's Advisory Committee, 2003-05
Strategy Faculty Search Committee, 2003-05
Koerner Chair Search Committee, 2003-05
Organizational Behavior Search Committee (External Member), 2003-04

BSM and MBA Student Service --

BSM Directed Studies:

Clayton Scherrer (Fall 2006)

MBA Directed Studies:

Katie Digman (Fall 2006)
Neily Buff (Summer 2005)
Kimberley Christensen (Spring 2005)
Alex Forst (Fall 2004)

University of North Carolina:

PhD Student Service --

PhD Dissertation Committee, Xuanli Xie, 2004-06 (Peking University)
PhD Dissertation Chair, Michael Fern, 2002-05 (University of Victoria)
Summer Paper Reader, Xuanli Xie, 2002-04
Summer Paper Reader, Michael Fern, 2001-02
2002 Booz Allen Hamilton SMS PhD Fellow for Best Student Paper
PhD Dissertation Committee, Scott Turner, 2001-03 (University of Maryland)
PhD Student Advisor, Michael Fern, 2000-02
PhD Dissertation Committee, Jeff Stratman, 1998-2001 (Georgia Tech)

BSBA and MBA Student Service --

BSBA Directed Studies and Research Projects:

Joycelyn Curry (01-02 Academic Year)
Aggie Dix (01-02 Academic Year)
Bryan Mabie (01-02 Academic Year)
Christine Elliott (Spring 2001)
Allison Schwartz (Spring 2001)

MBA Directed Studies:

Elise Blaese (Spring 2002)
Amy Fowles (Spring 2002)
John King (Spring 2001)
Joanna Malinowska (Spring 2001)

Committee Assignments --

Strategy Area Seminar Speakers, 2000-03
UNC Emerging Leaders Program Goal Setting Sessions, 2001
Co-Chair Strategy Entrepreneurship Search, 2000-01
Community Involvement Task Force, Fall 2000
Dean's Speaker Series, Spring 2000
Sustainable Enterprise Initiative Advisory Board, 1999-2003
Sustainable Enterprise Initiative Speaker Series, 1998-2002
Management Seminar Speaker Series, 1998-2000
Health Initiative Committee, 1998-99
Strategic Management PhD Selection Committee, 1997-2003
Cato Ph.D. Committee, 1997-99
Global Strategy Search Committee, 1997-98

Duke University:

PhD Dissertation Co-Chair, Chris Long, 1997-2002 (Washington University, St. Louis)

Southern Methodist University:

BBA Policy Committee, 1992-93
MBA Speakers Series Committee, 1991-92
Total Quality Management MBA Committee, Spring '91
MBA Policy Committee 1990-92 (responsible for design of SMU's 2 year MBA program)

National Technological University:

Thesis Advisor, Management of Technology Program @ NTU for Lawanda Parnell, 1994-96
Distance Learning Masters Program
Thesis Advisor, Management of Technology Program @ NTU for Jon Hartman, 1991-92
Distance Learning Masters Program

BUSINESS CONSULTING AND EXECUTIVE EDUCATION

US Postal Service Advanced Leadership Program, 1999-2002
Executive program in strategic management for the next generation of leaders at the USPS.

Xerox Parc, Sept. 1994-Sept. 1995
Designing measures that link R&D inputs, processes and outputs to strategic goals.

Human Systems Innovators, Inc., Feb. 1994-Aug. 1995
Strategic planning and new client relationships for high technology start-up projects specializing in emerging technologies in medical and computer technologies.

State Fair Foods (Sara Lee Corp.), Nov. 1994-March 1995
Strategic planning facilitation for top management team for long range strategic plans.

Cincinnati Glory Drum and Bugle Corps; Advisory Board, Jan. 1994-2000
100% volunteer nonprofit organization that provides music education and diverse social experiences to young people ages 10-21. In 2001 Glory merged with another drum corps.

ASSOCIATION MEMBERSHIPS

Professional:

Academy of Management (current)
Strategic Management Society (current)
The Institute for Operations Research and the
Management Sciences (INFORMS) (current)
High Technology Strategic Management Forum ('90-'95)
DFW Technology Executive Roundtable ('94-'95)
Organizational Behavior Teaching Society ('85-'93)

Honorary:

Phi Kappa Phi
Sigma Iota Epsilon
Golden Key
Psi Chi
Honors Psychology Program

CONFERENCE PRESENTATIONS

Fern, M.J., Cardinal, L.B., O'Neill, H.M. The origin of strategy in new ventures. Academy of Management, Atlanta, 2006. Michael H. Mescon Best Empirical Paper Award (Entrepreneurship Division, Academy of Management).

Fern, M.J., Cardinal, L.B., O'Neill, H.M. The aircraft industry and new venture strategy origins. Atlanta Competitive Strategy Conference, Atlanta, 2006.

Cardinal, L.B., Fern, M.J., Turner, S., Burton, R. Organizing for new product development: Aligning project environment and design. The Wharton Technology Miniconference, Philadelphia, 2006.

Cardinal, L.B. Institutions and Rules Panel. Celebrating the Ideas of James G. March: Looking Forward. Organization Science Winter Conference, Steamboat, 2006.

Fern, M.J., Cardinal, L.B., O'Neill, H.M. The origin of strategy in new ventures: Evidence from the air craft carrier industry 1995-2004. Strategic Management Society, Orlando, 2005.

Miller, D.J., Fern, M.J., Cardinal, L.B., Distant search inside the diversified firm: The effect of interdivisional knowledge transfer on the impact of inventions. Academy of Management, Honolulu, 2005.

Cardinal, L.B., Verona, G. Co-Chairs, Workshop: Dynamic capabilities and evolutionary dynamics. Strategic Management Society, Puerto Rico, 2004.

Cardinal, L.B., Hatfield, D.E. Exploration and exploitation: Managing the tension from geographical search. Strategic Management Society, Puerto Rico, 2004.

Fern, M.J., Cardinal, L.B. The origin of capabilities in new ventures: The role of pre-entry planning and post-entry experimentation. Strategic Management Society, Puerto Rico, 2004.

Cardinal, L.B., Fern, M.J., Burton, R. The achievement of fit in new product development. Academy of Management, New Orleans, 2004.

Cardinal, L.B., Fern, M.J., Burton, R. A contingency-based view of new product development: A simulation experiment. Strategic Management Society, Baltimore, 2003.

Palich, L.E., Cardinal, L.B., Miller, C.C. International diversification and firm performance: A review of theory and empirical research. Strategic Management Society, Baltimore, 2003.

Cardinal, L.B., Sitkin, S.B., Long, C.P. Creating control configurations during organizational founding. Academy of Management, Seattle, 2003.

Fern, M.J., Cardinal, L.B. From corporate strategy to performance: The effect of interunit knowledge transfer on innovativeness. Academy of Management, Seattle, 2003.

Xie, X., O'Neill, H.M., Cardinal, L.B. Boards as agents of innovation: How board characteristics affect R&D in research intensive firms. Academy of Management, Seattle, 2003.

Long, C.P., Sitkin, S.B., Cardinal, L.B. Managerial use of controls, trust-building, and fairness-building to manage organizational conflicts IACM (International Association for Conflict Management) Conference, Australia, June 2003.

Cardinal, L.B., Hatfield, D.E. The location of corporate R&D laboratories: The coordination of external and internal knowledge. Strategic Management Society, Paris, 2002.

Fern, M.J., Cardinal, L.B., Roth, A. Information technology and firm performance: resources, capabilities, and the moderating effect of process choice. Strategic Management Society, Paris, 2002. *2002 Booz Allen Hamilton SMS PhD Fellow Based on Best Student Paper.*

Fern, M.J., Cardinal, L.B., Roth, A. Information technology and the formation of firm capabilities: The moderating effect of process choice. Academy of Management, Denver, 2002.

Cardinal, L.B., Fern, M.J. Technological conversion: From innovation to commercialization. Strategic Management Society, San Francisco, 2001.

Cardinal, L.B., Long, C.P. Lessons from the trenches: The good, the bad, and the ugly from qualitative research. Academy of Management, Washington DC, 2001.

Cardinal, L.B., Hatfield, D.E., Korn, H.J. Sources of research competencies: The role of the top management team in innovation. Strategic Management Society, Vancouver, 2000.

Artz, K., Cardinal, L.B., Norman, P., Hatfield, D.E. Managing the innovation process: A longitudinal examination of the impact of R&D spending, product innovation, and patents on firm performance. Strategic Management Society, Vancouver, 2000.

Cardinal, L.B., Long, C.P., Sitkin, S.B. Mixing oil and water: sequencing control system adaptation to create effective control. Strategic Management Society, Berlin, 1999.

Cardinal, L.B., Turner, S., Lei, D. Knowledge, control, and technology conversion. Strategic Management Society, Berlin, 1999.

Cardinal, L.B., Turner, S., Lei, D. Knowledge, structural integration, and technology conversion: a contingency perspective. Paper Nominated for the Shared Interest Track on Knowledge Creation, Evolution, and Transfer. Academy of Management, Chicago, 1999.

Cardinal, L.B., Hatfield, D.E. Corporate research location, dispersion of knowledge, and innovative

- productivity in the pharmaceutical industry. Academy of Management, San Diego, 1998.
- Cardinal, L.B., Miller, C.C. Vivid learning: Integrating functional perspectives in strategic management. Academy of Management, San Diego, 1998.
- Kilbourne, L.K., Miller, C.C, Cardinal, L.B., Glick, W.H., Wang, Y.D. The structure of academic careers in organization science: Accumulative advantage, uncertainty, and homogenization perspectives. Academy of Management, San Diego 1998.
- Cardinal, L.B., Hatfield, D.E. Corporate research location, dispersion of knowledge, and innovative productivity in the pharmaceutical industry. Strategic Management Society, Barcelona, Spain, 1997.
- Korn, H.J., Cardinal, L.B., Hatfield, D.E. Top management teams, competency development, and innovation in the pharmaceutical industry. INFORMS, Dallas, 1997.
- Cardinal, L.B., Hatfield, D.E. Product innovations and diversification in the U.S. pharmaceutical industry. INFORMS, San Diego, 1997.
- Cardinal, L.B., Opler, T.C. Corporate diversification and product innovation. INFORMS, New Orleans, 1995.
- Miller, C.C., Cardinal, L.C., Glick, W.H. The sky is not falling: Retrospective reports are not fiction. Academy of Management, Vancouver, B.C., 1995.
- Opler, T., Cardinal, L.B. Diversification and innovative efficiency. Association of Financial Economists Meeting, Washington D.C., 1995.
- Palich, L.E., Cardinal, L.B., Miller, C.C. Diversification and performance research: The effects of methods factors. Academy of Management, Dallas, 1994.
- Cardinal, L.B., Freeman. E. Co-Chairs and Organizers, Workshop: Mending fences--building gates: controversy, cooperation, and conversation with business and government. Academy of Management, Dallas, 1994.
- Cardinal, L.B., Opler, T. Corporate diversification and innovative efficiency. Journal of Accounting and Economics KPMG Peat Marwick/John M. Olin Conference on Organizations, Incentives, and Innovation, Rochester, 1993.
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