

Eric R. Gedajlovic

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Academic Appointi

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| 2008 - | Associate Professor, Departments of Innovation and Entrepreneurship and Strategy areas, Simon Fraser University. |
| 2002 – 2008 | Associate Professor, Department of Management, University of Connecticut. |
| 1998-2002 | Associate Professor of International Business. Department of Strategic Management and Business Environment, Rotterdam School of Management, Erasmus University. |
| 1993-1998 | Assistant Professor, Department of Management, Rutgers University. |
| Summers
1995-1996 | Visiting Professor, Faculty of Business Administration, Simon Fraser University. |
| 1990 - 1993 | Lecturer, Faculty of Commerce and Administration, Concordia University, Montreal. |
| 1988 - 1989 | Lecturer, Faculty of Administration, University of New Brunswick, Fredericton, Canada. |

Education

- 1989 – 1993 Ph.D. In Administration. Concordia University, Montreal, Quebec, Canada.
- Part of Montreal's Joint Doctoral Program which includes Concordia, Ecole des Hautes Etudes Commerciales (HE.C), McGill, and the University of Quebec at Montreal (UQAM).
- Thesis: *A Cross-National Study of Corporate Governance, Strategy and Firm Performance.*
- 1985 - 1988 Masters of Business Administration. Concordia University, Montreal, Quebec, Canada.
- Thesis: *A Taxonomy of Strategy Types in the International Airline Industry: Does Public Ownership Impact Upon Strategic Conduct and Financial Performance?*
- 1982 – 1985 Bachelor of Arts (Industrial Relations). McGill University, Montreal, Quebec, Canada.
- Area of Specialization: Labour Economics.

Research Philosophy and Themes

I seek better explanations of strategic and entrepreneurial processes by considering the institutional, historical and organizational contexts in which they are embedded. In this way, I strive to contribute to the strategy and entrepreneurship literatures by bringing into the foreground, contextual or background factors that are often ignored, underspecified or treated as limitations or boundary conditions.

Journal Articles

Cao, Q, Gedajlovic, E. & H. Zhang. (In-Press). **Unpacking Organizational Ambidexterity: Dimensions, Contingencies and Synergistic Effects.** *Organization Science*. Forthcoming.

Zahra, S., Gedajlovic, E., Neubaum, D., & J. Shulman. (In-Press). **Social Entrepreneurship: Domain, Contributions and Ethical Dilemmas.** *Journal of Business Venturing*. Forthcoming.

Carney, M., Gedajlovic, E. & Xiaohua Yang. (In-Press). **Varieties of Asian Capitalism: Toward an Institutional Theory of Asian Enterprise.** *Asia Pacific Journal of Management*. Forthcoming.

Hervieux, C., Gedajlovic, E. & M.F. Turcotte. (In-Press). **The Legitimization of Social Entrepreneurship.** *Journal of Enterprising Communities*. Forthcoming.

K. C. O'Shaughnessy, K.C., Gedajlovic, E. & P. Reinmoeller (2007). **The Influence of Firm, Industry and Network on the Corporate Social Performance of Japanese Firms.** *Asia Pacific Journal of Management*, 24:3: 283-303.

Baker, T, Gedajlovic, E. & M. Lubatkin. (2005). **A Framework for Comparing Entrepreneurial Processes Across Nations.** *Journal of International Business Studies*, 36: 492-504.

- Reprinted in ***The International Library of Entrepreneurship: International Entrepreneurship*** (2007), Oviatt, B., & P. McDougall (eds.), Edward Elgar Publishers, London.

Gedajlovic, E., Yoshikawa, T., & M. Hashimoto. (2005). **Ownership Structure, Corporate Strategy and Firm Performance in Japanese Manufacturing Industries.** *Organization Studies*, 31:271-300.

Gedajlovic, E., Lubatkin, M.H. & W.S Schulze.(2004) **Crossing the Threshold from Founder Management to Professional Management: A Governance Perspective.** *Journal of Management Studies*, 41: 5 899- 912.

Gedajlovic, E., Shapiro, D. & B. Buduru (2003). **Financial Ownership, Diversification and Firm Profitability in Japan.** *Journal of Management and Governance*, 7:315-335.

Shapiro, D, C. Erdener & E. Gedajlovic. (2003). **The Chinese Family Firm as a Multinational Enterprise.** *International Journal of Organizational Analysis*, 11: 105-122.

Carney, M. & E. Gedajlovic. (2003). **Strategic Innovation and the Administrative Heritage of East Asian Family Business Groups.** *Asia Pacific Journal of Management*, 20:1: 5-26.

Yoshikawa, T. & E. Gedajlovic. (2002). **The Impact of Global Capital Market exposure and Stable Ownership on Investor relations Practices and Performance of Japanese Firms.** *Asia Pacific Journal of Management*, 19:4: 525-540.

Gedajlovic, E. & D. Shapiro (2002). **Ownership and Firm Profitability in Japan.** *Academy of Management Journal*, 45:3: 575-585.

Carney, M, & E Gedajlovic. (2002a). **The Co-Evolution of Institutional Environments and Organizational Strategies: The Rise of Family Business Groups in the ASEAN Region.** *Organization Studies*, 23:1: 1-29.

- Reprinted in ***Sage Directions in Organization Studies (2009)***. Clegg, S. (ed.). Sage Publications, London.
- Reprinted in ***Organizational Learning and Knowledge Management: The International Library of Critical Writings on Business and Management: Organizational Learning and Management***, (2008). Starbuck, W.H. (ed), Edward Elgar, London.

Carney, M. & E. Gedajlovic. (2002b). **The Coupling of Ownership and Control and the Allocation of Financial Resources: Evidence from Hong Kong.** *Journal of Management Studies*, 39:1:123-146.

Carney, M. & E. Gedajlovic. (2002c). **Institutional Change and Firm Adaptation: Toward a Typology of Southeast Asian Corporate Forms.** *Asia Pacific Business Review*, 8:3: 31-60.

Backx, M., Carney, M & E. Gedajlovic (2002) **Public, Private and Mixed Ownership Modes and the Performance of International Airlines.** *Journal of Air Transport Management*, 8:4: 213-220.

Carney, M. & E. Gedajlovic. (2001). **Corporate Governance and Firm Capabilities: A Comparison of Managerial, Alliance, and Personal Capitalisms.** *Asia Pacific Journal of Management*, 18: 37-356.

Flier, B., van den Bosch, F.A.J., H. Volberda & E. Gedajlovic.(2001). **Investigating Pattern of Renewal in the Netherlands and the U.K.** *Long Range Planning*, 34: 209-229.

Gedajlovic, E. & D. Shapiro. (2001). **National Systems of Corporate Governance**, *Global Focus* (Formerly, *Business & the Contemporary World*). Volume 13, No. 1: 143-157.

Carney, M. & E. Gedajlovic. (2000). **East Asian Financial Systems and the Transition from Investment Driven to Innovation Driven Economic Development.** *International Journal of Innovation Management*, Vol. 4, No. 3: 253-276.

Gedajlovic, E. & D. Shapiro. (1998). **Management and Ownership Effects: Evidence from Five Countries.** *Strategic Management Journal*, Vol. 19: 533-553.

Gedajlovic, E. (1993). **Ownership, Strategy and Profits: Is the Dichotomy Sufficient?** *Organization Studies*, Vol. 14, No. 5: 731-752.

Carney, M. & E. Gedajlovic. (1991). **Vertical Integration in Franchise Systems.** *Strategic Management Journal*, Vol. 12: 607-629.

Book Chapters

Carney, M. & E. Gedajlovic. (2006). **East Asian Chinese Family Business Groups: Origins and Consequences.** In: Gupta, V., Levenburg, N., Motwani, J. and Schwarz, T. (Ed.), *Compendium of Family Business Models from Around the World*. Hyderabad, India: ICFAI University Press.

Gedajlovic, E. & S. Zahra. (2005). **Entrepreneurship, Organizational Learning, and Capability Building.** In S. W. Floyd, (ed), *Innovating Strategy Process* (Strategic Management Society Book Series). Blackwell Publishing.

Molz, R., & E. Gedajlovic. (1992). **Transitional Economies, Corporate Theory and Privatization.** *Advances in International Comparative Management*, Volume 7, JAI Press: 139-155.

Selected Working Papers

Gedajlovic, E. & M. Carney. "Markets, Hierarchies & Families: Towards a Transaction-Cost Theory of the Family Enterprise." (Working Paper #09-01).

Carney, M., Gedajlovic, E., Heugens, P., van Essen, M. & H. van Osterhout. "Business Group Performance, Context, and Strategy: A Meta Analysis." (Working Paper #09-02)

Dimov, D., E. Gedajlovic. "A Property Rights Perspective on Venture Capital Investment Decisions." (Working Paper #09-03)

Schulze, W.S. & E. Gedajlovic. "The Family and Enterprise: Unpacking the Connections." (Working Paper #09-04)

Gedajlovic, E., Cao, Q., & H. Zhang. "The Effects of Share Ownership on Organizational Decision Making and Strategic Orientation." (Working Paper #09-05).

Carney, M. & E. Gedajlovic. "Organizational Governance and the Resource Based View of the Firm: Implications for Capability Development." (Working Paper #09-06)

Wielemaker, M., & E. Gedajlovic. "Entrepreneurial, Forms, Organizational Capabilities and International Competitiveness." (Working Paper #09-07)

Conference Papers, Proceedings and Presentations

Gedajlovic, E. & M. Carney. (2009). *Markets, Hierarchies & Families: Towards a Transaction-Cost Theory of the Family Enterprise*. Theories of Family Enterprise Conference, Boston, June.

Cao, Q, Gedajlovic, E. & Zhang, H. (2008). *Unpacking Organizational Ambidexterity: Dimensions, Contingencies and Synergistic Effects*. Academy of Management Meetings. Anaheim, August.

Wielemaker, M. & Gedajlovic, E. (2008). *Entrepreneurial Forms, Factor Markets, and Capabilities*. Presented at Professional Development Workshop (PDW) on Strategic factor Markets. Academy of Management Meetings. Anaheim, August.

Gedajlovic, E. & D. Dimov. (2007). *Property Rights Theory and Venture Capital Firms: Portfolio Composition and New Sector Entry*. Academy of Management Meetings. Philadelphia, August.

Gedajlovic, E. & M. Wielemaker. (2006) *New Venture Capabilities and Ownership Structure*. Academy of Management Meetings. Atlanta, Georgia, 2006.

Zahra, S., Gedajlovic, E., Neubaum, D., & J. Shulman. (2006) *Social Entrepreneurship: Domain, Contributions and Ethical Dilemmas*. University of Minnesota Conference on Ethics and Entrepreneurship, April.

Gedajlovic, E. & S. Zahra (2004). *Governance, Capabilities and the Search for Entrepreneurial Rents*. Academy of Management Meetings, New Orleans.

Gedajlovic, E., Lubatkin, M.H. & W.S Schulze. (2004) *Crossing the Threshold from Founder Management to Professional Management: A Governance Perspective*. Management Meetings, New Orleans.

Turcotte, M.F., Dancause, C. & E. Gedajlovic. (2003). *Democracy and Knowledge in a Multistakeholder Initiative*. Academy of Management Best Papers Proceedings, New Orleans.

O'Shaughnessey, K.C., Gedajlovic, E. & Reinmoeller, P. (2004). *The influence of firm, industry and network on the Corporate Social Performance of Japanese Firms*. Academy of Management Meetings, New Orleans.

Gedajlovic, E., Lubatkin, M.H. & W.S Schulze. (2004). *Governance, Capabilities and the Transformation From Founder to Professional Management*. June. Atlanta Competitive Advantage Conference.

Carney, M. & E. Gedajlovic. (2003). *Governance, Inducements-Contributions and organizational Capabilities*. 2003 Academy of Management Meetings, Seattle.

Gedajlovic, E. (2003). *Entrepreneurship, Competitive Advantage and Internationalization*. JIBS-CIBER Conference, Duke University, Raleigh-Durham.

Carney, M. & E. Gedajlovic. (2002). *Strategic Innovation and the Administrative Heritage of East Asian Family Business Groups*. Asia Academy of Management Conference, Bangkok.

Mol, M. & E. Gedajlovic. (2001) *The Effects of External Sourcing on Performance: A Longitudinal Study of the Dutch Manufacturing Industry*. Association of International Business Conference, Sydney.

Carney, M. & Gedajlovic, E. (2001) *Governance and firm capabilities under personal capitalism*. European Group for Organization Studies (EGOS) Colloquium, Lyon.

Baden-Fuller, C., Flier, B., Gedajlovic, E., van den Bosch, F.A.J. & H. Volberda. (2000). *How Do Large Firms Renew Over Time?* Strategic Management Society Conference, Vancouver.

Van Gulik, E., Gedajlovic, E., Maassen, G., van den Bosch, F.A.J., & Volberda, H. (2000). *Do Pfeffer's (1972) findings on the service role of boards of directors generalize across contexts and analytical techniques? The case of Dutch two-tier board structure*. Paper presented at the Business Policy & Strategy Division of the National Academy of Management Conference, Toronto.

Carney, M. & E. Gedajlovic (2000). *New Economy Adolescents: Obstacles to the Growth of Knowledge Intensive Enterprise in Southeast Asia*. Proceedings of the Western Academy of Management, Shizuoka, Japan.

Van Gulik, E., Gedajlovic, E., Maassen, G., van den Bosch, F.A.J., & Volberda, H. (2000). *On the Service Role of Boards of Directors*. Paper presented at the Strategy Division of the Administrative Sciences Association of Canada Annual Conference, Montreal.

M. Carney, & E. Gedajlovic (1999). *Personal Capitalism and The Allocation of Financial Resources: Evidence from Hong Kong*. Strategic Management Society Conference, Berlin.

Gedajlovic, E. & D. Shapiro (1999). *Blockholder and Institutional Ownership in Japan*. Proceedings of the International Eastern Academy of Management Conference, Prague.

M. Carney, & E. Gedajlovic (1999). *The Organizational Roots of the Asian Financial Crisis*. Proceedings of the International Eastern Academy of Management Conference, Prague.

M. Carney, & E. Gedajlovic. (1998). *Generic Trading Organizations in Southeast Asia*. European Group for Organization Studies 14th Colloquium. Maastricht.

M. Carney, & E. Gedajlovic (1998). *An Economic Explanation of Southeast Asian Business Structure and Performance*. Proceedings of the International Western Academy of Management Conference, Istanbul.

McGuire, J. & E. Gedajlovic. (1995). *The Myopic Institutional Investor: Fact or Fiction?* Business Policy & Strategy Division of the National Academy of Management Conference, Vancouver, Canada.

Gedajlovic, E., McGuire, J. & J. Day. (1995). *Institutional Investment and Firm Strategy: An Empirical Assessment*. Proceedings of the Administrative Sciences Association of Canada Conference, Windsor, Canada.

Gedajlovic, E., & D. Shapiro. (1995). *Management and Ownership Effects: Evidence from Five Countries*. Business Policy & Strategy Division of the National Academy of Management Conference, Vancouver, Canada.

McGuire, J. & Gedajlovic, E., (1993). *Firm Ownership, Firm Strategy and Firm Performance: A Comparison of Germany and the United States*. Presented at the National Academy of Management Conference, Atlanta.

Gedajlovic, E. (1992). *Corporate Governance and the Separation of Ownership and Control: Is Berle and Means' Typology Sufficient?* 12th Annual Strategic Management Society Conference, London.

Gedajlovic, E. (1992). *Managerial Behaviour and the Market for Corporate Control: Organizational, Strategic and Social Implications*. The Association of Management Conference, Las Vegas.

Gedajlovic, E. (1992). *Mergers and Social and Economic Efficiency: Wealth Creation or the Externalization of Costs?* Proceedings of the Administrative Sciences Association of Canada Conference.

Gedajlovic, E. (1992). *Undergraduate Business Programs in Canada: Where We Have Come From, Where We are Now and Where We Should be Headed*. Proceedings of the Administrative Sciences Association of Canada Conference. Quebec City.

Molz, R. & E. Gedajlovic (1992). *Transitional Economies, Corporate Theory and Privatization*. 2nd International Western Academy of Management Conference, Leuven, Belgium.

Gedajlovic, E. (1991). *Owners, Managers, Organizational Choice and the Market for Corporate Control: A Managerial Perspective*. Outstanding Student Paper, the Administrative Sciences Association of Canada Conference, Policy Division, Niagara Falls.

Gedajlovic, E. (1991). How well does *Transactions-Cost Analysis Predict MNE Entry Strategies and Profitability?* Proceedings of the Administrative Sciences Association of Canada Conference. Niagara Falls.

Gedajlovic, E. & D. Shapiro. (1991). *Caves' Conundrum Revisited: The Contribution of Strategic Management to the Mergers and Acquisitions Debate*. Accepted, but not presented at the 2nd Workshop on Microeconomics and Strategic Management Interfaces, Brussels, Belgium, November.

Gedajlovic, E. (1991). *An Analysis of Profitability and Ownership Patterns Among Foreign Multinationals Within a Single Host Country: Is Transaction Cost Reasoning Material?* Presented at the National Academy of Management Conference, Miami.

Gedajlovic, E. (1991). *Owners, Managers, Organizational Choice and the Market for Corporate Control: A Managerial Perspective*. Outstanding Student Paper, the Administrative Sciences Association of Canada Conference, Policy Division, Niagara Falls.

Gedajlovic, E. (1990). *Ownership and Profits*. Proceedings of the Administrative Sciences Association of Canada Conference. Whistler.

Gedajlovic, E. (1989). *Emergent Strategies and Inter-Industry Heterogeneity: The Case of International Airlines*. Proceedings of the 19th Atlantic Schools of Business. Halifax.

Gedajlovic, E., (1989). *Strategic Group Research: An Assessment and Review*. Proceedings of the 19th Atlantic Schools of Business Conference. Halifax.

Gedajlovic, E. (1989). *Evidence Concerning the Impact of Ownership Characteristics On International Airlines*. Proceedings of the Administrative Sciences Association of Canada Conference. Montreal.

Carney, M. & E. Gedajlovic (1989). *Explaining Franchiser Ownership of Units in Franchise Systems*. Administrative Sciences Association of Canada Conference, Policy Division Montreal.

Brunet, J.P. & E. Gedajlovic (1988). *Does Government Ownership Make A Difference?* Strategic Management Society Conference, Amsterdam.

Educational Activities

I have taught courses a variety of courses in the fields of Strategic Management, Entrepreneurship, Social Entrepreneurship, International Business, the Management of Technology and Organizational Theory to undergraduate, MBA and Executive MBA audiences. My teaching evaluations consistently rate as Very Good, or Excellent.

Professional Activities

I sit on the editorial boards of the *Journal of Management Studies*, the *Asia Pacific Journal of Management* and the *Family Business review*. Previously, I served a term of two years on the editorial board of *Journal of International Business Studies*. I also serve as an ad hoc reviewer for many other management journals.

I am currently co-editing (With W.S. Schulze), a special issue of the *Journal of Management Studies* on “The Family and Enterprise: Unpacking the Connections” and also a special issue for the *Asia Pacific Journal of Management* (with M. Carney & Xiaohua Yang) on “Varieties of Asian Capitalism.”

In 2010, I begin a term as a senior editor at the *Asia Pacific Journal of Management*.