

**Matthew Semadeni**  
Curriculum Vitae

Department of Management  
W.P. Carey School of Business  
Arizona State University  
Tempe, AZ 85287-4006  
semadeni@asu.edu

***EDUCATION***

---

- 2003                    **Texas A&M University**  
                              Mays Business School  
                              Ph.D., Management, August 2003
- 1993                    **Brigham Young University**  
                              Marriott School of Management  
                              B.S., April 1993

***ACADEMIC POSITIONS***

---

- 2017-Present        *Professor of Strategy*  
                              Arizona State University, W.P. Carey School of Business
- 2014-2017            *Associate Professor of Strategy*  
                              Arizona State University, W.P. Carey School of Business
- 2011-2014            *Associate Professor of Strategy*  
                              Indiana University, Kelley School of Business
- 2007-2011            *Assistant Professor of Strategy*  
                              Indiana University, Kelley School of Business
- 2003-2007            *Assistant Professor of Management*  
                              University of South Carolina, Moore School of Business

***RESEARCH INTERESTS***

---

Competitive Dynamics / Innovation  
Corporate Governance / Top Management Teams  
Research Methods

## ACADEMIC HONORS

---

2016	Outstanding <i>Strategic Management Journal</i> Review Board Member
2014 – Present	Dean’s Council Distinguished Scholar, W.P. Carey School
2014	MBA Class of 2014 Lilly Teaching Excellence Award, Kelley School
2014	MBA Class of 2014 Walt Blacconiere Award, Kelley School
2014	Kelley Doctoral Student Exceptional Inspiration & Guidance Award
2013	MBA Class of 2013 Teaching Excellence Award, Kelley School
2012	MBA Class of 2012 Walt Blacconiere Award, Kelley School
2012	MBA Class of 2012 Teaching Excellence Award, Kelley School
2011 – 2014	Arthur M. Weimer Fellow, Kelley School
2011	MBA Class of 2011 Teaching Excellence Award, Kelley School
2010	Outstanding Management Consulting Division Paper Reviewer
2008 – 2010	3M Junior Fellow, Kelley School
2009	Indiana University Trustees Teaching Award
2009	Innovative Teaching Award, Kelley School
2006	Research Grant from The Center for Innovation Management Studies
2006	Riegel & Emory Fellow, Moore School of Business
2003	Texas A&M University Association of Former Students Distinguished Graduate Student Teaching Award, Mays School
2003	Dean’s Award for Outstanding Teaching, Mays Business School
2002	Outstanding Entrepreneurship Division Paper Reviewer
2001 – 2003	Center for New Ventures & Entrepreneurship Fellowship
2001	Bentley College/ Copenhagen Business School Outstanding Student Paper Award
2000 – 2004	Outstanding Business Policy & Strategy Division Paper Reviewer
1998 – 2001	Regent's Graduate Fellowship - Texas A&M University

## REFEREED PUBLICATIONS\*

---

Semadeni, M. & Krause, R. Innovation in the Board Room. Accepted for publication in the *Academy of Management Perspectives* special issue *From Governance of Innovation to Innovations in Governance*.

Krause, R., Withers, M. & Semadeni, M. 2017. Compromise on the board: Investigating the antecedents and consequences of lead independent director appointment. *Academy of Management Journal*. 60:6 2239-2265

---

\* Bolded name indicates work with a student in a doctoral program

- The basis for a *Director Notes* (“Sharing the lead: Examining the causes and consequences of lead independent board appointment”) from The Conference Board appearing August 2017.

Jiang, H., Xia, J. Cannella, A.A. & Semadeni, M. 2017. Choose to fight or choose to flee? Resolving a dilemma of executive ship jumping in declining firm. *Strategic Management Journal*. 38:10 2061 – 2079.

Chin, M.K. & Semadeni, M. 2017. CEO political ideologies and pay egalitarianism within top management teams. *Strategic Management Journal*. 38:8 1608 – 1625.

- An earlier version of this paper appeared in the *Best Paper Proceedings*, Academy of Management 2015 Annual Meeting, Vancouver, BC.

Certo, S.T., Withers, M. & Semadeni, M. 2017. A tale of two effects: Using longitudinal data to compare within- and between-firm effects. *Strategic Management Journal*. 38:7 1536 – 1556.

Mooney, C., Semadeni, M. & Kesner, I. 2017 The selection of an interim CEO: Boundary Conditions and the Pursuit of Temporary Leadership. *Journal of Management* 43:2 455-475.

- The basis for a *Director Notes* (“Interim CEO: Reasonable choice or failed selection?”) from The Conference Board appearing June 2014, which was the basis for “Interim CEOs: Myths and Realities” in *The Corporate Board*, Vol. XXV, No. 209.

Certo, S.T., **Busenbark, J.**, Woo, H-S. & Semadeni, M. 2016. Sample selection bias and Heckman models in Strategic Management research. *Strategic Management Journal*. 37:13 2639 – 2657

Krause, R., Semadeni, M. & Withers, M. 2016. That special someone: Investigating the board’s view of its chair as a resource. *Strategic Management Journal* 37:9 1990-2002.

Krause, R., Semadeni, M. & Cannella, A.A. 2014. CEO Duality: A review and research agenda. *Journal of Management*. 40:1 256 – 286.

**Krause, R.** & Semadeni, M. 2014. Last dance or second chance? CEO career horizon and the separation of board leadership roles. *Strategic Management Journal*. 35:6 808 - 825.

Semadeni, M., Withers, M. & Certo, S.T., 2014. The perils of endogeneity and instrumental variables in strategy research: Understanding through simulations. *Strategic Management Journal*. 35:7 1070 - 1079.

**Krause, R., Whitley, K.** & Semadeni, M. 2014. Power to the principals! An experimental look at shareholder say-on-pay voting. *Academy of Management Journal*. 57:1 95 - 115.

- The basis for a *Director Notes* (“When do shareholders care about CEO pay?”) from The Conference Board appearing August 2013.

**Krause, R., Semadeni, M. & Cannella, A.A** 2013. External COO/Presidents as expert directors: A new look at the service role of boards. *Strategic Management Journal*. 34:23 1628 – 1641.

**Krause, R. & Semadeni, M.** 2012. Apprentice, departure, and demotion: An examination of the three types of CEO-board chair separation. *Academy of Management Journal*. 56:3 805 - 826.

- The basis for a *Wall Street Journal* article (“Think Carefully Before Splitting the CEO, Chair Posts”) appearing on November 7, 2012.
- Cited in May 10, 2013 JP Morgan Chase & Co Letter to Shareholders.
- The basis for a *Director Notes* (“If it ain’t broke, don’t fix it”) from The Conference Board appearing June 2013.

**Klaas, B., Semadeni, M., Klimchak, M. & Ward, A.K.** 2012. High-performance work system implementation in small and medium enterprises: A knowledge-creation perspective. *Human Resource Management*, 51:4 487 – 510.

**Mooney, C., Semadeni, M. & Kesner, I.** 2012. Six ways companies use interim CEOs. *Organizational Dynamics*, 41:1 13 - 22.

**Semadeni, M. & Cannella, A.A.** 2011. Examining the performance effects of post spin-off links to parent firms: Should the apron strings be cut? *Strategic Management Journal*, 32: 1083 - 1098.

**Semadeni, M. & Anderson, B.S.** 2010. The follower’s dilemma: Innovation and imitation in the professional services industry. *Academy of Management Journal*, 53:5, 1175-1193.

- An earlier version of this paper appeared in the Best Paper Proceedings, Academy of Management 2009 Annual Meeting, Chicago, IL.

**Klaas, B., Klimchak, M., Semadeni, M. & Holmes, J.J.** 2010. The adoption of human capital services by small and medium enterprises: A diffusion of innovation perspective. *Journal of Business Venturing*, 25: 349-360.

**McFadyen, M.A., Semadeni, M. & Cannella, A.A.** 2009. The value of strong ties to disconnected others: Examining knowledge creation in biomedicine. *Organization Science*, 20: 552 - 564.

**Semadeni, M., Cannella, A.A., Fraser, D.R., & Lee, D.S.** 2008. Fight or flight: Managing stigma in executive careers. *Strategic Management Journal*, 29: 557-567.

- An earlier version of this paper appeared in the *Best Paper Proceedings*, Academy of Management 2002 Annual Meeting, Denver, CO.
- The basis for a *Wall Street Journal* article (“Tough choice: Leave sinking firm or try for rescue”) appearing on January 22, 2008 and the *Washington Post* article (“Hard-luck Lessons”) appearing December 4, 2008.

Uhlenbruck, K., Hitt, M.A., & Semadeni, M. 2006. Market value effects of acquisitions involving internet firms: A resource-based perspective. *Strategic Management Journal*, 27: 899 - 913.

Certo, S.T. & Semadeni, M. 2006. Strategic management research and panel data: Examining the destructive influence of contemporaneous correlation. *Journal of Management*. 32(3) 449-471.

Semadeni, M. 2006. Minding your distance: How management consulting firms use service marks to position competitively. *Strategic Management Journal*, 27: 169 - 187.

### **ACADEMY OF MANAGEMENT BEST PAPERS PROCEEDINGS**

---

Busenbark, J.B., Arrfelt, M, Semadeni, M & Withers, M.C., 2018. The Role of Firm Performance Aspirations in Managers' Internal Capital Allocation Strategies. *Academy of Management Annual Meeting*, Chicago, Illinois.

Semadeni, M. & **Krause, R.** 2011. Hired to be fired? Exploring management team use of consultants as professional scapegoats. *Academy of Management Annual Meeting*, San Antonio, Texas.

Lampert, C.M. & Semadeni, M. 2010. Search breadth and the costs of search. *Academy of Management Annual Meeting*, Montreal, Canada.

Semadeni, M. 2001. Competing in concept space: The competitive use of service marks by management consulting firms. *Academy of Management Annual Meeting*, Washington, D.C.

Semadeni, M. 2000. The arbitrage of knowledge: The process of client knowledge arbitrage by management consulting firms. *Academy of Management Annual Meeting*, Toronto, Canada.

### **BOOK CHAPTERS**

---

**Anderson, B.S.** & Semadeni, M. 2013. Making sense of a competitor's innovation: A signaling perspective on whether to imitate or ignore the competition. In T.J. Wilkenson & V.R. Kannan (Eds.), *Corporate Strategy: Strategic Management in the 21<sup>st</sup> Century*, Vol 2:3-22. Santa Barbara, CA: Praeger.

Semadeni, M. 2001. Broken promises: The role of contract breaches in turnaround situations. In R.W. Woodman, & W.A. Pasmore (Eds.), *Research in Organizational Change and Development*, Vol. 13:117-146. Greenwich, CT: JAI Press.

Semadeni, M. 2001. Toward a theory of knowledge arbitrage: Exploring the role of management consultants as knowledge arbitrageurs and arbiters. In A. F. Buono (Ed.), *Research in Management Consulting*, Vol. 1:43-67. Greenwich, CT: Information Age.

## **PRESENTATIONS**

---

- 2018 **Kalm, M.**, Krause, R.A., Gupta, A. & Semadeni, M. The Politics of Corporate Governance: How Board Chairs' Political Ideologies Influence Governance Orientations. *Strategic Management Society International Conference*, Paris, France.
- 2018 **Kalm, M.**, Krause, R.A., Gupta, A. & Semadeni, M. The Effect of the Board Chair's Political Ideology on Governance Orientation. (Strategic Management and Organization & Management Theory Divisions) *Academy of Management Annual Meeting*, Chicago, IL.
- 2018 **Li, F.** & Semadeni, M. Calling it quits: Examining the relationship between technological experience and project discontinuation. (Strategic Management Division) *Academy of Management Annual Meeting*, Chicago, IL.
- 2017 **Li, F.** & Semadeni, M. Calling it quits: Examining the relationship between technological experience and project discontinuation. *Strategic Management Society International Conference*, Houston, TX.
- 2017 Parker, O.N., Semadeni, M. & **Mui, R.** To beat'em or join'em? How imitation is shaped by exploitation and past innovativeness. *Strategic Management Society International Conference*, Houston, TX.
- 2017 **Li, F.** & Semadeni, M. Pulling the plug: a behavioral perspective of R&D project radicalness and discontinuation. (Technology & Innovation Management Division) *Academy of Management Annual Meeting*, Atlanta, GA.
- 2016 **Busenbark, J.R.**, Arrfelt, M., & Semadeni, M. Do investors influence internal capital allocation decisions? Examining the heterogeneous effects of institutional investors. *Strategic Management Society International Conference*, Berlin, Germany.
- 2016 Parker, O.N. & Semadeni, M. Where do we go, from here? How reputation for quality and prominence drive product search. (Organizational and Management Theory Division) *Academy of Management Annual Meeting*, Anaheim, CA.
- 2015 **Busenbark, J.R.** & Semadeni, M. shareholder information and controversial activities: Investor reactions to seasoned equity offerings from financial

- institutions. *Strategic Management Society International Conference*, Denver, Colorado.
- 2015 Jiang, H., Xia, J. & Semadeni, M. Strong enough to fight or flee? Executive social capital and ship jumping in declining firms. (Business Policy and Strategy Division) *Academy of Management Annual Meeting*, Vancouver, British Columbia.
- 2015 Garrett, R.P., Semadeni, M. & Covin, J. The structuring of internal corporate ventures: Parent corporations and venture-level considerations. (Joint Business Policy and Strategy, Entrepreneurship and Technology & Innovation Management session Divisions) *Academy of Management Annual Meeting*, Vancouver, British Columbia.
- 2014 Krause, R. & Semadeni, M. Inside Knowledge, outside expertise: Investigating the role of lawyers as affiliated directors. *Strategic Management Society International Conference*, Madrid, Spain.
- 2014 Withers, M., Certo, S.T. & Semadeni, M. Examining the influence of endogeneity when testing interactions. *Strategic Management Society International Conference*, Madrid, Spain.
- 2014 Certo, S.T., Withers, M & Semadeni, M. The truth lies within...and between: The theoretical and empirical implications of longitudinal relationships in strategy research. (Research Methods Division) *Academy of Management Annual Meeting*, Philadelphia, PA.
- 2014 **Parker, O.N.**, Titus, V.K., & Semadeni, M. Unpleasant surprise: The influence of "reputation surprise" on prominence and perceived quality. (Technology & Innovation Management Division) *Academy of Management Annual Meeting*, Philadelphia, PA.
- 2013 Krause, R., Maynes, T.D. & Semadeni, M. Identity crisis: Exploring the nested monitoring roles of securities analysts. *Strategic Management Society International Conference*, Atlanta, GA.
- 2013 Krause, R., Maynes, T.D. & Semadeni, M. First, do no harm: An identity salience model of analyst recommendations and corporate governance. (Organizational & Management Theory Division) *Academy of Management Annual Meeting*, Orlando, FL.
- 2013 Krause, R. & Semadeni, M. Do boards think and act like organization theorists? Revisiting the contingency model of CEO duality. (Organizational & Management Theory Division) *Academy of Management Annual Meeting*, Orlando, FL.

- 2012 Semadeni, M. & **Krause, R.** You're taking the fall: How top managers use external scapegoats to counter legitimacy threats (Organizational & Management Theory Division) *Academy of Management Annual Meeting*, Boston, MA.
- 2012 Semadeni, M., Certo, S.T. & Withers, M.C. Remediating endogeneity: Are the cures worse than the disease? (Business Policy and Strategy & Research Methods Divisions) *Academy of Management Annual Meeting*, Boston, MA.
- 2011 Semadeni, M., Lampert, C.M. & Ahuja, G. Brother from another mother: External and internal development as sources of innovation. (Business Policy and Strategy Division) *Academy of Management Annual Meeting*, San Antonio, TX.
- 2011 **Anderson, B.S.** & Semadeni, M. Real options in the services sector. (Management Consulting Division) *Academy of Management Annual Meeting*, San Antonio, TX.
- 2010 Certo, S.T, Semadeni, M. & Withers, M. The application of mixed models to strategy research: a word of caution. (Research Methods Division) *Academy of Management Annual Meeting*, Montreal, Canada.
- 2009 Mooney, C.H., Semadeni, M. & Kesner, I. Opting for the interim CEO: What is the role of performance? (Business Policy and Strategy Division) *Academy of Management Annual Meeting*, Chicago, IL.
- 2008 Klaas, B., Semadeni, M., Klimchak, M. & Holmes, J.J. HR services and performance: The moderating impact of the leader and firm attributes. (Human Resources Division) *Academy of Management Annual Meeting*, Anaheim, CA.
- 2007 Klaas, B., Klimchak, M., Semadeni, M. & Holmes, J.J. The adoption of human capital services by small and medium enterprises: A diffusion of innovation perspective. (Human Resources Division) *Academy of Management Annual Meeting*, Philadelphia, PA.
- 2005 McFadyen, M.A., Semadeni, M. & Cannella, A.A. Changing the exchange: The co-evolution of knowledge creation and interpersonal exchange networks. *Strategic Management Society International Conference*, Orlando, FL.
- 2004 Semadeni, M. & Friga, P. The arbiter role in knowledge arbitrage: Understanding how professionals decide what knowledge to transfer. *Strategic Management Society International Conference*, San Juan, Puerto Rico.
- 2003 McFadyen, M.A., Semadeni, M. & Cannella, A.A. Interpersonal network configurations and knowledge creation. (Business Policy and Strategy Division) *Academy of Management Annual Meeting*, Seattle, WA.
- 2002 Semadeni, M. & Friga, P. Knowledge arbitrage by management consulting firms: An arbiter – arbitrageur perspective. *Strategic Management Society International Conference*, Paris, France.

- 2002 Semadeni, M. 2002. Debuts and debutants: Examining new firm action and performance following spin-off. (Business Policy and Strategy Division) *Academy of Management Annual Meeting*, Denver, CO.
- 2002 Dewett, T., Shin, S.J., Toh, S.M. & Semadeni, M. Understanding management doctoral student research as a creative endeavor. (Organizational Behavior Division) *Academy of Management Annual Meeting*, Denver, CO.
- 2001 Semadeni, M. & Cannella, A.A. Fixing the blame: Exploring the scapegoating of external experts by top management teams. *Strategic Management Society Conference*, San Francisco, CA.
- 2001 Uhlenbruck, K., Hitt, M.A., & Semadeni, M. Corporate strategy in the new economy: Market value effects of acquisitions by and of Internet firms. *Strategic Management Society Conference*, San Francisco, CA.
- 2001 Semadeni, M., Uhlenbruck, K. & Hitt, M.A. Born international - born electronic: An examination of the intersection of electronic commerce and international new ventures. (Entrepreneurship Division) *Academy of Management Annual Meeting*, Washington, D.C.
- 2001 Semadeni, M. & McFadyen, M.A. Standard performance: An exploration of the effects of information technology standard adoption. (Technology & Innovation Management Division) *Academy of Management Annual Meeting*, Washington, D.C.
- 2001 Dacin, M.T., Rao, H. & Semadeni, M. Strategic comparison: A question of distance and timing. *Strategic Management Society International Conference*, Berlin, Germany.

## ***TEACHING EXPERIENCE***

---

*Innovation Seminar* (MGT 791) Doctoral Program  
W.P. Carey School of Business (2015 & 2017)

*Strategic Management* (MGT 589) Full-time and Executive programs  
W.P. Carey School of Business (2015 to present)

*Strategy* (X540) MBA core  
Kelley School of Business (2009 to 2013)

*Strategic Planning* (J540) MBAa core  
Kelley School of Business (2008 & 2009)

*Management Consulting* (W550) MBA elective  
Kelley School of Business (2008 & 2009)

*Strategic Planning & Leadership* (U710) Kelley Direct

Kelley School of Business (2007 & 2008)

*Strategic Management* (478) Undergraduate capstone strategy

Moore School of Business (2003 - 2007)

*Entrepreneurship & New Ventures* (472) Undergraduate elective

Moore School of Business (2006 & 2007)

### **Doctoral & Master's Committees**

Chair, Dissertation committee of Ryan Krause (Kelley School), *Texas Christian U*

Chair, Dissertation committee of Sabrina (Fei) Li (W.P. Carey School)

Co-Chair, Dissertation committee of Matias Kalm (W.P. Carey School), *Tilburg U*

Member, Dissertation committee of John Busenbark (W.P. Carey School), *Notre Dame*

Member, Dissertation committee of Brian Anderson (Kelley School), *U of MO (KC)*

Member, Dissertation committee of Owen Parker (Kelley School), *OK State U*

Member, Dissertation committee of Anand Titus (Kelley School), *U of NE, Lincoln*

Member, Dissertation committee of Bari Bendell (Kelley School of Business), *Suffolk U*

Member, Dissertation committee of Sola Lawal (Kelley School of Business), *Uber Nigeria*

Member, Dissertation committee of Hui Feng (Kelley School [Mktg]), *IA State U*

Member, Dissertation committee of Kim Whitler (Kelley School [Mktg]), *UVA [Darden]*

Member, Dissertation committee of Brian McFillen (Political Science)

Chair, Thesis Committee of Roger Munson (Germanic Studies)

### **SERVICE**

---

Associate Editor

- *Academy of Management Journal* (2019 to present)

Editorial board member

- *Academy of Management Journal* (2014 to 2019)
- *Strategic Management Journal* (2010 to 2019)
- *Strategic Organization* (2016 to 2019)
- *Strategic Entrepreneurship Journal* (2010 to 2019)
- *Journal of Management* (2014 to 2017)

Ad Hoc Reviewer for the *Academy of Management Review*, *Organization Science*, *Management Science*, *Journal of International Business Studies*, *Strategic Science*, *Journal of Business Venturing*, *Journal of Management Studies*, *Organizational Research Methods*, *Corporate Governance: An International Review* and *Management Organizational Review*.

Executive Board member, Management Consulting Division, Academy of Management

- Board term from 2008 - 2011
- Doctoral Consortium organizer for 2011 meeting

Co-Chair, Business Policy & Strategy Mid-Career Consortium, 2015 & 2016

Representative-at-Large, Research Methods Community, Strategic Management Society, 2017 - 2019

Representative-at-Large, Strategic Leadership & Governance, Strategic Management Society, 2018 - 2020

Moderated panel for SL&G: *Micro & Macro Methods in Strategic Leadership & Governance Research* at SMS Paris.

Co-chair, Organizing Committee of the 2018 Micro Meets Macro conference (W.P. Carey)

Member, Organizing Committee of the 2016 Micro Meets Macro conference (W.P. Carey)

Co-organizer, 2017 Micro Meets Macro conference Pre-conference symposium

Chair, 2015 Strategy Faculty Search Committee (W.P. Carey)

Member, Entrepreneurship curriculum committee (2015 - 2016)

Member, Management & Entrepreneurship Personnel Committee (2017 - 2019)

Chair, Management & Entrepreneurship Personnel Committee (2018)

Member, Bloomington Faculty Council, Indiana University (2012 - 2014)

Faculty Representative, Kelley School Academic Council (2012 - 2014)

Moderated a National Association of Corporate Directors (NACD) panel discussion with Charles Elson and Frank Placenti entitled, *Reshaping Corporate Governance: How I Learned to Stop Worrying and Love the Active Investor* on March 16, 2017 at the University Club.

### ***PROFESSIONAL MEMBERSHIPS***

---

Academy of Management  
Strategic Management Society

### ***PAST EMPLOYMENT***

---

Electronic Data Systems ( <i>Senior Consultant</i> )	Herndon, VA	1996 - 1998
Price Waterhouse LLP ( <i>Senior Consultant</i> )	Arlington, VA	1993 - 1996