

PETER F. MORAN

China Europe International Business School

UNIVERSITY AFFILIATIONS

China Europe International Business School (CEIBS) , 2015 – present	Shanghai
Australian Graduate School of Management (AGSM) , UNSW, 2007 – 2015	Sydney
Denmark Technical University , 1999 – 2015	Copenhagen
London Business School , University of London, 1998 – 2007	London

TEACHING EXPERIENCE

MBA & EMBA Courses:

- Strategic Management – Business and Corporate
- Understanding General Management – including Capstone (opening and final courses in MBA programs)
- Strategic Problem Solving
- Detecting and Selecting Business Opportunities for Start-up Ventures

Executive Education Programs for companies, including BASF, Boral, Oman Oil, Nokia:

- Business Strategy
- Change Management
- Strategic Innovation

Ratings and Awards:

- Recent Student Evaluations 2009-2013: Range 4.4 – 4.9; mean 4.65 (out of 5)
- Executive MBA Core Programme Award for Best Teacher in EMBA, LBS 2003 & 2005

BUSINESS EXPERIENCE

Independent Management Consultant , 1983 – 91	Austin, TX
Booz Allen & Hamilton , 1980 – 83	Menlo Park, CA • Kuala Lumpur, Malaysia
Continental Oil Company , 1974 – 78	Ponca City, OK • Rapid City, SD • Houston, TX

EDUCATION

Ph.D. Strategy. 1999. INSEAD	Fontainebleau, France
Dissertation: Strategy as a Process of Value Creation: Toward a Theory of Practice	
Doctoral Candidate Qualification ‘with <i>Distinction</i> ’, 1994	
MBA Business Policy. 1980. Cornell University	Ithaca, NY
BS Chemical Engineering. 1974. Clarkson University	Potsdam, NY

SELECTED PAPERS CURRENTLY IN PROGRESS

Innovation as a market shaping process. with Michele Simoni (and Costas Markides?)

When a clear goal impedes a team’s innovation: The negative impact of goal clarity on the mediating effect of knowledge inflows between trust and innovation. with Steven Lui, John Lai and Ben Nanfeng Luo.

Navigating oceans that do not yet exist: The emergence of Market Shaping Design Innovators in China. with Michele Simoni, George Yip and Ramakrishna Velamuri.

The role of sheltering in value creation. with W. Rosingh.

Is your corporate social reputation true, false or schizophrenic? with G. Dowling.

Stimulating the flow of resources: A test of the role of embeddedness. with S. Z. Ozdemir and K. Y. Hsieh.

GENERAL

Citizen of the United States

Google Citations (overall/since 2011, as of 21, March, 2016): 5248/2163; h-index:15/12; i10-index: 17/12

2013 “Corporate Reputations: Built In or Bolted On” paper ranked among the “Top 5 most frequently downloaded” from *California Management Review* in 2013; the first year after publication

2011 ANZAM Annual Conference - University of Adelaide Award for Best Paper in Strategy

2008 BILD Grant Award for Managerially Relevant Research

PUBLICATIONS

- Reaching and acquiring valuable resources: The entrepreneur's use of brokerage, cohesion, and embeddedness. In press. *Entrepreneurial Theory and Practice*, 40(1):49-79. 2016. with S. Z. Ozdemir, X. Zhong and M. Bliemel.
- Firms as Shelters and Shapers: An extension to theories of the firm. *Academy of management best papers proceedings 2012*: 10.5465/2012.239. 2012. with W. Rosingh.
- Is your corporate social reputation true, false or schizophrenic? *Academy of management best papers proceedings 2012*: 10.5465/2012.238. 2012. with G. Dowling.
- Knowledge flows through interpersonal relations: The impact of structural embeddedness on acquired data and know-how. *European Journal of Business Research* (ISSN: 1945-2977). 12-2:61-66. 2012. with K.Y. Hsieh.
- Corporate reputations: Built in or bolted on? *California Management Review*: 54-2:25-42. 2012. with G. Dowling.
- Brokerage, cohesive networks and the generation of social capital. Australian & New Zealand Academy of Management (ANZAM) Conference Proceedings (ISBN: 978-1-877040-87-0), Wellington, New Zealand. 2011. with S. Z. Ozdemir, X. Zhong and M. Bliemel. Winner of Strategic Management Stream Award.
- Becoming the best: by beating or ignoring the best? Toward an expanded view of the role of managerial selection in complex and turbulent environments. *Journal of Management and Governance*: 15:447-481. 2011. with M. Simoni and G. Vagnani.
- The Role of Business Schools and their Influence on Corporate Governance: The Need for Debate. *Sinergie*: 73-74: 87-95. 2007.
- Structural versus Relational Embeddedness: Social Capital and Managerial Performance. *Strategic Management Journal*, 26: 1129-1151. 2005.
- Towards a Good Theory of Management. In J Birkinshaw & G Piramal (Eds.), *Sumantra Ghoshal on Management: A Force for Good*: 1 - 27. Harrow, England: FT Prentice Hall. 2005. with S. Ghoshal.
- Employment Security, Employability and Sustainable Competitive Advantage. In J. Gual & J. E. Ricart (Eds.), *Strategy, Organization and the Changing Nature of Work*: 79 - 110. Cheltenham, UK: Edward Elgar Publishing Ltd. 2001. with S. Ghoshal and C. Bartlett.
- Organizing for Firm Growth: The Interaction between Resource-Accumulating and Organizing Processes. In N. Foss, & V. Mahnke (Eds.), *Competence, governance, and entrepreneurship: Advances in economic strategy research*: 146 - 167. Oxford: Oxford University Press. 2000. with S. Ghoshal and M. Hahn.
____ (Published in paperback 2002).
- Management Competence, Firm Growth and Economic Progress. In C. Pitelis (Ed.) *Contributions to Political Economy*, 18: 121 - 150. 1999. with S. Ghoshal and M. Hahn.
____ (Reprinted in: C. Pitelis (Ed.) *The Growth of the Firm: The Legacy of Edith Penrose*: 279 – 308. Oxford: Oxford University Press. 2002. with S. Ghoshal and M. Hahn.)
- Value Creation: The New Millenium Management Manifesto. In S. Chowdhury (Ed.), *Management 21C: Someday we'll all Manage this Way*: 121 - 140. London: Financial Times. 1999. with S. Ghoshal and C. Bartlett.
____ (Condensed and reprinted as:
Value Creation: The New Management Manifesto. In *FT Mastering Management Review*, November(29): 34 – 37. 1999.
Value Creation. In *Executive Excellence*, 17(November): 10 – 11. 2000.)
- A New Manifesto for Management. *Sloan Management Review*, 40(3): 9 - 20. 1999. with S. Ghoshal and C. Bartlett.
____ (Reprinted in M. A. Cusumano, & C. C. Markides (Eds.), *Strategic Thinking for the Next Economy*: 9 - 32. San Francisco: Jossey-Bass. 2001).
____ (Translated into Danish in Et nyt ledelsesmanifest. In *Ledelse I Dag*, No. 42/ Forar(No.1): 6. 2001).
- Markets, firms and the process of economic development. *Academy of Management Review*, 24(3): 390 - 412. 1999. with S. Ghoshal.
- Value creation by firms. In J. B. Keys & L. N. Dosier (Eds.), *Academy of management best papers proceedings 1996*: 41 - 45. Statesboro, Georgia: Georgia Southern University 1996. with S. Ghoshal.
- Theories of economic organization: The case for realism and balance. *Academy of Management Review*, 21(1): 58 - 72. 1996. with S. Ghoshal.

Bad for practice: A critique of the transaction cost theory. Academy of Management Review, 21(1): 13 - 47. 1996. with S. Ghoshal.

PUBLICATIONS (continued)

____ (Reprinted in N. J. Foss (Ed.), The Theory of the Firm: Critical Perspectives: Routledge. 1999).

The essence of the megacorporation: Shared context, not structural hierarchy. Journal of Institutional and Theoretical Economics, 151(4 - December): 748 - 759. 1995. with S. Ghoshal and L. A. Costa.

Bad for practice: A critique of the transaction cost theory. In D. P. Moore (Ed.), Academy of management best papers proceedings 1995: 12 - 16. Charleston, SC: The Citadel. 1995. with S. Ghoshal.

Contingent organization as a network theory: The culture-performance contingency function. Acta Sociologica, 37: 345 - 370. 1994. with R. Burt, S. Gabbay and G. Holt.

CONFERENCE PRESENTATIONS

Moran, P. & Rosingh, W. The role of sheltering in value creation. Business Policy & Strategy Track, Academy of Management Meetings, Vancouver, August 2015.

Moran, P. & Ozdemir, S. Z. The role of embeddedness in stimulating the flow of resources. 29th EGOS Colloquium Montréal, July 2013.

Moran, P. Innovation and economic development: The sheltering and shaping role of entrepreneurship. Strategic Management Society Meetings Extension, Vilnius, October 2012.

Moran, P., Ozdemir, S. Z. & Hsieh, K.Y. Stimulating the Flow of Resources: A Test of the Role of Embeddedness. Strategic Management Society Meetings, Prague, October 2012.

Moran, P. & Ozdemir, S. Z. Social Capital Unpacked: The Mediating Role of Acquired Social Capital. Strategic Management Track, British Academy of Management Conference, Cardiff, UK 11-13 September 2012.

Dowling, G. & Moran, P. Is your social reputation true, false or schizophrenic? Business Policy & Strategy Track, Academy of Management Meetings, Boston, August 2012.

Moran, P. & Rosingh, W. Firms as Shelters and Shapers: An extension to theories of the firm. Business Policy & Strategy Track, Academy of Management Meetings, Boston, August 2012.

Hsieh, K.Y. & Moran, P. Knowledge flows through interpersonal relations: The impact of structural embeddedness on acquired data and know-how. IABE Conference, Venice, 8-10 June 2012.

Ozdemir, S. Z., Moran, P., Zhong, X. & Bliemel, M. Brokerage, cohesive networks and the generation of social capital. Strategic Management, *25th Annual Australian & New Zealand Academy of Management (ANZAM) Conference*, Wellington, New Zealand, 7-9 December 2011. Paper awarded Best Paper in Strategy.

Moran, P. & Rosingh, W. Defying markets: Towards a broader efficiency perspective on the firm. Towards a new theory of the firm, 2nd International Conference on Humanizing the Firm and the management profession, Barcelona, Spain, June 2011.

Moran, P., Simoni M. & Vagnani, G. An expanded view of the value of moderation in organizational adaptation. Technology and Innovation Management Track, Academy of Management Meetings, Montreal, August 2010.

Moran, P., Simoni M. & Vagnani, G. Becoming the best: By beating the best? Business Policy & Strategy Track, Academy of Management Meetings, Anaheim, August 2008.

Moran, P. The role of business schools and their influence on corporate governance: The need for debate. Keynote address to corporate governance scholars and lecturers. *Sinergie, rivista de studi e ricerche*. Naples, October 2006.

Rocha, H. O., Moran, P. & Sanchez, J. G. Assumptions, theory building and managerial practice: Why the public should be concerned. Professional Development Workshop, Business Policy & Strategy Track, Academy of Management Meetings, Atlanta, August 2006.

Moran, P. Value creation and appropriation and the role of embeddedness. Academy of Management Meetings, Business Policy & Strategy Track, Honolulu, August 2005.

Moran, P. & K.Y. Hsieh. Organizational and social embeddedness and the flow of resources. Academy of Management Meetings, Business Policy & Strategy Track, Honolulu, August 2005.

Galunic, D. C. & Moran, P. Social capital and productive resource exchange: Structural and Relational Embeddedness and Managerial Performance Link. Academy of Management Meetings, Business Policy & Strategy Track, Chicago, August 1999.

CONFERENCE PRESENTATIONS (continued)

Moran, P. & Galunic, D. C. Harnessing social capital for productive resource exchange. Academy of Management Meetings, Organization & Management Theory Track, San Diego, August 1998.

Galunic, D. C. & Moran, P. Resource exchange and institutional context: Comparing exchange structure and exchange quality. Strategic Management Society Meetings, Barcelona, October 1997.

Ghoshal, S., Hahn, M. & Moran, P. Management competence, firm growth and economic progress. Academy of Management Meetings, Business Policy & Strategy Track, Boston, August 1997.

Moran, P. & Ghoshal, S. Value creation by firms. Academy of Management Meetings, Business Policy Track, Cincinnati, August 1996.

Ghoshal, S. & Moran, P. Bad for practice: A critique of the transaction cost theory. Academy of Management Meetings, Business Policy & Strategy Track, Vancouver, August 1995.

Vereecke, A. & Moran, P. An empirical investigation of competitive advantage to French industrial firms. Presented as part of panel led by Karel Cool on "The Competitive Dynamics of French Industrial Industry." Strategic Management Society Meetings, Versailles, September 1994.