

# Charles Williams

Bocconi University  
Department of Management and Technology  
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## EMPLOYMENT

Assistant Professor of Strategy, Department of Management and Technology, Bocconi University, 2011 – present.

Assistant Professor of Strategy, Fuqua School of Business, Duke University, 2005 – 2011.

Assistant Professor of Strategy, College of Business, University of Illinois, 2002 –2005.

## EDUCATION

### University of Michigan

Ph.D. in corporate strategy 2003. Dissertation title: “Knowledge transfer among international telecom firms: Combining adaptation and replication.” Masters in applied economics 2001.

### Dartmouth College

Graduated *cum laude* January 1991. BA with High Honors in mathematics and the social sciences. Honors thesis on mathematical sociology. Studied Russian at Moscow State University and Leningrad State University.

## HONORS, FELLOWSHIPS & GRANTS

- 2005 Kauffman Grant (co-PI with Rajshree Agarwal) for project combining industry and firm perspectives on the emergence of the U.S. cellular industry.
- 2005 SDBC grant (with Rajshree Agarwal) for project comparing industry evolution in telecom and biotechnology industries.
- 2003 Illinois CIBER Faculty Grant for project on coordination and evolution in the global cellular industry
- 2002 University of Illinois Incomplete List of Excellent Teachers
- 2001 Finalist, INFORMS College of Organization Science Dissertation Proposal Competition
- 2000 Dykstra Award, for outstanding research and teaching in the UMBS doctoral program
- 2000 Santa Fe Institute Graduate Workshop in Computational Economics
- 2000 Research Grants: University of Michigan’s Center for International Business Education, Interdepartmental Consortium on Organization Studies, and Business School Doctoral Research Grants
- 1999 Leabo Award, for academic performance in the UMBS doctoral program
- 1998-1999 Ameritech Foundation doctoral fellowship for research on the telecommunications industry
- 1997 National Science Foundation Graduate Research Fellowship (1 of 16 awarded nationally in economics)

## RESEARCH INTERESTS

- The role of knowledge in firm evolution and adaptation
- The growth of new and established firms
- The influence of top executive movement and hiring on firm evolution
- The influence of organization structure on firm evolution

## PUBLICATIONS

“Structural Knowledge: How executive experience with structural composition affects intrafirm mobility and structural change” (with Samina Karim) forthcoming in *Strategic Management Journal*, special issue on Strategy and the Design of Organizational Architecture 2012.

“Growing Pains: The effect of pre-entry experience on impediments to growth” (with Pao-Lien Chen and Rajshree Agarwal), forthcoming 2011 in *Strategic Management Journal*.

“Transfer in context: Replication and adaptation in knowledge transfer,” *Strategic Management Journal*, September 2007, volume 28, issue 9, pp.867-889.

“Focusing firm evolution: The impact of information infrastructure on market entry by U.S. telecommunications firms, 1984-1998,” (with Will Mitchell) *Management Science*, volume 50, number 11, November 2004.

### Invited Publications

“Book Review: *Sticky Knowledge: Barriers to Knowing in the Firm*,” (with Joseph T. Mahoney) *Academy of Management Review*, volume 28, number 4, October 2003.

### Conference Proceedings

“A window on the world: How firm structure shapes the evolution of U.S. telecommunications firms, 1984-1998,” (with Will Mitchell) *Best Papers Proceedings of the 2001 Academy of Management* (BPS division), Washington DC, August 2001.

### Book Chapters

“Comparing Evolutionary and Contingency Theory Approaches to Organizational Structure,” in *Designing Organizations: 21<sup>st</sup> Century Approaches*, Richard M. Burton, Bo H. Eriksen, Dorthe Dojbak Hakonsson, Thorbjorn Knudsen, Charles C. Snow (eds). New York: Springer. 2008.

### Working Papers in development

“Executive Links and Strategic Change: Is Unit Spanning by Executives Associated with Market Entry and Exit” (with Samina Karim). Submitted to *Academy of Management Journal*.

“Renewal through Rookies: The Growth Effect of Industry and Firm Experience among Top Management Recruits” (with Pao-Lien Chen and Rajshree Agarwal).

“Knowledge conflicts: why geographic agglomeration increases the distance between industries” (with Elena Vidal)

“The problem of performance”

“The influence of ownership structures on firm expansion in the global cellular industry, 1990-2004”

## PRESENTATIONS

### Invited Presentations

“Changing Organization and Organizational Change” panel presentation at Sumantra Ghoshal conference on managerially relevant research, London Business School, April 2010

“Growing pains: the effect of pre-entry experience on impediments to growth,” (with Pao-Lien Chen and Rajshree Agarwal)

- Bocconi University, Milan Italy, December 2010.
- ESMT, Berlin Germany, November 2010.
- University of Western Ontario, London Ontario, January 2010.
- Appalachian State University, Boone NC February 2010.

“Promoting Inertia: How Executive Movement Shapes Strategic Change in Medical Firms,” (with Samina Karim)

- University of South Carolina strategy seminar, September 2009
- UC Berkeley Seminar on Institutions. April 2009

“Transfer in context: Replication and adaptation in knowledge transfer among international telecommunications firms,”

- Duke University, Durham NC, February 2005.
- Washington University, St. Louis MO, November 2004.
- Various universities, Winter 2002.

### **Refereed Conferences**

“Where Do You Come From? Growth After Adding Outsiders and Middle Managers to Top Management Team in US Cellular Firms” (with Pao-Lien Chen and Rajshree Agarwal)

- September 2010, Rome Italy, Strategic Management Society Conference 2010
- October 2009, Washington DC, Strategic Management Society Conference 2009.
- June 2009, People and Organizations Conference, Philadelphia PA, Wharton School.

“Growing Pains: The Effect of Pre-Entry Experience on Impediments to Growth” (with Pao-Lien Chen and Rajshree Agarwal)

- August 2009, Chicago IL, Academy of Management 2009 Conference. symposium on individuals’ prior experiences and organizational outcomes.
- August 2008, Anaheim CA, Academy of Management 2008 Conference.
- October 2007, San Diego CA, Strategic Management Society 2007 Conference.
- May 2007, Brewster MA, Strategy Research Forum.
- August 2006, Atlanta GA, Academy of Management 2006 Conference.

“Promoting Inertia: How Executive Movement Shapes Strategic Change in Medical Firms” (with Samina Karim),

- August 2008, Anaheim CA, Academy of Management 2008 Conference.
- May 2008, Asheville NC, Strategy Research Forum.
- December 2007, Charlottesville VA, Mid-Atlantic Strategy Colloquium.
- October 2007, San Diego CA, Strategic Management Society 2007 Conference.
- June 2007, Atlanta GA, Atlanta Conference on Competitive Advantage.

“What is the difference between contingency theory and evolutionary approaches to structure?” Odense, Denmark, 2<sup>nd</sup> Organizational Design Conference, May 2006.

“Ownership and evolution: how coordination structures shape the international expansion paths of global cellular firms,”

- February 2006, Steamboat Springs CO, Organization Science Winter Conference.
- November 2005, Orlando FL, Strategic Management Society 2005 Conference.
- August 2005, Honolulu HI, Academy of Management 2005 Conference, symposium on interdependence in organizations.
- November 2004, San Juan Puerto Rico, Strategic Management Society 2004 Conference.

"Structural Responses to Strategic Change: Flexibility and Inertia after Market Entry," (with Will Mitchell)

- August 2005. Honolulu, Hawaii, Academy of Management 2005 Conference.
- April 2005, Philadelphia PA, Wharton Technology mini-Conference.
- March 2005, Park City UT, Utah Strategy Conference.
- August 2004, New Orleans LA, Academy of Management 2004 Conference, symposium on firm renewal.
- November 2004. San Juan, Puerto Rico. Strategic Management Society 2004 Conference.

“Transfer in context: Replication and adaptation in international knowledge transfer among telecom firms,”

- July 2004, Stockholm, Sweden, Academy of International Business 2004 Conference.

- November 2003, Baltimore MD, Strategic Management Society 2003 Conference.
- August 2003, Seattle WA, Academy of Management 2003 Conference.
- August 2002, Denver CO, Academy of Management 2002 Conference, Symposium on competition in the telecommunications industry.
- April 2001, Durham NC, Annual Consortium on Competition and Cooperation (CCC).

“Managing interdependence: An agent-based model of adaptation in centralized and decentralized systems”

- August 2003, Seattle WA, Academy of Management 2003 Conference.
- June 2003, Pittsburgh PA, North American Association for Computational Social and Organizational Science 2003.
- October 2001, San Francisco CA, Strategic Management Society 2001 Conference.
- July 2000, Pittsburgh PA, Conference on Computational Analysis of Social and Organizational Systems.
- July 200, Santa Fe NM, Graduate Workshop in Computational Economics.

“A window on the world: How firm structure shapes the evolution of U.S. telecommunications firms, 1984-1998,” (with Will Mitchell)

- October 2003, Baltimore MD, Strategic Management Society 2003 Conference, symposium on organizational capabilities.
- October 2001, San Francisco CA, Strategic Management Society 2001 Conference.
- August 2001, Washington DC, Academy of Management 2001 Conference.
- October 1999, Berlin Germany, Strategic Management Society 1999 Conference.

### **Professional Development Workshops and Discussant Appearances**

Professional Development Workshop on Organization Structure and Design: New Research and Insights, Co-Organizer (with Samina Karim) at Academy of Management 2009 Conference.

Discussant at Strategic Research Forum Conferences 2008, 2009, 2010.

Discussant, paper session on simulation studies on Technology and Innovation Management, Honolulu, HI, Academy of Management August 2005.

Discussant, paper session on modularity, New Orleans LA, Academy of Management August 2004.

Discussant, panel on dynamic approaches to alliances and acquisitions, Stockholm, Sweden, Academy of International Business, July 2004.

### **TEACHING EXPERIENCE**

**Strategy Implementation**, Duke University, 2007 - 2011. Day and executive MBA elective on implementing strategic goals. Most recent website: <https://courses.fuqua.duke.edu/2011/spring1/strategy491.303/>

**PhD Seminar in Strategy**, Duke University, 2008-2011. (co-taught with Will Mitchell)  
Most recent website: <http://faculty.fuqua.duke.edu/~charlesw/LongStrat2010/index.html>

**Managerial Effectiveness 2**, Duke University, 2005-2007. Global Executive MBA (GEMBA) class on organization design and international business. Two-week Residency in Europe, 12 week distance portion with discussion boards, online lectures, and team projects.

**Strategies for Change and Survival**, University of Illinois, Spring 2005. MBA Elective covering analyzing change in the environment, barriers to change in organizations, and modes of strategic change. .

**Business Policy** (Undergraduate capstone course), University of Illinois, 2002-2004.

**Corporate Strategy** (Undergraduate core course), University of Michigan Business School, Winter 2000.

TA in *Quantitative Skills Workshop* (MBA math boot camp), UMBS August 1999 & August 2000. Student evaluation rating (Aug 2000).

Discussion facilitator for Executive Education conference *Growing the Organization*, UMBS August 2000.

## PROFESSIONAL EXPERIENCE

### **Economist Intelligence Unit / Pyramid Research, Inc., Cambridge MA**

- Senior Analyst, 1995 to 1997
- Research Associate, 1993 to 1995

### **Cronkite, Ward, & Co., Washington DC**

- Associate Producer, 1993

### **CNN, Special Assignment Unit, Washington DC**

- Associate Producer / Researcher, 1992

### **Super Channel, Italy/UK**

- Assistant to News Director, 1991

## SERVICE

- Editorial Board, *Strategic Management Journal*, appointed September 2010.
- Editorial Board, *Organization Science*, appointed summer 2009.
- BPS Research Committee, appointed 2008.
- Referee for *Strategic Management Journal*, *Organization Science*, *Management Science*, *INFORMS Organization Science Dissertation Competition*, *Academy of Management Journal*, *Journal of International Business Studies*, *Economic Inquiry*, *Journal of Economic Behavior and Organization*, *Academy of Management Annual Conference*, *Strategic Management Society Annual Conference*.
- Research seminar coordinator, Strategy Group, University of Illinois College of Business, Spring 2004 – Spring 2005.
- Joint strategy/organizational behavior search, technology and entrepreneurship Fall 2004
- Course coordinator for seven instructors and 13 sections, BA 389/449 (Business Policy and Strategy) Fall 2003 & 2004 University of Illinois College of Business.
- University of Michigan Business School Dean Search Committee, September 2000 to March 2001.
- Doctoral Research Grants Committee, January 2000 to Winter 2002.
- Founding group for Michigan Business School outdoor trips (MTREK) for incoming MBA and PhD students, 1998-1999. Selected trips from proposals, developed leader training program, led 4-day trip.
- Professional Memberships: Academy of Management, Strategic Management Society.