

THOMAS P. MOLITERNO

Isenberg School of Management
University Massachusetts Amherst
121 Presidents Drive
Amherst, MA 01003

413.577.3168 (O)
moliterno@isenberg.umass.edu
www.isenberg.umass.edu

ACADEMIC APPOINTMENTS

- 2011 – Present Isenberg School of Management, University of Massachusetts
Assistant Professor of Management
- 2005 – 2011 Moore School of Business, University of South Carolina
Assistant Professor of Management (awarded tenure June, 2011)

EDUCATION

- 2005 Ph.D. in Management
University of California, Irvine, The Paul Merage School of Management
- 1999 Master of Business Administration with High Honors
Boston University, School of Management
- 1991 Master of Arts
University of Kentucky, Graduate School of Arts & Sciences
- 1989 Bachelor of Arts
College of William & Mary

RESEARCH INTERESTS

- Resource-based theory
- Human capital
- Microfoundations of strategy
- Social networks

AWARDS, FELLOWSHIPS & GRANTS

- Teaching
- 2011 Moore School Outstanding Executive International MBA Professor
 - 2007 – 2009 Moore School Outstanding Professional MBA Core Professor
 - 2009 Nominee, Moore School Doctoral Student Assoc. Professor of the Year
- Research
- 2009 Finalist, Temple/AIB Best Paper Award, Academy of International Business Annual Meeting
 - 2005 BPS Distinguished Paper Award, Academy of Management
 - 2004 Booz Allen Hamilton/Strategic Management Society PhD Fellowship Best Paper
 - 2004 Finalist, INFORMS Organization Science Dissertation Competition
 - 2004 Ray Watson Fellowship, University of California, Irvine
 - 2004 Chancellor's Club Fellowship, University of California, Irvine

2003 Nominee, McKinsey/Strategic Management Society Best Conference Paper
Community 2010 Participant, BPS Mid-Career Faculty Consortium, Academy of Management
2009 USC Center for Teaching Excellence Tablet PC Grant
2007 Participant, CIBER Faculty Development in International Business, India
2007 Participant, BPS Junior Faculty Consortium, Academy of Management
2006 Participant, OMT Junior Faculty Consortium, Academy of Management
2004 BPS Outstanding Reviewer, Academy of Management

PUBLISHED RESEARCH

Zatzick, C.D., Moliterno, T.P., & Fang, T. In Press. "Strategic (Mis)fit: The Implementation of TQM in Manufacturing Firms." *Strategic Management Journal*.

Moliterno, T.P. & Mahony, D.M. (2011) "Network Theory of Organization: A Multilevel Approach." *Journal of Management* 37(2): 443-467.

Ployhart, R.E., & Moliterno, T.P. (2011) "Emergence of the Human Capital Resource: A Multilevel Model." *Academy of Management Review* 36(1): 127-150.

Clougherty, J.A., & Moliterno, T.P. (2010) "Empirically Eliciting Complementarities in Capabilities: Integrating Quasi-Experimental and Panel Data Methodologies." Lead Article, *Strategic Organization* 8(2): 107-131.

Moliterno, T.P. & Wiersema, M.F. (2007) "Firm Performance, Rent Appropriation, and the Strategic Resource Divestment Capability." Lead Article, *Strategic Management Journal* 28 (11): 1065-1087.

Wiersema, M.F. & Moliterno, T.P. (2006) "Corporate Leadership and the Dialogue of Adaptation." In *Advances in Strategic Management, Vol. 23*. Baum, J., Dobrev, S., & Van Witteloostuijn, A. (Eds), JAI-Elsevier Press.

PUBLISHED PROCEEDINGS

Moliterno, T.P. & Wiersema, M.F. (2005) "Rent Appropriation and Behavioral Antecedents of Strategic Resource Divestment." *Best Paper Proceedings*, Sixty-fifth Annual Meeting of the Academy of Management, Honolulu, HI.

PAPERS UNDER REVIEW

Nyberg, A., Moliterno, T.P., & Hale, D. "The Strategic Value of Human Capital: Integrating Resource Based Perspectives. Under review at *Journal of Management*.

Moliterno, T.P. & Beckman, C.M. "Behavioral and Cognitive Microfoundations of Dynamic Capabilities: A Multilevel Structure." Revising for resubmission (2nd round) to the *Strategic Management Journal*.

WORK IN PROGRESS

Kacperczyk, A., Beckman, C.M., & Moliterno, T.P. "Internal Social Comparisons: Risky Organizational Change in the U.S. Mutual Fund Industry, 1980-2006." Nominated for Best Conference Paper and Best Conference Paper for Practical Implications, *Strategic Management Society Conference*, Miami, FL.

Moliterno, T.P. & Ployhart, R.E. "The Criterion Problem in Resource-Based Research."

Moliterno, T.P., Beck, N., & Beckman, C.M. "Upward and Downward Social Comparisons: Performance Feedback in the Best and Worst of Times."

Moliterno, T.P. & Beckman, C.M. "Network Systems: Status and Learning in Market Systems."

PROFESSIONAL CONFERENCE PRESENTATIONS

Moliterno, T.P. & Ployhart, R.E. (2011) "The Criterion Problem in Resource-Based Research." Accepted for presentation, *Strategic Management Society Conference*, Miami, FL.

Beck, N., Moliterno, T.P., & Beckman, C.M. (2011) "Upward and Downward Social Comparisons: Performance Feedback in the Best and Worst of Times." Accepted for presentation, *Strategic Management Society Conference*, Miami, FL.

Ployhart, R.E. & Moliterno, T.P. (2009) "Microfoundations of the Human Capital Resource: A Multilevel Model." *Strategic Management Society Conference*, Washington, D.C.

Ployhart, R.E. & Moliterno, T.P. (2009) "A Multilevel Model of Human Capital." *2nd Annual People and Organizations Conference*, Philadelphia, PA.

Clougherty, J.A., & Moliterno, T.P. (2009) "Empirically Eliciting Capabilities in the Presence of Measurable and Transferable Resources." *Academy of International Business Annual Meeting*, San Diego, CA. (Finalist for Temple/AIB Best Paper Award) & *Southern Management Association Meeting*, Asheville, NC.

Moliterno, T.P. & Beckman, C.M. (2009) "Who's in First? Social Aspirations and Organizational Change." *Organization Science Winter Conference* (poster session), Steamboat Springs, CO.

Ployhart, R.E. & Moliterno, T.P. (2008) "A Multilevel Model of Human Capital." *Annual Meeting of the Academy of Management*, Anaheim, CA.

Moliterno, T.P. & Beckman, C.M. (2008) "Who's in First? Social Aspirations and Organizational Change." *Annual Meeting of the Academy of Management*, Anaheim, CA.

Wiersema, M.F., Moliterno, T.P., & Washburn, M. (2008) "Market Signaling and CEO Dismissal: The Stock Market Response to CEO Replacement Choice." *Annual Meeting of the Academy of Management*, Anaheim, CA.

Clougherty, J.A., & Moliterno, T.P. (2008) "Empirically Eliciting Capabilities in the Presence of Measurable and Transferable Resources." *The Atlanta Competitive Advantage Conference*, Atlanta, GA & *Strategic Management Society Conference*, Cologne, Germany.

Moliterno, T.P. & Zatzick, C.D. (2007) "Strategic Alignment and Organizational Change: A Preliminary Test of The V-P-C Framework." *Strategic Management Society Conference*, San Diego, CA.

- Zatzick, C.D., Fang, T., & Moliterno, T.P. (2007) "Revisiting the Change/Performance Relationship: The Moderating Role Of Strategic Alignment." *Annual Meeting of the Academy of Management*, Philadelphia, PA & *The Atlanta Competitive Advantage Conference*, Atlanta, GA (pre-conference research workshop).
- Moliterno, T.P. (2006) "Resource Renewal: Antecedent Performance and Factor Market Signals." *Strategic Management Society Conference*, Vienna, Austria.
- Moliterno, T.P. (2006) "Not All Risk is the Same: Performance Aspirations and Strategic Resource Renewal." *Annual Meeting of the Academy of Management*, Atlanta, GA.
- Moliterno, T.P. (2006) "Antecedent Performance and Resource Renewal: A Dynamic Capability in the Best of Times, the Worst of Times, and the Rest of the Time." *22nd EGOS Colloquium*, Bergen, Norway.
- Moliterno, T.P. (2006) "The Risky Business of Strategic Resource Renewal." *The Atlanta Competitive Advantage Conference*, Atlanta, GA.
- Moliterno, T.P. & Wiersema, M.F. (2005) "Rent Appropriation and Behavioral Antecedents of Strategic Resource Divestment." *Annual Meeting of the Academy of Management*, Honolulu, HI. (Selected for *Best Paper Proceedings & Recipient*, BPS Distinguished Paper Award).
- Moliterno, T.P. & Wiersema, M.F. (2005) "Determinants of Firm-Level Strategic Resource Divestment." *The Atlanta Competitive Advantage Conference*, Atlanta, GA.
- Moliterno, T.P. & Wiersema, M.F. (2004) "Contextual Determinants of Firm-Level Strategic Resource Reallocation." *Strategic Management Society Conference*, San Juan, Puerto Rico. (Winner, Booz Allen Hamilton/SMS PhD Fellowship Best Paper Award).
- Beckman, C.M. & Moliterno, T.P. (2004) "Theory Building and Nested Network Design: The Case of U.S. Venture Capital, 1996-2000." *Annual Meeting of the Academy of Management*, New Orleans, LA.
- Wiersema, M.F., & Moliterno, T.P. (2003) "CEO Selection: The Importance of Human and Social Capital as Market Signals." *Strategic Management Society Conference*, Baltimore, MD. (Nominated for McKinsey/SMS Best Conference Paper Award).
- Wiersema, M.F., & Moliterno, T.P. (2003) "Human and Social Capital as Market Signals: Implications for CEO Selection." *Annual Meeting of the Academy of Management*, Seattle, WA.
- Beckman, C.M., & Moliterno, T.P. (2002) "Firms, Funds, and Limited Partners: A Nested Set of Networks in the Venture Capital Industry." *Annual Meeting of the Academy of Management*, Denver, CO.

COURSES TAUGHT

Strategic Management (MGMT 478; undergraduate-level)

Strategic Management (MBAD 702; Professional MBA-level; distance learning format)

Leadership and Ethics (DMSB 723; IMBA-level)

Strategic Management (MBAD 702; Executive MBA-level; Guadalajara, Mexico)

Organization Theory (MGMT 871; doctoral seminar)

COMMUNITY AND PROFESSIONAL ACTIVITIES

- 2011 – 2014 *Journal of Management* Editorial Review Board
- 2011 Strategic Management / Organizational Theory / International Management Track Chair, *Annual Meeting of the Southern Management Association*
- Invited Reviewer, Special Conference in honor of C.K. Prahalad, Strategic Management Society
- Co-Chair, Competitive Strategy Interest Group Professional Development Workshop on Teaching Effectiveness, *Strategic Management Society Conference*, Miami, Florida
- Moore School of Business Stakeholder and Advancement Communications Director Search Committee
- Moore School of Business Strategic Management Search Committee
- 2009 – 2011 Representative-at-Large, Competitive Strategy Interest Group, Strategic Management Society (elected, two-year term)
- Secretary and Newsletter Editor, Competitive Strategy Interest Group, Strategic Management Society (appointed, two-year term)
- Ad Hoc* Reviewer: *Organization Science*, *Strategic Management Journal*, *Journal of Management*, *Journal of Management Studies*
- 2009 & 2010 Invited Faculty Panelist, New Doctoral Student Consortium, *Annual Meeting of the Academy of Management*
- 2009 Invited Faculty Panelist, BPS Doctoral Student Consortium, *Annual Meeting of the Academy of Management*, Chicago, IL
- Discussant, “Corporate Effects: Diversification and the Socio-Political Environment.” *Annual Meeting of the Academy of Management*, Chicago, IL
- Course Designer & Instructor, “Moving from Operational Thinking to Strategy and Innovation,” USC Daniel Management Center Executive Education Program
- Moore School of Business PhD Oral Examination Committees: Kurt Norder & Valentina Marano
- 2008 – 2011 Moore School of Business Student Grievance Committee (three-year term)
- Moore School of Business Professional MBA Faculty Oversight Committee
- Invited Reviewer, Competitive Strategy Interest Group, Strategic Management Society
- 2008 Session Chair, “Configurations and Performance.” *Strategic Management Society Conference*, Cologne, Germany

- Organizer and Co-Chair, “The ‘Hows’ of Dynamic Capabilities: Building a Process-Based Research Agenda.” BPS Pre-conference PDW, *Annual Meeting of the Academy of Management*, Anaheim, CA
- Invited Participant, Tecnológico de Monterrey (Guadalajara, Mexico) *Academic Leaders Program*
- 2007 Session Chair, “Linking Resources to Sustained Performance.” *Strategic Management Society Conference*, San Diego, CA
- Discussant, “Dynamic Capabilities and Organizational Change.” BPS Paper Session, *Annual Meeting of the Academy of Management*, Philadelphia, PA
- Proposal Co-Author, Moore School of Business Strategic Directions Initiative
- Moore School of Business Management Dept. Grading Norms & Strategic Theme Committees
- Moore School of Business PhD Oral Examination Committees: Josh Ault, Luis Dau, Kurt Gleichauf, & Matt Mitchell
- 2006 – 2008 Moore School of Business Strategic Management Course Assessment Committee
- 2006 – 2007 Moore School of Business Management Dept. PhD Program Committee
- 2006 Moore School of Business Strategic Management Hiring Committee
- Invited Reviewer, Competitive Strategy Interest Group, Strategic Management Society
- Invited Reviewer, *Management Decision* Special Issue on Hierarchy of Strategies and Strategic Fit: Theoretical and Empirical Advances
- Ad Hoc* Reviewer, *Journal of Business Research*
- Facilitator, “Dynamic Capabilities: Switch Hitters and Home Runs (Ambidexterity & Rapid Response).” BPS Paper Session, *Annual Meeting of the Academy of Management*, Atlanta, GA
- 2005 & 2006 Moore School of Business Computing Resources Committee
- 2005 Facilitator, “Developing Networks as a Source of Value.” BPS Interactive Paper Session, *Annual Meeting of the Academy of Management*, Honolulu, HI
- 2003 – 2011 *Ad Hoc* Reviewer, BPS Division, Academy of Management
- 2003 – 2011 *Ad Hoc* Reviewer, OMT Division, Academy of Management
- 2002 Organizer and Co-Chair, “Looking Beyond Individuals: Toward an Understanding of Structure in Network Analysis.” OMT Symposium, *Annual Meeting of the Academy of Management*, Denver, CO

PROFESSIONAL ASSOCIATIONS

Academy of Management (BPS & OMT Divisions), Strategic Management Society, Society for American Baseball Research, *Beta Gamma Sigma*

BUSINESS EXPERIENCE

- 1998 - 2000 Harvard University Graduate School of Education, Cambridge, MA
Senior Development Officer
- 1993 - 1998 International Fund for Animal Welfare, Yarmouth Port, MA
Director of U.S. Field Operations (1995-1998)
North American Animal Welfare Program Coordinator (1993-1995)
- 1991 - 1993 Natural Habitat Adventures, Boulder, CO
Sales and Marketing Manager