

## Scott Kuban, Ph.D.

Freeman School of Business, Tulane University

601 Goldring/Woldenberg Business Complex

7 McAlister Drive, New Orleans, LA 70118

skuban@tulane.edu

### EDUCATION

---

#### TEXAS A&M UNIVERSITY, MAYS BUSINESS SCHOOL

Ph.D. in Management

Focus: Business Strategy & Entrepreneurship

Dissertation: *All the Places We've Been: Top Managers' Prior Ties' Influence on Unrelated Acquisitions*

Committee: Dr. Laszlo Tihanyi (chair), Dr. Michael A. Hitt,  
Dr. R. Duane Ireland, Dr. Alina Sorescu

#### UNIVERSITY OF TENNESSEE AT CHATTANOOGA

B.S. Business Administration with Highest Honors

Major: Management Minor: Computer Science

Departmental Honors Thesis:  
*A Practical Study of the Micro-Business*

### ACADEMIC EXPERIENCE

---

Tulane University Freeman School of Business Assistant Professor, Department of Management	2016 - Present
Texas A&M University Mays School of Business Research Assistant, Department of Management	2011 - 2016

### WHITE HOUSE SPONSORED RESEARCH

---

Hitt, M., Ireland, D., Boss, D., & Kuban, S. "Formal alliances in the telecommunications industry and their outcomes" sponsored research funded by the Department of Defense (DOD) and the National Institute of Standards and Technology on behalf of the Defense Production Act Committee's Telecom Study Group, which is co-chaired by the DOD and the White House Office of Science and Technology Policy. (White Paper, March 2013)

Hitt, M., Ireland, D., Boss, D., Kuban, S. & Josefy, M. “Formal and informal alliances in the telecommunications industry and their outcomes” sponsored research funded by the Department of Defense (DOD) and the National Institute of Standards and Technology on behalf of the Defense Production Act Committee’s Telecom Study Group, which is co-chaired by the DOD and the White House Office of Science and Technology Policy (White Paper, March 2014)

## PUBLICATIONS

---

Nalick, M., Kuban, S., Ridge, J., Hill, A. “Too Hot to Handle and Too Valuable to Drop: An Expanded Conceptualization of Firm’s Reactions to Exchange Partner Misconduct”

*Academy of Management Journal*. 2020.

(<https://journals.aom.org/doi/10.5465/amj.2018.0657>)

6.700 Impact Factor 11.254 5-Year Impact Factor #4 of 209 journals in the category of "Management" #7 of 140 journals in the category of "Business" \*2017 Journal Citation Reports (aom.org/amj, Nov 2018)

Abstract: Multiple theories addressing firms’ reactions to exchange partner misconduct coalesce to depict a tradeoff. On the one hand, maintaining commitments to transgressors pose negative spillover risks, so theories posit firms are more likely to avoid such risks by ending commitments as negative spillover rises. On the other hand, exchange relationships often create embedded value, so theorizing also posits firms are more likely to avoid risking loss by maintaining commitments as relationships are more embedded. We argue this “maintain or end” choice oversimplifies a complex situation in which there are mixed gambles (i.e., choices offering both positive and negative outcomes). We integrate theorizing on mixed gambles and negative spillover to develop a broader conceptualization of alternative strategies for firms to reconcile these risk tradeoffs beyond a binary “maintain or end” reaction, theorizing firms may: (1) increase or decrease commitments to transgressors, (2) hedge against risks by adding new partners while maintaining existing ones, or (3) ‘boomerang’ by restarting exchange after previously ending commitments. Using firms’ relationships with politicians accused of misconduct to test our arguments, findings support our theorizing. Collectively, we offer a more complete understanding of firms’ reactions to exchange partner misconduct, extending theory and practical knowledge in multiple ways.

Murray, A., Kuban, S., Josefy, M., Anderson, J., “Contracting in the Smart Era: The Implications of Blockchain and Decentralized Autonomous Organizations for Contracting and Corporate Governance”

*Academy of Management Perspectives*. 2019.

(<https://journals.aom.org/doi/abs/10.5465/amp.2018.0066>)

4.686 Impact Factor 7.341 5-Year Impact Factor #21 of 209 journals in the category of "Management" #18 of 140 journals in the category of "Business" \*2017 Journal Citation Reports (aom.org/amp, Nov 2018)

Abstract: This paper explores blockchain technology’s potential to alter contracting both in the market and within organizations. We identify and discuss how blockchain reduces certain types of transaction costs while introducing additional costs that have not been present in traditional contracts. Blockchain technology also presents a new method to mitigate or avoid certain types of agency costs that stem from contracting with agents inside the firm. Through this theoretical

discussion, our paper proposes several avenues for future research on how blockchain may alter contracting.

Nalick, M., Kuban S., “CEO Ideological Dissonance and its Impact on Lobbying Investment and Strategy”

*Academy of Management Proceedings*. 2019. \*Best Paper Award Winner

(Abridged 6-page version of paper to prevent issues of pre-publication with top tier peer reviewed journal’s publication process)

Abstract: This paper develops a conceptualization of and explores the extent to which CEO political ideological dissonance influences a firm’s lobbying strategy. We find this ideological dissonance lowers lobbying investment, changes the balance between internal and external lobbying activities in favor of the latter, and that these outcomes are more pronounced for ideologically conservative CEOs.

Josefy, M., Kuban, S., Ireland, D., & Hitt, M. “All things great and small: Organizational size, boundaries of the firm, and a changing environment.”

*Academy of Management Annals*. 2015.

(<https://journals.aom.org/doi/10.5465/19416520.2015.1027086>)

9.281 Impact Factor 17.129 5-Year Impact Factor #1 of 209 journals in category of "Management" #1 of 140 journals in category of "Business" \*2017 Journal Citation Reports (aom.org/annals, Nov 2018)

Abstract: Research findings have established a relationship between organizational size and a substantial set of organizational outcomes, resulting in size's distinction as “perhaps the most powerful explanatory organizational covariate in strategic analysis”. We draw on the theory of the firm to provide a theory-driven definition of firm size and as a framework to organize the diverse research on firm size. We examine studies over the last 20 plus years since the last review of research on organizational size that have expanded our understanding of the advantages and disadvantages of larger firms, the environmental factors that have changed the merits of firms relative to markets, the managerial bias to pursue growth, and the most recent findings on the performance implications of organizational size. In doing so, the review provides extensions to our understanding of the theory of the firm, by integrating contingency theory, the resource-based theory of the firm, leadership theories, and the knowledge-based view of the firm. In addition, based on an extensive review of the measurement methodologies for the most common control variable employed by strategy scholars, this review outlines a rich and robust set of opportunities for future research to explore the nature of organizational size and its effects.

UNDER REVIEW

---

Nalick, M., Kuban, S., Chin, M.K., Josefy, M., R., Leonel, “Chasing Controversy: Motivations Behind Firm Involvement in Socially Contentious Issues”

Previously Titled “My Company Will Tell You What I Think: CEO Activism and Firm Engagement on Controversial Social Issues”

Abstract: Despite the risk of stakeholder opposition and without an identifiable profit pretense, firms increasingly take public stances on controversial social issues. These actions have led some scholars and the media to attribute this socio-political involvement (SPI) to the CEO injecting personal ideological values in firm decisions. However, we theorize and uncover a more nuanced

understanding of CEO SPI motivations, including when CEOs may direct their firms to take action that seems incongruent with their ideological bent. By considering the joint and interactive effects of CEO ideology, employee ideology, shifting public opinions, and the threat of boycotts as antecedents of engagement on a particular contentious issue, we develop a richer understanding of the choice of whether and when firms become engaged on issues that may seem, to some, outside of their remit. Examining S&P 500 firms' public statements supporting same-sex marriage during a period when majority opinion shifts in the U.S., this study provides evidence of a complex link between CEO ideology and SPI by demonstrating how CEOs weigh their own values, stakeholder preferences, and shifting public opinion when choosing to align the firm with a particular position on a controversial issue.

Nalick, M., Kuban, Ridge, J., M., Zardkoohi, A., Bierman, L., "The effects of CEO ideological misfit on lobbying strategy: Lobbying investment and the balance between insourcing and outsourcing" Previously Titled "The effects of CEO ideological dissonance on lobbying strategy: Investment and the balance between insourcing and outsourcing"

\*Best Paper Winner: Academy of Management annual conference 2019

Abstract: This paper explores the extent to which CEO ideological misfit influences a firm's lobbying strategy. In particular, we develop a conceptualization of political ideological misfit and consider whether CEO political ideological misfit with the political party in power is associated with a shift in lobbying strategy. Importantly, because CEOs are increasingly impelled by their political ideological leanings to the point of affecting organizational political strategy, there are ramifications when political power fluctuates between the parties. We hypothesize that CEO political ideological misfit: (i) lowers lobbying investment and (ii) changes the balance between internal and external lobbying activities in favor of the latter. Further, we theorize that these outcomes are more pronounced for ideologically conservative CEOs encountering liberal governments than vice versa. This paper extends research on CEO political ideology, lobbying, and upper echelons theory. In general, the study serves as a notice that growing ideological tribalism has permeated into the depths of business affecting key organizational actions.

## WORKS IN PROGRESS

---

Zardkoohi, A., Nalick, M., Kuban, Leonel, R., Bierman, L., "Competing for the Breadwinner: Firm Location Strategy and Local Government Competition" Previously Titled "Flipping the Script: The Interplay Between Government Dependence and Firm Location Decision"

Abstract: Aimed at extracting the highest economic concessions in the short-term and strengthening its ability to co-opt the local government in the long-term for policy gains, "local government economic competition" (LGEC) signifies a firm's strategy of inciting competition among local domestic governments for its location decision. As local governments have become increasingly dependent on resources of large firms for tax revenue and economic growth, LGEC has motivated billions of dollars' worth of tax credits, infrastructure investment, and other benefits in exchange for firms' location decision. In this paper, we reconcile this underexplored phenomenon with the extant firm location literature, identifying an additional layer in firm location strategy, and incorporating with resource dependence theory to theorize how LGEC adds more nuance into firm government relationships and power dynamics. Overall, we demonstrate how local governments are at a disadvantage, as the number of resource-providing firms is far fewer than demanding local

governments. This dynamic, has, in turn, allowed LGEC to be used as an additional firm cooption mechanism that has both wide-ranging and long-lasting implications for the firm-local government relationship.

Howard, M., Kuban, S., Li, J., Josefy, M., Hitt, M., Ireland, R., “A Tale of Two Networks: How Inventor Collaboration and Knowledge Structure Networks Shape Innovations Following Acquisitions”

Abstract: Prior research demonstrates that external knowledge plays a critical role in developing innovations. Successful integration of external knowledge through organizational strategies (such as mergers and acquisitions) can make an important contribution to competitive advantage. While the structure of organizational knowledge elements and the network of collaborative ties among a firm’s inventors have been shown to influence innovation, no prior work has integrated these perspectives. We construct a theoretical framework to explore the interplay between knowledge structure and inventor social network position. We argue that the experience and prominence of highly central inventors that make them valuable to the firm may actually inhibit the use of new knowledge combinations, presenting a dilemma as firms seek to integrate and build on acquired knowledge. We present dual empirical studies set in the U.S. telecommunication manufacturing industry: a large sample panel analysis of innovation following M&A transactions and a subset study employing bipartite social network analysis with meta-analytic techniques. Our findings demonstrate that highly central inventors are less likely to develop innovations that leverage new combinations of acquired knowledge. Our study offers theoretical contributions to the innovation management literature and introduces new methodological applications for broader use in management strategy research.

Ridge, J., Kolomeitsev, S., Moergen, K., Kuban, S., Worrell, D., “For Fear and Duty: Peer Firm Lobbying Following Government Sanctions of Competitors”

Abstract: This study explores the general deterrence mechanisms of fear and duty through which firms may alter their targeting of lobbying expenditures, specifically in response to competitor firms’ sanctioning by governmental agencies. To do so, we adopt a view of lobbying as an information gathering action, where information asymmetries put firms in deficits and regulators as holders of critical information. Accordingly, we suggest that, following a competitor firm being sanctioned, (1) non-violating peer firms will increase their lobbying targeted at the sanctioning agency relative to the violating firm and (2) increases in targeted lobbying will increase due to fear-based motivations (stronger penalty amounts) and duty-based motivations (organizational ideological alignment). We test our hypotheses using EPA violations as a context, and they largely receive support.

Nalick, M., Kuban S., Gangloff, A., Ridge, J., Hill, A. (author order not finalized) “One of These Things is Not Like the Other: How Firm Corrective Actions to Misconduct Differ”

Abstract: When corporate misconduct occurs, observers often judge CEOs’ behaviors violate ethical principles and as a result, their character is significantly maligned. Such circumstances are argued to lead to corrective actions taken by firms including CEO exit and succession, which are aimed at signaling to observers that the organization is remedying problems at the top. However, while extant research has observed that corrective actions against the CEO commonly transpire after corporate misconduct, disentangling such actions for different misconduct contexts has yet to be addressed. Accordingly, in this study, we theorize the degree of CEO attribution for a character

indiscretion, whether it be ambivalent or concentrated, helps to better understand differences in firm corrective actions for misconduct. We test our arguments on two misconduct contexts (CEO personal misconduct and organizational-level financial misconduct) that are representative of our attribution categories and find that CEO exit, executive succession type, and in our post-hoc analysis shareholder reaction to CEO exit is all contingent on the context- attribution type. Thus, we provide a deeper understanding of theory on corporate misconduct and firm corrective actions.

Gangloff A., Hersel, M., Kuban, S., Nalick, M., (currently alphabetical as author order is not yet set) “Legitimacy Loss Following a Data Breach: Examining Contract Awards and Firm Lobbying”  
Academy of Management 2020 Annual Conference

Abstract: Seeking and securing government contracts can be a lucrative strategy for legitimate firms. However, firms’ ability to secure such contracts following a transgression that threatens its legitimacy is unclear. Building on previous research about the consequences of and firms’ response strategies following a transgression, we examine the awarding of government contracts following a data breach, unique transgressions that have become increasing salient for both firms and government. We also examine ways in which the firm can manage such consequences through its lobbying activity. Results indicate that firms secure fewer government contracts following a data breach and engaging in inside lobbying worsens the transgressing firm’s consequences. This study provides both practical and theoretical insight into how firms can damage relationships with government and exacerbate the situation by using inept political strategies.

Kuban, S., Tihanyi, L., Hitt, M., Ireland, D. “All the places we’ve been: Top managers’ prior ties’ influence on unrelated acquisitions”

Abstract: This study examines the influence of executives’ prior employment ties on unrelated acquisitions. We do this by considering the relational ties created by both the oft-studied board interlock as well as the hitherto unconsidered executive prior employment. By considering both tie types, we examine the new inter-firm relational tie variable next to a well-established relational network variable. Therefore, we collected data on all the executive prior employment ties and board interlocks to unrelated industries for all of the public, U.S. firms in the ‘computers and office equipment’ industry from 2002-2014. Results show that a relational tie to an unrelated industry through either a board interlock or executive prior employment does increase the likelihood of acquiring an unrelated target in that same industry, although the latter has a stronger influence. The rate of decay of the prior employment tie is assessed and found to be quite slow. The amount of time spent building ties with co-workers in the unrelated industry has no impact on the effect, suggesting that most prior employment ties are strong enough for knowledge transfer. Finally, the surprising result that sent executive prior employment ties possess comparable influence to their received counterparts, is outlined, meaning that an executive exiting to another industry can be just as influential on a firm’s acquisition activity in that industry as the firm recruiting an executive from that industry.

Nalick, M., Kuban S., Gomez-Mejia, L., Campbell, J. “Executive capital vs. stigma: A configurational examination of executive exit after personal misconduct”

Abstract: The removal of a top executive to mitigate potential stigmatization of the firm following a negative corporate event is well understood. However, potential executive removal for personal misconduct is relatively new and more heterogeneous in board and investor responses. Further, there is a lack of empirical research on the buffers and liabilities to executive exit following

misconduct events. We contend that configurational analysis presents an opportunity to both explore this recent additional aspect of corporate governance and add nuance to the executive turnover research on why certain executives depart while others remain after negative events. Our study examines the executive's human and social capital against the stigma of the executive's personal misconduct.

Kuban, S., Wesley, C., Nalick, M., "The Influence of Politician Directors on Regulatory Penalties in the Aftermath of Executive Malfeasance"

Abstract: Using resource dependence theory, we build a case that boards with a former politician as director have access to additional political resources unavailable to boards without such a director. We then test the value of such resources in the context of regulatory scrutiny following executive malfeasance. This study reveals that beyond ridding the firm of "bad apples" after the fact, directors use their human capital to help the firm during a crisis. We also find board composition dictates the strategic human capital resources available to the firm and the effectiveness of these resources is context specific.

## EARLY STAGE PROJECTS

---

Nalick, M., Kuban, S., Ridge, J., Hill, A. "The stain of stigma: Do firms punish parties when reestablishing political ties after a scandal"

Abstract: A follow up and extension to our (AMJ) "Too Hot to Handle and Too Valuable to Drop: An Expanded Conceptualization of Firm's Reactions to Exchange Partner Misconduct", examines if firms punish the political party as well as the politician if the politician drops out of the race instead of attempting to survive the scandal.

Nalick, M., Kuban, S., Ridge, J., Hill, A. "Picking A Side: The Outcomes of the Increased Polarization of Firm Political Activities."

Status: 2020: Data gathered; analysis started.

Abstract: An examination of how many firms' political donations have followed the trend of increased polarization seen both in congress and amongst American voting blocks and the positive and negative outcomes to the firm for following that trend.

Nalick, M., Kuban, S., Ridge, J., Hill, A. "Adding Nuance: An Enhanced Construct of Liberalism for Corporate Political Activities Scholars"

Status: 2020: Data gathered; analysis started.

Abstract: Borrowing from the Political Science literature, we create a new liberalism construct based on supported politician voting records rather than simply party.

## LOW PRIORITY PROJECTS

---

Kuban, S., Withers, M., Josefy, M., Hitt, M., Ireland, D. "The differing effects of sent, received, and neutral board interlocks on innovation"

Abstract: Examines the influence of interfirm ties due to board shared board members in the telecom industry on the quantity, quality, and novelty of future innovations.

This paper builds on our previous work for the White House Office of Science and Technology.

Josefy, M., Kuban, S., Hitt, M., Ireland, D. “The flow of innovation: How human and social capital explain firm innovative capabilities”

Abstract: This paper seeks to demonstrate that components of human and social capital, specifically past employment experience and networks from these past employments, are a key source of information that contributes to the innovative capability of a firm. In doing so, we draw new linkages between the literatures on human capital, social capital and innovation. Further, we argue that generic or non-firm specific human capital can indeed contribute to competitive advantage for a firm. Finally, we utilize a unique dataset to evidence our hypotheses, drawing on a potentially unparalleled number of past employment relationships.

This paper builds on our previous work for the White House Office of Science and Technology.

Kuban, S., Carnes, C., Josefy, M. “Strategic reinvention: Changing the game when the rules change”

Abstract: Can a firm reinvent its strategy when its existing business model becomes irrelevant? That is, when disruptive technologies, shifting customer preferences, or new government regulations change the “rules of the game” in an industry, can a firm survive and even thrive by repositioning in response to altered environmental conditions? We examine the impact of firm flexibility and CEO vision on firm likelihood of survival following an environmental shock.

Harrison, J., Kuban, S., Nalick, M., “CEO Political Ideology and Corporate Social Responsibility: A Replication and Extension”

Abstract: An extension of Chin, Hambrick, & Trevino (2013), this paper examines the influence of CEO political ideology not only affect their firms’ overall engagement in CSR, but also will differentially affect the type and intent of their firms’ CSR activities when they do engage in CSR. We specifically argue that liberal CEOs will be motivated to make more normative decisions, investing in CSR activities that are aligned with liberal values, whereas conservative CEOs are more likely to be motivated by strategic incentives, making instrumental investments in CSR to manage their firms’ reputation and/or mitigate potential social concerns.

Nalick, M., Kuban S., Schijven, M., Bierman, L., & Xu, K., “Managerial opportunism or intentional bias: CEO personal political ideology and its effect on corporate political activity”

Previously titled “Shades of Red and Blue in Corporate Political Activity: Why CEOs' Partisan Colors Matter”

Abstract: Executive motivation in corporate strategy is one of the longest running debates within the management literature. Scholars have long sought to disentangle whether executive personal bias engenders behavior that is averse to the interests of shareholders, or whether is it harnessed as part of an organizational effort to promote a particular vision or mission. In this study, we seek to find answers to this question by examining the relationship between the personal political orientation of the CEO and corporate political activity. We suggest and find evidence that the political donations of the firm tend to shift to the political party of a new CEO (when the new CEO is affiliated with a different political party than his/her predecessor) but this influence is not affected by any corporate

governance controls. Rather, the selection of a new CEO from a different political is negatively affected by a firm's degree of government dependence. Thus, the results of this study suggest executive personal bias and its subsequent influence can be selectively predetermined to fulfill organizational demands.

## CONFERENCE PRESENTATIONS

---

Nalick, M., Kuban S., Gangloff, A., "How Salience and Attribution Affect Firm and Investor Reactions to CEO Personal and Organizational Misconduct", Strategic Management Society Conference (Oct 2020)

Abstract: We expand theory about investor reactions to and boards' corrective actions following firm misconduct by disentangling forms of misconduct. Specifically, we theorize that both investors and boards are likely to view cues associated with organizational financial misconduct and CEOs' personal misconduct differently with regard to their implications for the future of the firm and, thus, respond in different ways. Using a novel data set of misconduct that includes both organizational- and CEO-level wrongdoing, we find support for our theorizing in our preliminary analysis, which offers a number of contributions to the existing literature.

Gangloff, A., Hersel, M., Nalick, M., Kuban S., "Legitimacy Loss Following Data Breach: Examining Government Contract Awards and Firm Lobbying", Academy of Management Conference (August 2020)

Abstract: Seeking and securing government contracts can be a lucrative strategy for legitimate firms. However, firms' ability to secure such contracts following a transgression that threatens its legitimacy is unclear. Building on previous research about the consequences of and firms' response strategies following a transgression, we examine the awarding of government contracts following a data breach, unique transgressions that have become increasing salient for both firms and government. We also examine ways in which the firm can manage such consequences through its lobbying activity. Results indicate that firms secure fewer government contracts following a data breach and engaging in inside lobbying worsens the transgressing firm's consequences. This study provides both practical and theoretical insight into how firms can damage relationships with government and exacerbate the situation by using inept political strategies.

Nalick, M., Kuban S., R., Leonel, Josefy, M., Chin, M.K., "CSR or CEO Opportunism? Why Firms Wade into Controversial Social Issues", Strategic Management Society Conference (Oct 2019)

Nalick, M., Kuban S., "CEO Ideological Dissonance and its Impact on Lobbying Investment and Strategy" Academy of Management Conference (August 2019) \*Best Paper Award Winner

Nalick, M., Kuban S., Gomez-Mejia, L., Campbell, J. "Executive capital vs. stigma: A configurational examination of executive exit after personal misconduct", Strategic Management Society Special Conference (March 2019)

Zardkoohi, A., Nalick, M., Kuban, Leonel, R., Bierman, L., "When Governments Lobby Firms: The Politicking of Firm Location Strategy", Southern Management Association Conference (Nov 2018)

Wesley, C., Kuban, S., Nalick, M., "The Influence of Politician Directors on Regulatory Penalties in the Aftermath of Executive Malfeasance", Strategic Management Society Conference (Sept 2018)

Howard, M., Li, J., Kuban, S., Josefy, M., Hitt, M., Ireland, D. "How Inventor Ties and Knowledge Structure Networks Shape Innovations following Acquisitions", Academy of Management Conference (August 2018)

Howard, M., Li, J., Kuban, S., Josefy, M., Hitt, M., Ireland, D. “Knowledge Creation after Acquisition: A Knowledge Structure Perspective” Strategic Management Society Conference (October 2017)

Nalick, M., Kuban, S., Ridge, J., Hill, A. “When are Firms More Likely to (dis)continue Association with Scandalized Politicians? Theory and Evidence” Strategic Management Society Conference (October 2017)

Nalick, M., Zardkoohi, A., Schijven, M., Kuban, S., Bierman, L. “Make or buy corporate political activity?” Symposium, Academy of Management Conference (August 2016)

Kuban, S., Nalick, M., Bierman, L. “Friend or asset: Does the selection of former government officials to the board of assist in political strategy?” Strategic Management Society Conference (October 2015)

Josefy, M., Kuban, S., Boss, D., Hitt, M., & Ireland, D. “The flow of innovation: How human and social capital explain firm innovative capabilities” Strategic Management Society Conference (October 2015)

Hitt, M., Ireland, D., Boss, D., Kuban, S. & Josefy, M. “Formal alliances in the telecommunications industry and their outcomes” Strategic Management Society Conference (September 2014)

Nalick, M., Kuban S., Schijven, M., Xu, K. “Unmasking firms’ political ideological associations: How managerial preferences and the institutional environment influence firms’ political party preferences” Academy of Management Conference (August 2014)

Kuban, S., Carnes, C., Josefy, M. “Strategic reinvention: Changing the game when the rules change” Strategic Management Society Special Conference in Tel Aviv (March 2014)

Nalick, M., Kuban S., Carnes, C. “Board of directors’ disentanglement of impartial performance measures in Post-IPO firms” Strategic Management Society Special Conference in Tel Aviv (March 2014)

Nalick, M., Kuban S., “The CEO guide to misconduct: Why infidelity might be worse than firm embezzlement” Southern Management Association Conference (Nov 2013)

Stoverink, A., Kuban S., Nalick, M., Harris, B. “Elite-threatening actions: The impact of corporate corruption” Southern Management Association Conference (Nov 2013)

Nalick, M., Kuban S., Xu, K. “CEO and firm political affiliations” Strategic Management Society Conference (Sept 2013)

## RESEARCH INTERESTS

---

My research focuses on how misconduct, politics, and relational networks impact strategic leadership and how technology is changing the nature of the firm. More specifically, my research

interests include top managers, innovation, networks, and entrepreneurial differences. In investigating top managers, I have examined CEOs, executives, and the boards that oversee them along several dimensions including their political activities, misconduct events, social networks, and the impact of blockchain technology on corporate governance. My interest in innovation and networks led me to work on a research team for the White House Office of Science and Technology examining the effects formal and informal networks on innovation quality, quantity and novelty. My interest in entrepreneurial differences include those between entrepreneurs and professional managers, as well as those between smaller, new firms and larger, established firms.

## TEACHING PHILOSOPHY

---

My teaching philosophy is that learning is a process of utilizing information to solve problems. For this process to occur there needs to be three things: (i) clear and consistent presentation of the material, (ii) engagement and collaboration of students and instructor, and (iii) ability to practice applying material in new contexts where there is not necessarily one, or any, correct answer. I use lecture as a tool to highlight the core principles out of the textbook. This provides clarity to new ideas and consistently presents strategy concepts. I conduct a competitive team business simulation to increase engagement and collaboration. This adds a dynamic component to students' learning as they must both apply core concepts of strategy and react to their classmates' competing firms. I also facilitate case discussions to encourage the application of the student's new knowledge toward the new, open-ended context that business cases provide.

## TEACHING EXPERIENCE

---

Daniels College of Business University of Denver Invited Lecturer, Applied Research Practicum for Executive Ph.D. (BUS 6502)	Fall, 2020
Fogelman College of Business & Economics University of Memphis Invited Lecturer, Strategic Management Ph.D. Seminar (MGMT 7500)	Spring, 2019
A.B. Freeman School of Business Tulane University Strategic Management (MGMT 4010) Senior Capstone Course Three sections Spring 2020 Three sections Spring 2019 Three sections Spring 2018 Three sections Spring 2017	2016 - Present
Mays Business School Texas A&M University Strategic Management (MGMT 466) Senior Capstone Course (Autonomous instructor with control of class content and evaluation)	2014 – 2016

Two Sections Spring 2016  
Two Sections Spring 2016  
Two Sections Fall 2014  
Two Sections Fall 2014  
One Section Summer 2014

## PROFESSIONAL SERVICE

---

Freeman Business School Interdepartmental Liaison and Logistical Coordinator for Faculty Networking 2020  
Freeman Business School Career Management Center Management Major Panelist 2020  
Shepherded a potential pilot program for a new online educational model for Tulane University to the Senior Vice President for Strategic Initiatives and Institutional Effectiveness. 2019  
Strategic Management Society Conference 2019 Best PhD Paper Award Competition Reviewer  
Strategic Management Society Conference 2019 Corporate Governance Division Reviewer  
Freeman Business School Interdepartmental Liaison and Logistical Coordinator for Faculty Networking 2019  
Freeman Business School Career Management Center Management Major Panelist 2019  
Strategic Management Society Special Conference (Theme: From Isolation to Integration in the C-Suite) Executive Traits and Values Track Reviewer 2018  
*Journal of Management Studies* Ad hoc Reviewer 2018  
Strategic Management Society Conference 2018 Best PhD Paper Award Competition Reviewer  
Strategic Management Society Conference 2018 Corporate Governance Division Reviewer  
Freeman Business School Management Speaker Series Fall 2017-Spring 2018  
Freeman Business School Interdepartmental Liaison and Logistical Coordinator for Junior Faculty Networking 2018  
Tulane Faculty Orientation Faculty Panel Summer 2017  
Strategic Management Exit Exam Assessment of Learning Content Coordinator (for Southern Association of Colleges and Schools Commission on Colleges SACSCOC & AACSB accreditation) Fall 2017  
Freeman Business School Interdepartmental Liaison and Logistical Coordinator for Junior Faculty Networking Fall 2017  
AACSB Writing Assessment Strategic Management Writing Center Liaison Spring 2017  
Strategic Management In-Course Assessment of Learning Content Coordinator Spring 2017  
Mays School of Business Interdepartmental Liaison and Logistical Coordinator for Junior Faculty & Doctoral Student Networking Fall 2015-Spring 2016  
Academy of Management Conference New Doctoral Student Consortium Program Volunteer  
Academy of Management Conference Business Policy and Strategy Division Reviewer  
Academy of Management Conference Entrepreneurship Division Reviewer  
Southern Management Association Conference Entrepreneurship & Innovation Reviewer

## COMMUNITY SERVICE

---

Board of Directors - After God's Heart, Inc. 2000-Present (AGH is a private foundation that gives grants to selected non-profits. The board oversees selection of organizations and awarding grants administration. In 2017, one grant recipient was based in New Orleans.)  
Assisted local non-profit Crossroads NOLA modernize its contact management system 2018  
Built a house for a needy family in Tecate, Mexico with Amor Ministries (Mexican Habitat for Humanity) 2017

#### PROFESSIONAL ASSOCIATIONS

---

Academy of Management  
    Entrepreneurship  
    Business Policy & Strategy  
Strategic Management Society  
    Competitive Strategy  
    Entrepreneurship & Strategy  
Southern Management Association  
    Entrepreneurship & Innovation

#### SCHOLARSHIPS & AWARDS

---

Texas A&M University's PhD Excellence Fellowship  
Texas A&M University's Graduate Merit Fellowship  
Awarded University of Tennessee's Scholars in Residence and Provost Scholarship  
Member of Numerous Undergraduate Academic Honor Societies and Professional Societies

#### INDUSTRY EXPERIENCE

---

<i>President &amp; Lead Programmer</i>	ConvergX Corp.
<i>IT Consultant</i>	Tennessee Valley Authority (TVA)
<i>District Manager over Photo for East Tennessee (&amp; in store Manager)</i>	Walgreens Co.
<i>Managing Partner</i>	12 Volt Warehouse LLC
<i>Lead Marketing Consultant</i>	TMG Solutions Inc.
<i>Sales Manager for AT&amp;T's Global Sales &amp; Service Organization</i>	Convergys Corp.

Other experience includes sales, marketing, and assisting in other small business startups.