

Scott Kuban, Ph.D.

Freeman School of Business, Tulane University

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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)

SPONSORED RESEARCH

Kuban, S., Trzebiatowski, T., Fuller, N., Younger, S., Franklin, D., & Turillo, C. (author order not finalized) “Breaking Through the Stress Barrier: A Technological Intervention to Mitigate the BIPOC Entrepreneurial Stress Differential”

Awarded an Albert Lepage Center for Entrepreneurship and Innovation at Tulane’s A. B. Freeman School of Business research grant in the amount of \$20,000 as part of its Count the Costs research initiative to support projects that investigate barriers BIPOC (Black, Indigenous and People of Color) experience in society, the economic costs of those barriers and viable approaches to addressing them.

Status: Study in progress.

Abstract: This project seeks to better understand how entrepreneurs, particularly BIPOC entrepreneurs, experience, and deal with entrepreneurial stress and, by extension, the ways in which stress influences their entrepreneurial decisions. The study will examine activation of multiple identities and self-reflection interventions in mitigating BIPOC entrepreneurial stress to support better economic outcomes.

PUBLICATIONS

Nalick, M., Kuban, S., Ridge, J., M., Zardkoohi, A., Bierman, L., “When I am not one of the crowd: The effects of CEO ideological divergence on lobbying strategy”

Journal of Management. In press.

11.06 two-year impact factor and 14.88 five-year impact factor in 2020 (SCI Journal), #5 impact management journal

Abstract: This paper explores the extent to which CEO ideological divergence influences firm lobbying strategy. Because a CEO’s political ideological disposition is shown to affect firm outcomes, we theorize there are nonmarket strategic implications when the governing party is divergent or convergent from their ideology. Accordingly, we integrate insights from organizational fit literature regarding value congruence and strategic complementarity in order to examine whether CEO political ideological divergence affects lobbying investment and changes the balance between internal and external lobbying activities. Further, we theorize that these outcomes are less pronounced for firms that are highly regulated. Our results support our theorizing, therefore, by identifying how CEO ideology interacts with the opposing political ideology, we unpack the ways in which CEO political ideology influences firm political behavior, thus extending research on CEO political ideology and lobbying.

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"

Kolomeitsev, S., Moergen, K., Ridge, J., Worrell, D., Kuban, S., "EPA Enforcement Spillover: Lobbying by Non-Sanctioned Firms" previously titled "For Fear and Duty: Peer Firm Lobbying Following Government Sanctions of Competitors"

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"

WORKS IN PROGRESS

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"

Kuban, S., Trzebiatowski, T., Fuller, N., Younger, S., Franklin, D., & Turillo, C. (author order not finalized) “Breaking Through the Stress Barrier: A Technological Intervention to Mitigate the BIPOC Entrepreneurial Stress Differential”

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”

Gangloff A., Hersel, M., Kuban, S., Nalick, M., (currently alphabetical as author order is not finalized) “Legitimacy Loss Following a Data Breach: Examining Contract Awards and Firm Lobbying”

Kuban, S. “All the places we’ve been: Top managers’ prior ties’ influence on unrelated acquisitions”

Leonel, R., Nalick, M., Fabian, F., Kuban, S. “Seeking Attention Through Controversy: The Role of CEO Narcissism on Firm Engagement in Socially Contentious Issues” formerly “For the Cause of Self-aggrandizement: CEO Narcissism and Sociopolitical Issue Engagement”

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

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

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”

Nalick, M., Kuban, Orlowsky, M., Nehls, K., “Experience Matters: How Former Politicians on the Board of Directors Influence Political Strategy” formerly titled “The Revolving Door: Former Politicians on the Board as a Firm Resource”

Malkoc, B., Merli, J., Lacey, D., Nalick, M., Kuban, “Refining the measurement of CEO political ideology: Unmasking centrists and other moderates”

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

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”

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

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

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

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”

CONFERENCE PRESENTATIONS

Nalick, M., Kuban S., Leonel, R., “Flying to Too Close to the Sun: Firm Political Donations in a Hyper-Partisan Environment” Strategic Management Society Conference (Oct 2021)

Ridge, J., Kolomeitsev, S., Moergen, K., Kuban, S., Worrell, D., “For Fear and Duty: Peer Firm Lobbying Following Government Sanctions of Competitors”, Academy of Management Conference (August 2021)

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)

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)

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	2016 - Present

Strategic Management (MGMT 4010) Senior Capstone Course	Fall 2021
Entrepreneurial Management (MGMT 4140) <i>New Prep.</i>	Spring 2021
Strategic Management (MGMT 4010) Senior Capstone Course	Spring 2021
Strategic Management (MGMT 4010) Senior Capstone Course	Spring 2020
Strategic Management (MGMT 4010) Senior Capstone Course	Spring 2019
Strategic Management (MGMT 4010) Senior Capstone Course	Spring 2018
Strategic Management (MGMT 4010) Senior Capstone Course	Spring 2017

Mays Business School
Texas A&M University 2014 – 2016
Strategic Management (MGMT 466) Senior Capstone Course
(Autonomous instructor with control of class content and evaluation)

PROFESSIONAL SERVICE

TU Innovation Institute's Community Support and Engagement and Talent Attraction/Retention Subcommittee 2021 (providing recommendations for the Provost)

Participated in the Albert LePage Center for Entrepreneurship and Innovation at Tulane's A. B. Freeman School of Business 2021 Count the Costs Research Weekend as part of the initiative to developed research proposals that investigate barriers BIPOC (Black, Indigenous and People of Color) experience in society, the economic costs of those barriers and viable approaches to addressing them.

Freeman Business School Career Management Center, Career Consultant Selection Committee 2021

Freeman Business School Interdepartmental Liaison and Logistical Coordinator for Faculty Networking 2021

Freeman Business School Interdepartmental Liaison and Logistical Coordinator for Faculty Networking 2020 (Organized periodic informal networking events for the Freeman faculty. *The COVID outbreak paused these in-person gatherings)

Freeman Business School Management Major Panel 2020 (Annual Career Management Center informational program panel for students considering a management major)

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 (Facilitated several meetings between the CEO of a firm specializing in educational membership programs and the Senior VP for Strategic Initiatives as a potential additional revenue source for the university leveraging our expertise and alumni base.)

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 (Organized periodic informal networking events for the Freeman faculty.)

Freeman Business School Management Major Panel 2019 (Annual Career Management Center informational program panel for students considering a management major)

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

- Recognized by Tulane Athletics as a faculty member that has made a positive impact on student-athletes' academic careers. 2021

- Awarded an Albert Lepage Center for Entrepreneurship and Innovation at Tulane’s A. B. Freeman School of Business research grant in the amount of \$20,000 as part of its Count the Costs research initiative to support projects that investigate barriers BIPOC (Black, Indigenous and People of Color) experience in society, the economic costs of those barriers and viable approaches to addressing them. 2021
- *Academy of Management Proceedings* Best Paper Award for “CEO Ideological Dissonance and its Impact on Lobbying Investment and Strategy” 2019
- 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 & Lead Programmer</i>	ConvergX Corp.
<i>IT Consultant</i>	Tennessee Valley Authority (TVA)
<i>District Manager over Photo for East Tennessee (& 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&T’s Global Sales & Service Organization</i>	Convergys Corp.

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