

# Maurizio Zollo

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## Strategy & Entrepreneurship

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## Curriculum Vitae

Degree in Economics, Bocconi University, Milan, Italy, 1989

PhD and M.Sc. in Managerial Science and Applied Economics, Wharton School, University of Pennsylvania, Philadelphia, USA, 1998

## Academic position and/or professional activities

Bocconi Dean's Chaired Professor in Strategy and Corporate Responsibility, Bocconi University, Milan, Italy

Full Professor, Management and Technology Department, Bocconi University, Milan, Italy

## Research Interests

- Mergers & Acquisitions
- Corporate Strategy
- Strategic alliances
- Organizational Learning

- Social Responsibility

## Publications

### Books

- “The Shared Value Debate: Academic Visions on Corporate Sustainability” (with R. Mele, eds.) EGEA, October, 2013
- “Verso l’Impresa Responsabile” (Towards the Responsible Enterprise). EGEA, June, 2008
- “Mergers: Leadership, Performance and Corporate Health”. with D. Fubini and C. Price. Pelgrave McMillan (2006). Translated in Japanese (2007), Italian (Feb. 2008, EGEA) and Portuguese (2008)

### Managerial Publications

- “GOLDEN for Sustainability uses “big science” at MIT Sloan to support business transition to sustainable enterprise”, MIT Sloan Experts, Aug. 26th 2013, related blog published on Oct. 1st 2013
- “The innovative brain”, MIT Sloan Experts, Feb. 4th 2013
- “The secrets of successful acquisitions”, the Wall-Street Journal, Sept. 22nd 2008 (with K. Heimericks and S. Gates)
- “Integrazione su misura: il segreto del successo nelle acquisizioni”. Harvard Business Review (Italian version, April 2008)
- “The elusive art of post-merger leadership” (with D. Fubini and C. Price). McKinsey Quarterly (November 2006)
- “Successful mergers start at the top” (with D. Fubini and C. Price). McKinsey on Finance (November 2006)
- “Philanthropy or CSR: a strategic choice”. European Business Forum (July 2004)
- “La resistance des petits mondes: reformes des marches et reseaux de participation en Italie” (with R. Corrado). Gerer et Comprendre (December 2003)
- “A bird in the hand or two in the bush? Integration trade-offs in technology grafting acquisitions” (with P. Puranam and H. Singh), European Management Journal (April 2003)
- “Bringing some discipline to M&A mania” (with P. Puranam and H. Singh), in “Mastering Management”, Financial Times-Prentice Hall, (2001), previously published in the Financial Times’ Mastering Management series (Oct. 30th 2000)
- “Managing governance adaptations in strategic alliances” (with Jeff Reuer), European Management Journal (April 2000)
- “Learning to integrate”. In “Mastering Strategy” ch. 7, Financial Times-Prentice Hall, (2000), previously published in the Financial Times’ Mastering Strategy series (Dec. 6th 1999)

### Academic Publications

Citations (Google Scholar): 9,631 counts (h-index: 27)

- “The Grammar of Decoupling: Stakeholder Heterogeneity and Firm Decoupling of Sustainability Practices” (with D. Crilly and M. Hansen), forthcoming in Academy of Management journal
- “Dynamic Capabilities for Sustainability: How Global Corporations Learn To Adapt Their Enterprise Model” (with E. Bettinazzi, K. Neumann, P. Snoeren), forthcoming in Global Strategy Journal, special issue on dynamic capabilities edited by D. Teece and D. Lessard
- “The contingent effects of information technology capabilities on strategic alliances: implications for the resource-based view” (with C. Lioukas and J. Reuer). Journal of Management Studies, in press.
- “Cognitive Neuroscience and Strategic Management: Opportunities and Challenges in Tying the Knot” (with S. Brusoni, S. Cappa, D. Laureiro-Martinez, and V. Venkatraman), Advances in Strategic Management, Aug. 2015
- “Understanding the exploration-exploitation dilemma: an fMRI study of attention control and decision-making performance” (with D. Laureiro-Martinez and S. Brusoni), Strategic Management Journal. March 2015
- “The dimensions of experiential learning in the management of activity load” (with F. Castellaneta). Organization Science, April 2014
- “Frontopolar cortex and decision-making efficiency: comparing brain activity of experts with different professional background during an exploration-exploitation task” (with D. Laureiro-Martinez, N. Canessa, S. Brusoni, T. Hare, F. Alemanno and S. Cappa), Frontiers of Human Neuroscience. Dec. 2013
- “A research agenda for global stakeholder strategy” (with T. Devinney and A. McGahan), Global Strategy Journal, 2013. Vol 3, 325-337
- “Beyond the what and the why: understanding organizational evolution towards sustainable enterprise models” (with C. Cennamo and K. Neumann), Organization and the Environment. Sept., 2013
- “Can Firms Learn to Acquire?” (with D. Leshchinskii and S. De), The International Journal of Finance, 2013. Vol 25, No. 2, 7709-7733
- “A hegelian dialogue on the microfoundations of organizational routines and capabilities” (with N. Foss, K. Heimericks and S. Winter), European Management Review (winter, 2013)
- “Faking it or muddling through? Understanding Decoupling in Response to Stakeholder Pressure” (with D. Crilly and M. Hansen), Academy of Management Journal. Dec. 2012
- “Understanding the human side of dynamic capabilities: towards a holistic model of antecedents and consequences of

organizational change capacity“ (with G. Verona), in “The handbook of Organizational Knowledge and Learning, M. Lyles and M. Esterby-Smith (eds.), 2011

- “Developing socially responsible behavior in managers: experimental evidence on the effectiveness of different approaches to management education“ (with S. Schneider and R. Manocha), *Journal of Corporate Citizenship*, Dec. 2010
- “The Neuro-Scientific Foundations of the Exploration-Exploitation Dilemma” (with D. Laureiro and S. Brusoni), *the Journal of Neuroscience, Psychology and Economics*. Dec. 2010
- “Learning, environmental dynamism and the evolution of dynamic capabilities” (with G. Romme and P. Barends), *Industrial and Corporate Change*, special issue on dynamic capabilities edited by David Teece and Christos Pitelis. 2010
- “Experience spillovers across corporate development activities” (with Jeff Reuer). *Organization Science*, Nov-Dec 2010
- “Superstitious learning in rare strategic events: theory and evidence from corporate acquisitions”. *Organization Science*, Sept. 2009
- “Towards an internal change management perspective of CSR: evidence from project RESPONSE on the sources of cognitive alignment between managers and their stakeholders, and their implications for social performance”. *Corporate Governance*, with M. Minoja, L. Casanova, K. Hockerts, P. Neergaard, S. Schneider and A. Tencati. Sept. 2009
- “The psychological antecedents to socially responsible behavior” (with Donal Crilly and Susan Schneider). *European Management Review*. 5(3), August 2008
- “What is M&A performance?” (with D. Meyer). *Academy of Management Perspectives*. August, 2008
- Editorial introduction to special issue on “The Metamorphosis of the (Theory of the) Firm” with M. Peteraf and C. Pitelis for *Organization Studies*. June 2008
- “The effect of national culture on corporate social responsibility” (with D. Ringov). *Corporate Governance*. September, 2007
- “Organizational Evolution” and “Dynamic Capabilities” (with A. Lomi) entries in the *International Encyclopedia of Organization Studies* by J. Bailey and S. Clegg, SAGE (2007)
- “Interest alignment rents and competitive advantage” (with O. Gottschalg). *Academy of Management Review*, 32, pp. 418 – 437 (2007)
- “The Impact of Information Technology Capabilities on Alliance Scope and Performance,” *Academy of Management Best Paper Proceedings*, 2007 (with C. Lioukas and J. Reuer)
- “Small worlds evolving: governance reforms, privatizations and ownership networks in Italy” (with R. Corrado). *Industrial and Corporate Change*. April, 2006
- “Organizing for innovation: managing the coordination-autonomy dilemma in technology acquisitions” (with P. Puranam and H. Singh). *Academy of Management Journal*, (April 2006)
- “Termination outcomes in research alliances” (with J. Reuer). *Research Policy*, 34 (1) (2005)
- “Understanding partnering processes and outcomes: the contribution of evolutionary theory” (with Prashant Kale). In “*Handbook of Strategic Alliances*” by O. Shenkar and J. Reuer (eds.), SAGE (2005)
- “Deliberate learning in corporate acquisitions: post-acquisition strategies and integration capability in US bank mergers” (with H. Singh). *Strategic Management Journal* 25 (12) (2004)
- Reprinted in “*Strategic Capabilities and Knowledge Transfer Within and Between Organizations. New Perspectives from Acquisitions, Networks, Learning and Evolution*” by A Capasso, G. Dagnino and A. Lanza (eds), Edward Elgar (2005)
- “Globalization through acquisitions and alliances: an evolutionary perspective” (with Harbir Singh). In “*The Alliance on Globalizing*” by H. Gatignon and J. Kimberly (eds.), Cambridge Univ. Press (2004)
- “Experiential learning in international joint ventures: the roles of experience heterogeneity and venture novelty” (with Jeff Reuer and Kyung Min Park). In “*Cooperative Strategies and Alliances*” by F. Contractor and P. Lorange (eds.), Elsevier Science (2002)
- “Inter-organizational routines and performance in strategic alliances” (with J. Reuer and H. Singh). *Organization Science* 13 (6) (2002)
- “Deliberate learning and the evolution of dynamic capabilities” (with S. Winter). *Organization Science*, 13 (3) (2002)
- Reprinted in “*The Fundamentals of Business Strategy*” by D. Teece and M. Augier, SAGE (2008)
- Reprinted in “*The Handbook of Organizational Learning and Knowledge*” by Lyles M. and M. Esterby-Smith (eds), Blackwell Publishers (2003)
- Among the 5 most cited articles ever published on *Organization Science* (4,700 citations)
- “Post-formation dynamics in strategic alliances” (with Jeff Reuer and Harbir Singh). *Strategic Management Journal*, 23 (2) (2002)
- “Managing governance adaptations in strategic alliances” (with Jeff Reuer), *European Management Journal*, 18 (2) (2000)
- “Post-acquisition decisions and integration capabilities in bank mergers: evidence from the U.S. and Italy”, *Rassegna Economica*, 63 (1) (January-June 1999)
- “Le Competenze Organizzative in Processi di Integrazione Post-Acquisizione” in “*Competenze Organizzative: Origine, Condivisione, Trasferimento*” by Lipparini A. (ed.), Carocci, Roma (1998)
- “The impact of knowledge codification, experience trajectories and integration strategies on the performance of corporate acquisitions” (with Harbir Singh). *Academy of Management Best Papers Proceedings* (1998)
- “An Evolutionary Model of Post-acquisition Integration and Performance”. *Academy of Management Best Papers Proceedings* (1996, electronic version)