**NATALYA D. VINOKUROVA**

Management Department, The Wharton School, University of Pennsylvania

2010 Steinberg Hall-Dietrich Hall, 3620 Locust Walk, Philadelphia, PA 19104-6370

Tel: +1-215-746-1996, Fax: +1-215-898-0401, natalyav@wharton.upenn.edu

https://mgmt.wharton.upenn.edu/profile/21183/

**ACADEMIC APPOINTMENT**

The Wharton School, University of Pennsylvania, Assistant Professor, 2012 – present

**ADDITIONAL AFFILIATIONS**

Senior Fellow, Leonard Davis Institute of Health Economics, University of Pennsylvania, 2014 – present

**EDUCATIONAL BACKGROUND**

Ph.D. in Business Administration, Stern School of Business, New York University, 2012

Committee: Adam Brandenburger (Chair), Giovanni Gavetti, Zur Shapira, Richard Sylla

Dissertation: “The 2008 Mortgage Crisis as a Failure of Analogical Reasoning”

* Finalist, Wiley Blackwell Outstanding Dissertation Award, Academy of Management, 2013
* Honorable Mention, Grigor McClelland Award, Society for the Advancement of Management Studies, 2012
* 1st Prize, Industry Studies Dissertation Award, 2012

M.Phil. in Business Administration, Stern School of Business, New York University

AB Psychology, *cum laude*, Harvard College, Cambridge, MA, 1999

**RESEARCH INTERESTS**

Organizational decision-making, idea diffusion, fragmented systems, analytical history.

**RESEARCH**

***A. Articles Accepted by Refereed Journals***

[1] Vinokurova, Natalya. 2018. How Mortgage-Backed Securities Became Bonds: The Emergence, Evolution, and Acceptance of Mortgage-Backed Securities in the U.S., 1960-1987. *Enterprise and Society* **19**(3): 610-660.

* Philip B. Scranton Prize for Best Article in *Enterprise and Society*, Business History Conference, 2019
* Most Novel Research Award, Behavioral Strategy Division, Strategic Management Society, 2015.
* Nominee, Best Conference Paper Award, Strategic Management Society 2015.

[2] Vinokurova, Natalya D. 2019. Failure to Learn from Failure: The 2008 Mortgage Crisis as a Déjà Vu of the Mortgage Meltdown of 1994. *Business History* **61**(6): 1005–­1050*.*

* Best Paper Award in Strategy, 11th Trans-Atlantic Doctoral Conference, 2011.

[3] Vinokurova, Natalya D. Reshaping Demand Landscapes: How Firms Change Customer Preferences to Better Fit Their Products. *Strategic Management Journal* **40**(13): 2107-2137 (lead article). <https://doi.org/10.1002/smj.3074>

[4] Vinokurova, Natalya D. & Rahul Kapoor. Converting Inventions into Innovations in Large Firms: How Inventors at Xerox Navigated the Innovation Process to Commercialize Their Ideas. *Strategic Management Journal*. Forthcoming. <https://doi.org/10.1002/smj.3209>

* + Nominated for the Best Paper Award at the 2020 Academy of Management meeting in Vancouver, CA.

***B. Articles Submitted to Refereed Journals***

[5] Vinokurova, Natalya. Understanding the Evolution of Institutions: The Case of the Land Ownership Recording System in the United States.

* + Invited to revise and resubmit to *Enterprise and Society* on July 16, 2018.

***C. Book Chapters***

[6] Vinokurova, Natalya. A History of Markets Past: The Role of Institutional Memory Failure in Financial Crises. Forthcoming in the *Routledge Companion to Anthropology in Management*. Fayard, Anne-Laure and Mir, Raza (Eds).

***D. Invited Submissions to Refereed Journals***

[7] Brandenburger, Adam, Vinokurova Natalya. 2012. Comment on “Toward a Behavioral Theory of Strategy.” *Organization Science* **23**(1): 286-287.

[8] Vinokurova, Natalya. 2018. State Terror as a Management Practice: Comment on “Managing Communist Enterprises.” *Enterprise and Society* **19**(3): 546-560.

[9] Vinokurova, Natalya. 2019. Book review of "Risk and Ruin: Enron and the Culture of American Capitalism." *Journal of Economic History*, **79**(2): 576-578.

***E. Working Papers***

[10] Vinokurova Natalya. “When Analogies Backfire: The Case of Analogical Lock-in.”

* + Nominated for the Best Paper Award at the 2020 Strategic Management Society meeting in London, UK (now virtual).

[11] Vinokurova, Natalya. Fragmented Response to Correlated Risks in COVID-19.

[12] Vinokurova, Natalya. “Invention of Subprime: Construction of Specificity as a Rhetorical Strategy to Inhibit Learning.”

[13] Vinokurova, Natalya. “A Language-Based Approach to Teaching Strategy: Using Research on Language to Integrate the Strategy Curriculum.”

[14] Natalya Vinokurova and Lisa Warshaw, “Adjusting Expectations as an Out of the Spotlight Strategy for Addressing Student Feedback.”

[15] Brandenburger, Adam & Natalya Vinokurova, “The Goldilocks Principle: An Enduring Rule in the Game of Innovation.”

[16] McKenna, Chris & Natalya Vinokurova. “Escaping Analogical Lock-in.”

***F. Research in Progress***

* Vinokurova, Natalya. “Volume-Outcome Relationship in Cardiac Surgery: The New York Experience.”
* Vinokurova, Natalya. “Making Oil Companies Safer: Understanding the Evolution of the Culture of Safety at BP.”
* Csaszar, Felipe & Natalya Vinokurova. “Issue Selling: A Model of Organizational Decision-Making.”
* Gavetti, Giovanni, Menon, Anoop & Natalya Vinokurova. “Persuasion and Analogies.”
* Ody-Brasier, Amandine & Natalya Vinokurova. “Banality of Nuclear Power: Chernobyl through the Eyes of the KGB, 1971-1988.”

***G. Invited Presentations***

Converting Inventions into Innovations in Large Firms [4]

* Strategic Management Society, Minneapolis 2019
* Business History Conference, Charlotte 2020 (Zoom presentation due to COVID-19)
* Sumantra Ghoshal Conference, London 2020 (Conference cancelled due to COVID-19)

When Analogies Backfire [10]

* Organization Science Winter Conference (Conference cancelled due to COVID-19)

Adjusting Expectations [14]

* Strategic Management Society, Minneapolis 2019

Role of Institutional Memory Failure in Financial Crises[6]

* Business History Conference, Cartagena, Colombia 2019
* Smith Entrepreneurship Conference, College Park, MD 2019

Invention of Subprime [12]

* Business History Conference, Baltimore 2018

Understanding the Evolution of Institutions [5]

* University of Pennsylvania Economic History Forum, 2017
* International Atlantic Economic Society, 2017
* Boston College, 2017
* UC Davis Conference, 2017, Davis, CA
* Business History Conference, 2017, Denver, CO
* Wharton Work-in-Progress Workshop, 2017

Re-Shaping Demand Landscapes [3]

* Summer Strategy Camp, Tuck School, 2017

How Mortgage-Backed Securities Became Bonds [1]

* Business History Conference, 2016, Portland, OR
* BYU/Utah Winter Strategy Conference, Park City, UT 2016
* University of Michigan Seminar, Ann Arbor, MI, 2016
* Strategic Management Society, Denver, CO, 2015
* West Coast Research Symposium, Seattle, WA 2015
* Academy of Management, Vancouver, BC, 2015
* Wharton Technology & Innovation Conference, 2015
* Smith Entrepreneurship Research Conference, College Park, MD, 2015
* Vienna Conference on Strategy, Organization, and Innovation, 2015

Failure to Learn from Failure [2]

* Academy of Management, Anaheim, CA 2016
* Ohio State University Seminar, Columbus, OH, 2014
* Duke Strategy Conference, Durham, NC, 2014
* American Sociological Association, San Francisco, CA, 2014
* Industry Studies Association, Portland, OR, 2014
* Atlanta Competitive Advantage Conference, Atlanta, GA, 2014
* Yeshiva University Seminar, New York, NY, 2014
* Business History Conference, Frankfurt, Germany, 2014
* Academy of Management Annual Meeting, Orlando, FL, 2013
* EGOS Annual Meeting, Montréal, Canada, 2013
* The Inaugural Paul R. Lawrence Conference: Connecting Rigor and Relevance in Institutional Analysis, Harvard Business School, 2013
* Association of Business Historians Meeting, Birmingham, England, 2012
* Job Talks: University of Pennsylvania, Dartmouth University, Rutgers University, Higher School of Economics, 2012.
* NYU Wagner Research Colloquium: Wagner Graduate School of Public Service, New York University, 2011
* INFORMS Meeting, Charlotte, NC, 2011
* BPS Division Dissertation Consortium, Academy of Management Annual Meeting, San Antonio, TX, 2011
* London Trans-Atlantic Doctoral Conference, 2011
* Stern/Columbia Doctoral Conference, 2011
* Organization Science Winter Conference, Steamboat Springs, CO, 2011
* Oxford Journals Dissertation Colloquium, Business History Conference, 2011
* NBER Development of American Economy Summer Institute Poster Session, Cambridge, MA, 2010

Plenary Panel

* Organization Science Winter Conference, Park City, UT, 2016

**AWARDS, GRANTS, AND OTHER HONORS**

1. ***Awards***

* Philip B. Scranton Prize for Best Article in *Enterprise and Society*, Business History Conference, 2019
* Top 40 Business Professors Under 40, Poets & Quants, 2018
* Core Curriculum Teaching Award “Tough but we’ll thank you in five years,” 2018
* Core Curriculum Teaching Award “Goes above and beyond the call of duty,” 2017
* Nominee, Best Conference Paper Award, Strategic Management Society, 2015
* Most Novel Research Award, Behavioral Strategy Division of the Strategic Management Society, 2015
* Core Curriculum Teaching Award “Goes above and beyond the call of duty,” 2015
* Finalist, Wiley Blackwell Outstanding Dissertation Award in Business Policy & Strategy

(“The 2008 Mortgage Crisis as a Failure of Analogical Reasoning”), Academy of Management Annual Meeting, 2013

* Honorable Mention, Grigor McClelland Award, Society for the Advancement of Management Studies, 2012
* 1st Prize, Industry Studies Dissertation Award, 2012
* Harold W. MacDowell Award, Stern School of Business, New York University, 2012
* Best Paper Award in Strategy, Trans-Atlantic Doctoral Conference, London, 2011

1. ***Grants***

* Dean’s Research Fund, The Wharton School, 2014-2018
* The Mack Institute for Innovation Management, The Wharton School, 2013-2018
* Penn Undergraduate Research Mentoring, University of Pennsylvania, 2014-2015
* Carol and Lawrence Zicklin Center for Business Ethics, The Wharton School, 2014

1. ***Other Honors***

* C.W. Nichols Fellowship, Stern School of Business, New York University, 2010

**TEACHING**

The Wharton School, University of Pennsylvania

Managing the Established Enterprise (MGMT 611), MBA Core 2013-present

* Top 40 Business Professors Under 40, Poets & Quants, 2018
* Core Curriculum Teaching Award “Tough but we’ll thank you in five years,” 2018
* Core Curriculum Teaching Award “Goes above and beyond the call of duty,” 2017
* Core Curriculum Teaching Award “Goes above and beyond the call of duty,” 2015

Pre-Term Introduction to the Case Method Workshop

* MBA Classes 2018-2020
* Executive MBA Classes of 2018-2021

**SERVICE**

1. ***Wharton Activities***

* Faculty Speaker, Final Friday, student-organized MBA graduation event 2018, 2019
* Member, Recruiting Committee 2014-2015
* Member, Seminar Committee 2015-2016
* Panel Participant, Wharton Society for the Advancement of Women in Business Academia, April 2014
* Panel Moderator, Wharton Women in Business Conference, September 2014

1. ***Academic Community Activities***

* Co-Chair, Emerging Scholars Committee, Business History Conference, 2017-present
* Invited Facilitator, Professional Development Workshop (“Using Historical Approaches in Management and Organizational Research”), Academy of Management Annual Meeting, 2016
* Member of the New Members committee, Management History division of the Academy of Management
* Co-Organizer (with Gino Cattani), Professional Development Workshop (“When History Meets Theory”), Academy of Management Annual Meeting, 2015
* Panelist, Professional Development Workshop (“Uses of the Past”), Academy of Management Annual Meeting, 2015
* Editorial Board Member for *Organization Science*, *Business History*
* Reviewer for *Management Science,* *Organization Science*, *Strategic Entrepreneurship Journal,* *Strategic Management Journal*, *Strategy Science,* Academy of Management Annual Meeting, Industry Studies Association Ph.D. Prize
* Participant: Junior Faculty Strategy Research Summer Camp, Dartmouth University, 2014
* Early Career Development Committee, Industry Studies Association, 2013-2015
* Session Chair (“Dark Side of Organizational Learning”), INFORMS Annual Meeting, 2011
* Social Coordinator, Stern School of Business Ph.D. Program, 2006-2009

1. ***Professional Affiliations and Membership***

* Business Policy & Strategy and Management History, Academy of Management
* Business History Conference
* Industry Studies Association
* Strategic Management Society

1. ***Community Service Activities***

* Alumna Interviewer, Harvard College, 1999-present
* Academic Advisor, Harvard Football team, 2004-2011

**PROFESSIONAL EXPERIENCE**

* *Research Associate*, Institute for Strategy and Competitiveness, Harvard Business School, 2004-2006
* *Analyst*, Capital One Services, Inc., Richmond, VA, 2001-2004
* *Analyst*, Mercer Management Consulting, New York, NY, 2000-2001