

## **Curriculum Vitae**

**Daniel A. Levinthal**

Department of Management, The Wharton School  
2000 Steinberg-Dietrich Hall  
University of Pennsylvania  
Philadelphia, PA 19104-6370

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### **Education**

- 1985      Ph. D., Economics, Business, and Public Policy  
Graduate School of Business, Stanford University
- 1979      BA, Harvard University

### **Employment**

- 2005-present    University of Pennsylvania  
The Wharton School  
Reginald H. Jones Professor of Corporate Strategy
- 1998- 2005      University of Pennsylvania  
The Wharton School  
Professor of Management
- 1989-1998      University of Pennsylvania  
The Wharton School  
Associate Professor of Management
- 1985-1989      Carnegie Mellon University  
Graduate School of Industrial Administration  
Assistant Professor of Economics and Industrial Administration
- 1983-1985      Carnegie Mellon University  
Graduate School of Industrial Administration  
Instructor of Economics and Industrial Administration

### **Visiting Positions**

- 2012-2013      Michael Crouch Visiting Professorial Fellow  
University of New South Wales
- June 2003      Philip Morris Visiting Professor  
Sant 'Anna School of Advanced Studies University of Pisa
- 1998-1999      Bower Fellow  
Harvard Business School, Harvard University

**Honors** Distinguished Scholar Award, Technology and Innovation Management Division, Academy of Management 2024  
Honored faculty, Consortium for Competitiveness and Cooperation (CCC) conference, University of St. Gallen 2023  
Distinguished Scholar Award, Strategic Management Division, Academy of Management 2022  
Honorary Professor, Department of Business and Management LUISS University 2020  
Academy of International Business, Distinguished School Award 2019  
Citation Laureate, Clarivate Analytics 2018  
Honorary Doctorate, London Business School 2018  
Honorary Doctorate, Warwick University 2017  
Irwin Award as Distinguished Educator, Academy of Management 2015  
Fellow of the Institute for Advanced Studies, HKUST 2015  
Honorary Doctorate, Tilburg University 2014  
Fellow of the Strategic Management Society 2011  
Fellow of the Academy of Management 2010  
Distinguished Scholar Award, Organizational and Management Theory Division, Academy of Management 2010  
Honorary Doctorate, University of Southern Denmark 2010

**Publications** Levinthal, D. and L. Rosenkopf (forthcoming). “Mapping the landscape of research findings: Generalization across contexts in management research”. *Strategic Management Journal*.

Levinthal, D (2025). “Navigating more or less; AI and resource allocation on the intensive and extensive margins”. *Journal of Organizational Design*.

Levinthal, D and D. Schliesmann (2025). “Cautious exploitation: Learning and search in problems of evaluation and discovery”. *Organization Science*, 36(2): 903-917.

Levinthal, D. and B. Wu (2025). “Resource redeployment and the pursuit of the new best use: Economic logic and organizational challenges”. *Strategy Science*, 10(1): 32-47.

Adner, R. and D. Levinthal (2024). “Strategy experiments in non-experimental settings: Challenges of theory, inference, and persuasion in business strategy”. *Strategy Science*, 9: 311-321.

Levinthal, D. and Dong Nghi Pham (2024). “Bringing politics back in: The role of politics and coalitions in organizational adaptation”. *Organization Science*, 35(5): 1704-28.

Levinthal DA and Newark DA (2023) Putting the individual in the context of the organization: A Carnegie perspective on decision-making. *Frontiers of Psychology*. 14:1165713.

Choi, J. and D. Levinthal (2023). “Wisdom in the wild: Generalization and adaptive dynamics”. *Organization Science*, 34(3): 1073-1089.

Kocak, O., P. Puranam, and D. Levinthal (2023)  
“The dual challenge of search and coordination for organizational adaptation: How structures of influence matter”. *Organization Science*, 34(2): 851-869.

Levinthal, D. (2021). “From arms to trees: Opportunity costs and path-dependence and

the exploration-exploitation tradeoff". *Strategy Science*, 6(4): 331-337.

Levinthal, D. (2021). *Evolutionary Processes and Organizational Adaptation: A Mendelian Perspective on Strategic Management*. Oxford University Press.

Levinthal, D. and C. Rerup (2021). "The plural of goal: Learning in a world of ambiguity". *Organization Science*, 32(3): 527-543.

Levinthal, D. (2020). "Learning in context: Reflections on reflections". *Journal of International Business*, 51(9): 1529-1531.

Contigiani, A. and D. Levinthal (2019). "Situating the Construct of Lean Startup: Roots, Boundaries, and Relevance". *Industrial and Corporate Change*, 28(3): 551-564.

Knudsen, T., D. Levinthal, and P. Puranam (2019). "A Model is a Model". *Strategy Science*, 4(1): 1-3.

Levinthal, D. (2018). "From strategy to strategic organization". Pp. 71-77. In M. Augier, C. Fang, and V. Rindova, *Advances in Strategic Management: Behavioral Strategy in Perspective*. Emerald Press

Levinthal, D. and M. Workiewicz (2018). "When two bosses are better than one: Nearly-decomposable systems and organizational adaptation". *Organization Science*, 29(2): 207-224.

Levinthal, D. (2017). "Mendel in the C-Suite: Design and the evolution of strategies". *Strategy Science*, 2(4): 282-287.

Levinthal, D. (2017). "Resource allocation and firm boundaries". *Journal of Management*, 43(8): 2580-2587

Bennett, V. and D. Levinthal (2017). "Firm lifecycles: Linking employee incentives and firm growth dynamics". *Strategic Management Journal*. 38(10): 2005-2018.

Knudsen, T., D. Levinthal, and S. Winter (2017). "Systematic differences and random rates: Reconciling Gibrat's Law with firm differences". *Strategy Science*, 2(2): 111-120.

Csaszar, F. and D. Levinthal (2016). "Mental representation and the discovery of new strategies". *Strategic Management Journal*, 37: 2013-2049.

Levinthal, D. (2016). "Learning and adaptation". Palgrave Encyclopedia of Strategic Management. Edited by D. Teece and M. Augier. Palgrave Macmillan.

Levinthal, D. and L. Marengo (2016). "Simulation modeling and business strategy research". Palgrave Encyclopedia of Strategic Management. Edited by D. Teece and M. Augier. Palgrave Macmillan.

Levinthal, D. and A. Marino (2015). "Three facets of organizational adaptation: Selection, variety, and plasticity". *Organization Science*, 26(3): 743-755.

Cohen, M., D. Levinthal, and M. Warglien (2014). "Collective performance: Modeling the interaction of habit-based actions". *Industrial and Corporate Change*, 23: 329-360.

Knudsen, T., D. Levinthal, and S. Winter (2014). "Hidden but in plain sight: The role of scale adjustment in industry dynamics". *Strategic Management Journal*, 35: 1569-1584.

Wu, B., Z. Wan, and D. Levinthal (2014). "Complementary assets as pipes and prisms: Innovation incentives and trajectory choice", *Strategic Management Journal*, 36: 1257-1278.

Rerup, C. and D. Levinthal (2013). "Situating the Concept of Organizational Mindfulness: The Multiple Dimensions of Organizational Learning". Guido Becke (Ed.) *Mindful Change in Times of Permanent Reorganization*. Springer, New York.

Levinthal, D. (2012). "From the Ivy Tower to the C-Suite: Garbage Can Processes and Corporate Strategic Decision Making" in R. Harrison and A. Lomi (eds.) *The Garbage Can Model of Organizational Choice: Looking Forward at Forty. Research in the Sociology of Organizations, Volume 36*, pp 333-346.

Gavetti, G., H. Greve, D. Levinthal, and W. Ocasio (2012). The Behavioral Theory of the Firm: Assessment and Prospects, *The Academy of Management Annals*, 6:1, 1-40.

Posen, H. and D. Levinthal (2012). Chasing a moving target: Exploration and exploitation in a dynamic environment. *Management Science*, 58: 587-601.

Levinthal, D. (2011). A Behavioral View of Strategy --- What's the Alternative? *Strategic Management Journal*, 32: 1517-1524.

Levinthal, D. and B. Wu (2010). The rational tradeoff between corporate scope and profit margins: The role of capacity-constrained capabilities and market maturity. *Strategic Management Journal*, 31: 780-801.

Fang, C. and D. Levinthal (2009). "The near-term liability of exploitation: Exploration and exploitation in multi-stage problems." *Organization Science*, 20: 538-551.

Ethiraj, S. and D. Levinthal (2009). "Hoping for A to Z while rewarding only A: Complex organizations and multiple goals". *Organization Science*, 20: 4-24.

Ghemawat, P. and D. Levinthal (2008). "Choice structures and business strategy". *Management Science*, 54: 1638-1651.

Levinthal, D. (2008). "Understanding the role of novelty in organizational adaptation". In J. March, *Explorations in Organizations*. Stanford University Press, Stanford, CA.

Adner, R. and D. Levinthal (2008). "Doing versus seeing: Acts of exploitation and perceptions of exploration". *Strategic Entrepreneurship Journal*, 2: 43-52.

Ethiraj, S., D. Levinthal, and R. Roy (2008). "The dual role of modularity: Innovation and imitation". *Management Science*, 54: 939-955.

Levinthal, D. and H. Posen (2007). "Myopia of selection: Does organizational adaptation limit the efficiency of population selection? *Administrative Science Quarterly*, 52: 586-620.

Levinthal, D. (2007). "Technology: The role of network structures". *Strategic*

*Entrepreneurship Journal*, 1: 189-190.

Gavetti, G., D. Levinthal, and W. Ocasio. (2007). "Neo-Carnegie: The Carnegie School's past, present, and reconstructing for the future". *Organizational Science*, 18: 523-536.

Levinthal, D. (2007). "Bringing selection back into our evolutionary theories of innovation". F. Malerba and S. Brusoni (eds.). *Perspectives on the Economics of Innovation*. Cambridge University Press.

Knudsen, T. and D. Levinthal (2007). "Two faces of search: Alternative generation and alternative evaluation". *Organizational Science*, 18: 39-54.

Levinthal, D. and C. Rerup. (2006). "Crossing an apparent chasm: Bridging mindful and less-mindful perspectives on organizational learning". *Organizational Science*, 17: 502-513.

Levinthal, D. (2006). "The Neo-Schumpeterian Theory of the Firm and the Strategy Field". *Industrial and Corporate Change*, 15(2): 391-394.

Levinthal, D. (2006). "Comments on the Resource Allocation Process". In J. Bower and C. Gilbert (eds.). *From Resource Allocation to Strategy*. Oxford University Press.

Gavetti, G., D. Levinthal, and J. Rivkin (2005). Strategy making in novel and complex worlds: The power of analogy. *Strategic Management Journal*, 26: 691-712.

Siggelkow, N. and D. Levinthal (2005). "Escaping real (non-benign) Competency Traps: Linking the Dynamics of the Organizational Structure to the Dynamics of Search". *Strategic Organization*, 3: 85-115.

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Denrell, J., C. Fang, and D. Levinthal (2004). "From T-mazes to labyrinths: Learning from model-based feedback". *Management Science*, 50: 1366-1378.

Ethiraj, S. and D. Levinthal (2004). "Modularity and innovation in complex systems". *Management Science*, 50: 159-174.

Siggelkow, N. and D. Levinthal (2004). "Temporally divide to conquer: Centralized, decentralized, and reintegrated organizational adaptations to exploration and adaptation". *Organization Science*, 14: 650-669.

Adner, R. and D. Levinthal (2004). "Real options and real tradeoffs". *Academy of Management Review*, 29: 120-126.

Adner, R. and D. Levinthal (2004). "What is *not* a real option: Considering boundaries for the application of real options to business strategy". *Academy of Management Review*, 29: 74-85.

Dosi, G., D. Levinthal, and L. Marengo (2003).

“Bridging Contested Terrain: Linking Incentive-Based and Learning Perspectives on Organizational Evolution”. *Industrial and Corporate Change*, 12: 413-436.

Levinthal, D. (2003). “Imprinting and the Evolution of Firm Capabilities”. In C. Helfat (ed.), *The SMS Blackwell Handbook of Organizational Capabilities*. Blackwell Publishing, Oxford England.

Levinthal, D. (2002)

“Cognition and Models of Adaptive Learning”, in *Economics of Change, Choice, and Structure: Essays in the Memory of Richard M. Cyert*, edited by J. March and M. Augier. Edward Elgar Publishing, Ltd.

Adner, R. and D. Levinthal (2002). “The emergence of emerging technologies”. *California Management Review*, 45: 50-66

Adner, R. and D. Levinthal (2001)

“Technology evolution and demand heterogeneity: Implications for product and process innovation”, *Management Science*, 47: 611-628.

Levinthal, D. (2001)

“Modeling Adaptation on Rugged Landscapes”, in *Simulating Organizational Societies: Theories, Models and Ideas*, edited by Alessandro Lomi and Erik Larsen. MIT Press. (translated in M. Lombardi and F. Squazzoni (eds.) *Saggi di economia evolutiva* (“Papers in Evolutionary Economics”) FrancoAngeli Publishing Company, Milan Italy).

Levinthal, D. (2000)

“Organizational Capabilities in Complex Worlds” in *The Nature and Dynamics of Organizational Capabilities*, edited by G. Dosi, R. Nelson, and S. Winter. Oxford University Press.

Adner, R. and D. Levinthal (2000)

“Technology speciation and the path of emerging technologies”, in *Wharton on Emerging Technologies*, edited by G. Day and P. Shoemaker. John Wiley & Sons.

Gavetti, G. and D. Levinthal (2000)

“Looking forward and looking backward: Cognitive and experiential search”. *Administrative Science Quarterly*, 45: 113-137.

Levinthal, D and M. Warglien (1999)

“Landscape Design: Designing for Local Action in Complex Worlds”. *Organizational Science*, 10: 342-357.

Levinthal, D. (1998)

“The Slow Pace of Rapid Technological Change: Gradualism and Punctuation in Technological Change”. *Industrial and Corporate Change*, 7: 217-247. (reprinted in *Understanding Industrial and Corporate Change*, edited by Dosi, Teece, and Chytry, Oxford University Press 2005)

Levinthal, D. (1997)

“Adaptation on Rugged Landscapes”. *Management Science*, 43: 934-950. (reprinted in *The Economics of Organization and Bureaucracy*, edited by Peter M.

Jackson. Edward Elgar Publishing).

Levinthal, D. (1997)

“Three Faces of Learning: Wisdom, Inertia, and Discovery”, in *Technological Innovation: Oversights and Foresights*, edited by R. Garud, P. Nayyar, and Z. Shapiro. Cambridge University Press.

Levinthal, D. (1996)

“Learning and Schumpeterian Dynamics”, in *Organization and Strategy in the Evolution of the Enterprise*, edited by Franco Malerba and Giovanni Dosi, University Michigan Press.

Levinthal, D. (1995)

“Strategic Management and the Exploration of Diversity”, in *Evolutionary and Resource-Based Approaches to Strategy*, edited by Cynthia Montgomery, Kluwer Academic Press.

Levinthal, D. and J. Myatt (1994)

“Co-evolution of capabilities and industry: A study of mutual fund processing”. *Strategic Management Journal*, 15: 45-62

Cohen, W. and D. Levinthal (1994)

“Fortune favors the prepared firm”. *Management Science*, 40: 227-251

Levinthal, D. and J. March (1993)

“The myopia of learning”. *Strategic Management Journal*, 14: 95-112.

(Reprinted in N. Lazaric, F. Lorenz, and E. Lorenz Eds., *Knowledge, Learning and Routines*. Edward Elger, 2002)

Winner of the 2002 Strategic Management Society Best Paper Prize for work with the most significant impact over the prior 10 years

Levinthal, D. (1992)

“Surviving Schumpeterian Environments: An Evolutionary Perspective”. *Industrial and Corporate Change*, 1: 427-443. (Also appears in Baum and Singh Eds., *Evolutionary Dynamics of Organizations*)

Seabright, M., D. Levinthal, and M. Fichman. (1992)

“The role of individual attachments in interorganizational relationships”. *Academy of Management Journal*, 35: 122-160.

Levinthal, D. (1991)

“Random walks and organizational mortality”. *Administrative Science Quarterly*, 36: 397-420.

Fichman, M. and D. Levinthal. (1991)

“Ties that Bind: History Dependence in Professional Relationships”, in *Research in the Sociology of Organizations*, edited by S. Bacharach, S. Barley and P. Tolbert. JAI Press, 119-153.

Fichman, M. and D. Levinthal. (1991)

“Honeymoons and the liability of adolescence: A new perspective on duration dependence in social and organizational relationships”. *Academy of Management Review*, 16: 442-468.

Levinthal, D. (1991)

“Organizational adaptation and environmental selection - Interrelated processes of change”. *Organizational Science*, 2: 140-145 (Reprinted in L. Sproull and M. Cohen (Eds.), *Organizational Learning*, Sage Publications, 1996).

Levinthal, D. (1990)

“Organizational adaptation, environmental selection and random walks”, in *Organizational Evolution: New Perspectives*, edited by J. Singh, Sage Publications, pp. 201-223.

Cohen, W. and D. Levinthal. (1990)

“Absorptive capacity: A new perspective on learning and innovation”, *Administrative Science Quarterly*, 35: 128-152.

(Reprinted in B. Martin and P. Nightingale (Eds.), *Science, Technology and Innovation*. Edward Elgar Publishing; Reprinted in Burgelman, Christensen, and Wheelright (Eds.), *Strategic Management of Technology and Innovation*, 2003; Reprinted in *Knowledge and Learning in the Firm*, edited by Bart Nooteboom Edward Elgar 2006; Reprinted in W. Starbuck (Ed.) *Learning by Organizations* Vol. II. Edward Elger 2007 )

Cohen, W. and D. Levinthal. (1990)

“The implications of spillovers for r&d investment and welfare: A new perspective”, in *Advances in Applied Microeconomics, Vol. 5: Factors Affecting Technological Change*, edited by Al Link and Kerry Smith. JAI Press, pp.29-45.

Cohen, W. and D. Levinthal. (1989)

“Innovation and learning: The two faces of r&d”. *Economic Journal*, 99: 569-596. (Reprinted in E. Mansfield and E. Mansfield (eds.), *The Economics of Technical Change*. (1993) Edward Elgar Publishing; N. Wolff (1997), *The Economics of Productivity*, Edward Elgar Publishing; A. Link (ed.) (2008), *The Economic Theory of Invention and Innovation*, Edward Elgar Publishing; B. Nooteboom (ed.) (2006), *Knowledge and Learning*, Edward Elgar Publishing)

Levinthal, D. and D. Purohit. (1989)

“Durable goods and product obsolescence”. *Marketing Science*, 8: 35-56.

Levinthal, D. and M. Fichman. (1988)

“Dynamics of Interorganizational Attachments: Auditor Client Relationships”. *Administrative Science Quarterly*, 33: 345-369.

Levinthal, D. (1988)

“A Survey of Agency Models of Organizations”. *Journal of Economics Behavior and Organizations*, 9: 153-185.

Herriott, S., D. Levinthal. and J. March. (1985)

“Learning with Experience in Organizations”. *American Economic Review*, 75: 298-302 (Reprinted in J. G. March (Col.), *Decisions and Organizations*. Oxford, United Kingdom: Basil Blackwell, 1988).

Levinthal, D. and J. March. (1981)

“A Model of Adaptive Organizational Search”. *Journal of Economic Behavior and Organizations*, 2: 307-333 (Reprinted in J. G. March (Col.), *Decision and Organizations*. Oxford, United Kingdom: Basil Blackwell, 1988).



**Working  
Papers**

Levinthal, D. and D. Schliesmann

“Learning from experience: Aspiration-based and direct reinforcement”

Levinthal, D. and D. Schliesmann

“Pivots and path-dependence: Examining entrepreneurial journeys”

Levinthal, D.

“A theory of the firm from the perspective of evolutionary economics”

(Perspectives on Complex Evolving Economies: Essays in Honor of Giovanni Dosi,  
edited by F. Malerba, F. Louca and L. Marengo, Cambridge University Press)

Levinthal, D.

“Context dependent intelligence: Acting, learning and organizing in complex worlds”

(Elger Handbook of Cognitive Economics, Edited by R Virle)

**Service**

Dean’s Advisory Council (2014-2020)

Chair of the Management Department (2001 – 2010, 2013 – 2016, 2021-22)

University Search Committee for Wharton Dean (2007, 2013, and 2020)

Coordinator of Management Department Ph.D. Program (1998-2001)

Wharton School Personnel Committee (1998-2000, 2019-20); Chair (1999-2000)

**Editorial  
Roles**

Editor-in-Chief, Strategy Science (2014-2021)

Editor-in-Chief, Organization Science (2010-2013)

Editor, Industrial and Corporate Change (2010-2015)

Editorial Advisory Board, Academy of Management Annual Review Series (2005-2016)

Department Editor for Business Strategy, Management Science (2000-2003)

Associate Editor, Management Science (1992 – 1998)

**Scientific  
Committees**

Industry and Corporate Change (2015 – present)

Danish Research Unit for Industry Dynamics (DRUID) (2008 – 2013)

Center for Innovation Research, University of Tilburg (2010 – 2015)

Advanced School of Economics and Management, University of Venice (2008 – 2010)

February 2026