

**NICOLAJ SIGGELKOW**

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**I. EDUCATIONAL BACKGROUND**

- 1998 Ph.D., Harvard University  
Field: Business Economics
- 1997 M.A., Harvard University  
Field: Economics
- 1993 B.A. (with distinction and honors), Stanford University  
Field: Economics

**II. TEACHING**

A. Employment

- 2009 - present David M. Knott Professor, Professor of Management, The Wharton School, University of Pennsylvania
- 2004 - 2009 Associate Professor of Management (with tenure), The Wharton School, University of Pennsylvania
- 1998 - 2004 Assistant Professor of Management, The Wharton School, University of Pennsylvania

B. Courses taught

1. Graduate courses

- 2013 - present Management 613 “Managing the Enterprise”  
(Wharton Executive MBA Program)
- 2012 - 2013 Management 611 “Managing the Established Enterprise” (MBA program)

1998 - present	Management 701 “Strategy and Competitive Advantage” (MBA program)
2005 - present	Management 701 “Strategy and Competitive Advantage” (Wharton Executive MBA Program)

## 2. Undergraduate courses

1999 - 2004	Management 223 “Business Policy and Strategy”
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### III. RESEARCH/PUBLICATIONS

#### 1. Articles published in refereed journals

- [1] Nicolaj Siggelkow. 2001. “Change in the Presence of Fit: The Rise, the Fall, and the Renaissance of Liz Claiborne.” *Academy of Management Journal*, 44, pp. 838-857.
- [2] Nicolaj Siggelkow. 2002. “Misperceiving Interactions among Complements and Substitutes: Organizational Consequences.” *Management Science*, 48, pp. 900-916.
- [3] Nicolaj Siggelkow. 2002. “Evolution toward Fit.” *Administrative Science Quarterly*, 47, pp. 125-159.
- [4] Jan W. Rivkin and Nicolaj Siggelkow. 2002. “Organizational Sticking Points on NK Landscapes.” *Complexity*, 7 (5), pp. 31-43.
- [5] Jan W. Rivkin and Nicolaj Siggelkow. 2003. “Balancing Search and Stability: Interdependencies Among Elements of Organizational Design.” *Management Science*, 49, pp. 290-311.
- [6] Nicolaj Siggelkow. 2003. “Why Focus? A Study of Intra-Industry Focus Effects.” *Journal of Industrial Economics*, 51, pp. 121-150 (lead article).
- [7] Nicolaj Siggelkow and Daniel A. Levinthal. 2003. “Temporarily Divide to Conquer: Centralized, Decentralized, and Reintegrated Organizational Approaches to Exploration and Adaptation.” *Organization Science*, 14, pp. 650-669.
- [8] Nicolaj Siggelkow and Daniel A. Levinthal. 2005. “Escaping Real (Non-Benign) Competency Traps: Linking the Dynamics of Organizational Structure to the Dynamics of Search.” *Strategic Organization*, 3, pp. 85-115.

- [9] Nicolaj Siggelkow and Jan W. Rivkin. 2005. "Speed and Search: Designing Organizations for Turbulence and Complexity." *Organization Science*, 16, pp. 101-122.
- [10] Nicolaj Siggelkow and Jan W. Rivkin. 2006. "When Exploration Backfires: Unintended Consequences of Multi-Level Organizational Search." *Academy of Management Journal*, 49, pp. 779-795.
- [11] Jan W. Rivkin and Nicolaj Siggelkow. 2006. "Organizing to Strategize in the Face of Interactions: Preventing Premature Lock-in." *Long Range Planning*, 39, pp. 591- 614.
- [12] Nicolaj Siggelkow. "Persuasion with Case Studies." 2007. *Academy of Management Journal*, 50, pp. 20-24.  
translated in Chinese in: 2008. *Management World*, 6, pp. 156-160.
- [13] Jan W. Rivkin and Nicolaj Siggelkow. 2007. "Patterned Interactions in Complex Systems: Implications for Exploration." *Management Science*, 53, pp. 1068-1085.
- [14] Michael E. Porter and Nicolaj Siggelkow. 2008. "Contextual Interactions within Activity Systems and Sustainability of Competitive Advantage." *Academy of Management Perspectives*, 22 (2), pp. 34-56.
- [15] Nicolaj Siggelkow and Jan W. Rivkin. 2009. "Hiding the Evidence of Valid Theories: How Coupled Search Processes Obscure Performance Differences among Organizations." *Administrative Science Quarterly* 54, pp. 602-634.
- [16] Felipe Csaszar and Nicolaj Siggelkow. 2010. "How much to copy? Determinants of effective imitation breadth." *Organization Science* 21, pp. 661-676.
- [17] Vikas Aggarwal, Nicolaj Siggelkow, and Harbir Singh. 2011. "Corporate Development Choices and Interdependence: Strategic Tradeoffs and Performance Implications." *Strategic Management Journal* 32, pp. 705-730.
- [18] Nicolaj Siggelkow. 2011. "Firms as Systems of Interdependent Choices." *Journal of Management Studies* 48, pp. 1126-1140.
- [19] Oliver Baumann and Nicolaj Siggelkow. 2013. "Dealing with Complexity: Integrated vs. Chunky Search Processes." *Organization Science*, 24, pp. 116-132.

[20] Ashish Arora, Michelle Gittelman, John Lynch, Will Mitchell and Nicolaj Siggelkow. 2016. “Question-Based Innovations in Strategy Research.” *Strategic Management Journal*, 37, 3-9.

[21] Dirk Martignoni, Anoop Menon and Nicolaj Siggelkow. forthcoming. “Consequences of Misspecified Mental Models: Contrasting Effects and the Role of Cognitive Fit.” *Strategic Management Journal*

## 2. Working papers

[22] Nicolaj Siggelkow and Phebo Wibbens. 2015. “A Ladder of Competitive Advantage”

## 3. Other articles

### a. Articles in proceedings

[23] Michael E. Porter and Nicolaj Siggelkow. 2000. “Contextuality within Activity Systems.” *Academy of Management Best Paper Proceedings*.

[24] Nicolaj Siggelkow and Jan W. Rivkin. 2006. “When Exploration Backfires: Unintended Consequences of Multi-Level Organizational Search.” *Academy of Management Best Paper Proceedings*.

[25] Nicolaj Siggelkow and Jan Rivkin. 2008. “Coupled Search Processes: Why is it so difficult to find that organizational design matters?” *Academy of Management Best Paper Proceedings*.

[26] Oliver Baumann and Nicolaj Siggelkow. 2008. “Chunky vs. Incremental Growth: How to Expand a Search Domain.” *Academy of Management Best Paper Proceedings*.

[27] Nicolaj Siggelkow and Phebo D. Wibbens. 2015. “A Ladder of Competitive Advantage” *Academy of Management Best Paper Proceedings*.

### b. Chapters in books

[28] Michael E. Porter and Nicolaj Siggelkow. 1999. “Competition and Strategy: The Creation of a Group and a Field.” in: *The Intellectual Venture Capitalist: John McArthur and the Work of the Harvard Business School, 1980–1995*, edited by Thomas K. McCraw and Jeffrey L. Cruikshank: pp. 99–132. Boston: Harvard Business School Press.

- [29] Nicolaj Siggelkow. 2003. "Change in the Presence of Fit: The Rise, the Fall, and the Renaissance of Liz Claiborne." in: *Strategy Process*, edited by Bala Chakravarthy, Peter Lorange, Günter Müller-Stevens, Christoph Lechner: pp. 46-76. Oxford: Blackwell Publishers. (expanded version of [1])
- [30] Nicolaj Siggelkow. 2007. "Fit" Entry in: *International Encyclopedia of Organization Studies*, edited by Stewart Clegg and James R. Bailey. London: SAGE.
- [31] Jan W. Rivkin and Nicolaj Siggelkow. 2009. "Organizing to Strategize in the Face of Interactions: Preventing Premature Lock-in." in: *Network-based Strategies and Competencies*, edited by Paul Kleindorfer and Jerry Wind. Wharton School Publishing (modified version of [11]).
- [32] Oliver Baumann and Nicolaj Siggelkow. 2011. "Complexity and Competitive Advantage." in: *The SAGE Handbook of Complexity and Management*, edited by Peter Allen, Steve Maguire, Bill McKelvey: pp. 494-505. London: SAGE.

#### 4. Books (assisted)

- [33] Paul Milgrom, John Roberts, (assisted by) Nicolaj Siggelkow. 1993. *Teaching Manual for Economics, Organization, and Management*. Englewood Cliffs, N.J.: Prentice-Hall (145 pages).

#### 5. Case studies, reports, and other articles

- [34] Nicolaj Siggelkow and Michael E. Porter. 1997. *Progressive Corporation*. Harvard Business School Case No. 9-797-109.
- [35] Nicolaj Siggelkow. 2001. "Who Reads My Paper Anyways? A Survey of Journal Readership and Reputation."
- [36] Nicolaj Siggelkow. 2004. "Caught Between Two Principals."
- [37] A.G. Lafley, Roger L. Martin, Jan W. Rivkin, and Nicolaj Siggelkow. 2012. "Bringing Science to the Art of Strategy." *Harvard Business Review*, September, pp. 56-66.

## 6. Invited papers/presentations

“Creating and Searching NK landscapes”

- Santa Fe Institute, 2015

“Consequences of Misspecified Mental Models: Contrasting Effects and the Role of Cognitive Fit”

- University of Auckland Business School, 2015

“Consequences of Misperceiving External and Internal Interdependencies: The Effects of Neuroticism and Blind Spots.”

- IAE Business School, Buenos Aires, 2012
- Copenhagen Business School, Department of Strategic Management and Globalization, 2012

“Dealing with Complexity: Integrated vs. Chunky Search Processes”

- Columbia University, Management Department, 2011
- University of Venice, Department of Management, 2011

“When it Pays to be Neurotic or to Have Blind Spots: The Value of Understanding External and Internal Contingencies.”

- BYU/Utah Strategy Conference, 2012
- London Business School, Strategy Research Seminar, 2010
- University of Maryland, Logistics, Business, and Public Policy Seminar Series, 2010
- Organization Science Winter Conference, Steamboat, 2010
- Academy of Management Meeting, Chicago, 2009
- European Group of Organization Studies Conference, Barcelona, Spain, 2009

“Coupled Search Processes: Why is it so difficult to find that organizational design matters?”

- Universität St. Gallen, Switzerland, 2008
- Ludwig-Maximilians-Universität, München, Germany, 2008
- European School of Management and Technology, Berlin, Germany 2008
- Freie Universität Berlin, Germany, 2008
- Academy of Management Meeting, Anaheim, 2008
- Massachusetts Institute of Technology, Strategy Seminar Series, 2008
- Organization Science Winter Conference, Steamboat, Colorado, 2007

“Challenges in Case and Simulation Research.”

- Keynote address at the Advancement of Management Studies Annual Conference, Oxford, England, 2008

- “Chunky vs. Incremental Growth: How to Expand a Search Domain.”  
 - Academy of Management Meeting, Anaheim, 2008
- “Learning (or not) from Extreme Events.”  
 - Organization Science Winter Conference, Squaw Valley, 2008
- “Copy If You Dare: The Contingent Value of Imitation Capabilities.”  
 - Organization Science Winter Conference, Squaw Valley, 2008  
 - Academy of Management Meeting, Philadelphia, 2007
- “Persuasion with Case Studies and Simulations.”  
 - Organization Science Winter Conference, Steamboat, Colorado, 2007
- “The Value of Search and Change Capabilities: A Multi-Agent Simulation Model of Competition.”  
 - Strategic Management Society Meeting, Vienna, Austria, 2006
- “When Exploration Backfires: Unintended Consequences of Multi-Level Organizational Search.”  
 - Academy of Management Meeting, Atlanta, 2006
- “Thoughts on Case Studies.”  
 - Academy of Management Meeting, Atlanta, 2006
- “The Evolution of Organizational Designs and Cross-Sectional Performance Implications.”  
 - Complexity Conference, Aix-en-Provence, France, 2006
- “Developmental Paths.”  
 - Freie Universität Berlin, Germany, 2005
- “The Effect of Organizational Design on Organizational Search: An Agent-based Modeling Approach.”  
 - Freie Universität Berlin, Germany, 2005
- “Patterned Interactions in Complex Systems: Implications for Exploration.”  
 - Academy of Management Meeting, Honolulu, 2005  
 - Organization Science Winter Conference, Steamboat, Colorado, 2005
- “Performance and Survival Implications of Exploration and Diversification.”  
 - Academy of Management Meeting, Honolulu, 2005
- “The effect of organizational design on organizational search – an agent based modeling approach.”  
 - Organization Science Winter Conference, Steamboat, Colorado, 2005

“Speed and Search: Designing Organizations for Turbulence and Complexity.”

- Academy of Management Meeting, New Orleans, 2004
- Strategy Department, Harvard Business School, 2004
- Department of Management, Fuqua School of Business, Duke University, 2003
- Department of Management and Organizational Behavior, NYU Stern School of Business, 2003
- Strategy and Policy Department, Boston University, 2003

“Directions of Growth: A Test of Positioning, Resource, Legitimation, and Vicarious Market Learning Arguments.”

- Academy of Management Meeting, Seattle, 2003
- Department of Strategy and Business Environment Seminar Series, Erasmus University Graduate School of Business, Rotterdam, The Netherlands, 2003
- INFORMS Conference, San Jose, 2002
- Reginald Jones Center for Management Strategy, Policy and Organization Seminar Series, Wharton, 2002

“The Origins of Strategies.”

- Strategic Management Society Meeting, Baltimore, 2003

“Performance Determinants of Organizational Design: Towards an Understanding of Environmental Contingency.”

- North American Association for Computational Social and Organizational Science Conference, Pittsburgh, 2003
- Complex Adaptive Systems Group and Strategy Group Seminar Series, Saïd Business School, Oxford University, England, 2003
- Departments of Strategy and Entrepreneurship Seminar Series, INSEAD, France, 2003
- Marketing and Strategic Management Seminar Series, Warwick Business School, England, 2003
- Department of Industrial Economics and Strategy Seminar Series. Copenhagen Business School, Denmark, 2003
- Reginald Jones Center for Management Strategy, Policy and Organization Seminar Series, Wharton, 2003

“Balancing Search and Stability: Interdependencies among Elements of Organizational Design.”

- Stanford Strategic Management Conference, 2003
- Corporate Strategy and International Business Seminar Series, University of Michigan, 2003
- Academy of Management Meeting, Denver, 2002
- Computational Analysis of Social and Organizational Systems Conference, Pittsburgh, 2002
- Penn Agent Based Modeling Laboratory, Solomon Asch Center for the Study of Ethno-political Conflicts, 2002



- “Using Agent-Based Simulation Models to Study Organizational Design”
- Organization Science Winter Conference, Steamboat, Colorado, 2003
- “Contextuality within Flexible Production Systems: Evidence from Automobile Assembly.”
- Strategic Management Society Meeting, Paris, France, 2002
- “Temporarily Divide to Conquer: Modular and Integrated Organizational Approaches to Exploration and Adaptation.”
- Academy of Management Meeting, Denver, 2002
- “Linking the Old and the New: Modular, Integrated, and Reintegrated Organizational Adaptation.”
- Strategic Management Society Meeting, Paris, France, 2002
  - Academy of Management Meeting, Washington D.C., 2001
  - Reginald Jones Center for Management Strategy, Policy and Organization Seminar Series, Wharton, 2001
  - Strategic Management Society Meeting, Vancouver, Canada, 2000
- “Modular and Integrated Organizational Exploration and Adaptation.”
- Innovation and Inertia: Impacts of New Technology on Organizational Forms and Strategies Conference, Duke University, Durham, 2002
- “Choice Interaction and Organizational Structure.”
- Strategic Management Society Meeting, San Francisco, 2001
  - European Group of Organization Studies Conference, Lyon, France, 2001
  - Management of Technology Seminar Series, Wharton, 2001
  - Applied Economics Seminar Series, Wharton, 2001
- “Contextuality within Activity Systems.”
- Strategic Management Society Meeting, San Francisco, 2001
  - Academy of Management Meeting, Toronto, Canada, 2000
- “Change in the Presence of Fit: The Rise, the Fall, the Renaissance of Liz Claiborne.”
- Strategic Management Society Mini-Conference, St. Gallen, Switzerland, 2001
  - Strategic Management Society Meeting, Berlin, Germany, 1999
  - Evolution of Organizations and Industries Seminar Series, Wharton, 1999
- “Evolution of Fit: The Voyage of Vanguard.”
- University of Münster, Germany, 2001
  - University of Utah & Brigham Young University Winter Strategy Conference, Salt Lake City, 2001
  - Strategic Management Society Meeting, Vancouver, Canada, 2000

- Reginald Jones Center for Management Strategy, Policy and Organization Seminar Series, Wharton, 2000
- “Who reads my paper anyways? A survey of journal readership and reputation.”
- Reginald Jones Center for Management Strategy, Policy and Organization Seminar Series, Wharton, 2001
- “Misperceiving Interactions: Organizational Consequences.”
- Academy of Management Meeting, Toronto, Canada, 2000.
  - Stanford Strategic Management Conference, 2000.
  - Applied Economics Seminar Series, Wharton, 2000.
  - Strategy Research Forum, Gloucester, MA, 1999.
  - Reginald Jones Center for Management Strategy, Policy and Organization Seminar Series, Wharton, 1999
- “Why Focus? A Study of Intra-Industry Focus Effects.”
- Investment Company Institute, Mutual Fund Conference, Washington D.C., 2000
- “Expense Shifting: Agency Issues in the Mutual Fund Industry.”
- Distribution and Pricing of Delegated Portfolio Management Conference, University of Pennsylvania, 2002
  - Investment Company Institute, Mutual Fund Conference, Washington D.C., 2000
  - Financial Institutions Center, Advisory Board Meeting, New York, 1999
  - Applied Economics Seminar Series, Wharton, 1999
- “Firms as Systems of Interconnected Choices: The Evolution of Activity Systems.”
- Academy of Management Meeting, Boston, 1997

### C. Editorial activities

- 2007 - present Member of the Editorial Review Board of *Strategic Management Journal*
- 2006 - present Member of the Editorial Review Board of *Strategic Organization*
- 2004 - present Member of the Editorial Review Board of *Organization Science*
- 2014 - 2015 Guest Co-Editor for Special Issue on Innovations in Research Methods, *Strategic Management Journal*

2004 - 2012 Member of the Editorial Review Board of *Administrative Science Quarterly*

2004 - 2011 Member of the Editorial Review Board of *Academy of Management Perspectives*

Ad-hoc Referee for: *Academy of Management Journal*  
*Academy of Management Review*  
*British Journal of Management*  
*Cambridge University Press*  
*European Financial Management*  
*European Management Review*  
*Industrial and Corporate Change*  
*International Journal of Industrial Organization*  
*Journal of Economic Behavior and Organization*  
*Journal of Financial Research*  
*Journal of Industrial Economics*  
*Journal of Management Studies*  
*Management Science*  
*Managerial and Decision Economics*  
*McGraw-Hill*  
*National Science Foundation*  
*Organization*  
*Organization Studies*  
*Oxford University Press*  
*SAGE Publications*  
*Strategic Entrepreneurship Journal*  
*Wharton School Publishing*

1999 - 2006 Reviewer for the Academy of Management Meetings, Division of Business Policy and Strategy

2005 Reviewer for the Annual Conference on Corporate Strategy

2000, 2003, 2005 Member of the Review Committee for the Strategic Management Society's International Conference

2001 - 2005 Reviewer for the INFORMS/Organization Science Dissertation Competition

#### **IV. PROFESSIONAL ACTIVITIES**

##### **A. University-related activities**

Doctoral dissertation committees

Phebo Wibbens, Alessandro Marino (Ph.D. 2013), Anuja Gupta (Ph.D. 2010), Vikas Aggarwal (Ph.D. 2009), Felipe Csaszar (Ph.D. 2009), Jaime Eggers (Ph.D. 2008), Brian Wu (Ph.D. 2007), Robert Jensen (Ph.D. 2006), Dovev Lavie (Ph.D. 2004), Christina Fang (Ph.D. 2003)

#### Other university-related activities

- 2013 – 2014 Member of the Wharton Personnel Committee
- 2010 – 2013 Chair of the Wharton Management Department
- 2010 - 2011 Member of the Wharton MBA Curriculum Committee
- 2009 - 2011 Member of the Wharton MBA Review Committee
- 2009 - present Co-director, William and Phyllis Mack Institute for Innovation Management
- 2004 – 2010, Area Coordinator, Strategy Group, Wharton Management  
2013 - present Department
- 2007 - 2011 Member of the Wharton Executive Education Faculty Advisory Committee
- 2007 - 2008 Member of the Wharton Faculty Committee on MBA Education and Experience
- 2006 - 2007 Member of the Wharton School Strategy Committee
- 2005, 2006 Chair of the Strategy Group faculty search committee  
2007, 2009
- 2007 Chair of a management faculty tenure review committee
- 2005, 2006 Chair of a management faculty reappointment committee
- 2005 Member of a departmental Wharton Quinquennial Review Committee
- 2005 Faculty keynote speaker at Wharton Welcome Weekend
- 2004, 2006-2010 Chair of qualifying exam committee for Ph.D. students in strategy
- 2004, 2009 Member of a management faculty reappointment committee  
2014
- 2004, 2010 Convocation speaker for MBA in-coming class
- 2004 - 2008 MBA Strategy Advisor
- 2004 - 2009 Core Faculty Member, Mack Center for Technological Innovation

2004, 2006 2007	Discussion leader for the Penn Undergraduate Reading Project
2003 – 2007	College House Associate, Harnwell College House
2002 - 2004	Co-organizer of Wharton Technology Mini-Conference
2001, 2004, 2007, 2013	Member of the Entrepreneurship Group faculty search committee
2000 - 2010	Management representative for the undergraduate concentration in e-commerce
2000 - 2012	MBA pre-term faculty lecturer
2000 - 2012	MBA pre-term Case Day instructor
1999 - 2003	Coordinator of Management Department Strategy Seminar series
1999, 2001 2003, 2005	Member of qualifying exam committee for Ph.D. students in strategy
1999, 2002	Member of the Strategy Group faculty search committee

#### B. Professional affiliations, positions and memberships

2009, 2010	Co-chair of the New Faculty Consortium, Business Policy and Strategy Division of the Academy of Management
2006 - 2008	Representative at Large for the Competitive Strategy Interest Group in the Strategic Management Society

Academy of Management  
American Economic Association  
Institute for Operations Research and the Management Sciences  
Strategic Management Society (Fellow)  
Strategy Research Initiative (Fellow)

## V. AWARDS AND GRANTS

#### A. Awards

2013	Fellow of the Strategic Management Society
2010	Helen Kardon Moss Anvil Teaching Award, Wharton

2008	<i>Administrative Science Quarterly</i> Scholarly Contribution Award for the most significant paper published in <i>ASQ</i> five years earlier (for [3])
2004, 2006	Class of 1984 Award (presented to the faculty member with the highest teaching rating in the MBA classroom)
2005	The (inaugural) Wharton Graduate Association Student Choice Award (for commitment to teaching excellence)
2004	The Wharton Award (awarded by MBA students to “the professor who has contributed the most to students’ experience at Wharton”)
2004 - 2008 2010, 2011, 2015	Student-elected Faculty Marshal
1999, 2000 2003, 2004 2006, 2007, 2010, 2013, 2015, 2016	Excellence in Teaching Award, Wharton
2013, 2014	Core Curriculum Teaching Award, Wharton
2008, 2015 2016	Excellence in Teaching Award, Wharton Executive MBA Program, West Coast
2008, 2015	Excellence in Teaching Award, Wharton Executive MBA Program, East Coast
2003, 2005	Excellence in Teaching Undergraduates Award, Wharton
2000 - 2008	Finalist for the Helen Kardon Moss Anvil Teaching Award, Wharton
2000	Best Conference Paper Prize of the Strategic Management Society Meeting
1995	First Year’s Honors, Harvard Business School MBA Program
1993	Anna Laura Meyers Award for Outstanding Honors Thesis in Economics, Stanford University
1993	Phi Beta Kappa, Stanford University

1991 Walter G. Vincenti Essay Prize, Stanford University

**B. Grants**

2001 - 2015 Research Grants, Mack Institute for Innovation Management, Wharton

2002 Research Grant, Snider Entrepreneurship Research Center and Goergen Entrepreneurship program, Wharton

2000 Research Grant, Huntsman Center for Global Competition and Innovation, Wharton

1998, 2000 Research Grants, The Reginald H. Jones Center for Management Strategy, Policy and Organization, Wharton