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Richard Ivey School of Business  
The University of Western Ontario



Oana Branzei is the David G. Burgoyne Faculty Fellow, the Building Sustainable Value Research Fellow, and Associate Professor of Strategy at the Richard Ivey School of Business, University of Western Ontario, London, Canada.

Oana's research initiatives explore the micro-origins of competitive advantage, the socio-emotional and relational resources for sustainable value creation, the formation of path-breaking capabilities and strategies, and the creation and diffusion of pro-peace pro-poor business models. At Ivey, Oana teaches Strategy, Sustainability, and Social Enterprise in the HBA, MBA, EMBA and PhD programs.

Prior to joining Ivey, Oana taught in the MBA and the PhD programs, the Kellogg-Schulich Executive MBA and the Sustainable Enterprise Academy at the Schulich School of Business at York University. Dr. Branzei was also a Deputy Director of the Erivan K. Haub Program in Business and Sustainability. Oana serves on the Editorial Review Boards of Journal of Business Venturing, Entrepreneurship Theory & Practice and the Journal of Trust Research.

## ACADEMIC POSITIONS

- 2011-present Associate Professor, Strategy**
- 2007-2011 Assistant Professor, Strategy**  
**Richard Ivey School of Business, University of Western Ontario**  
2010-present, Building Sustainable Value Research Fellow  
2007-present, David G. Burgoyne Faculty Fellow  
2008-present, Convener & Faculty, PhD Sustainability Academy
- 2005-present Executive Board Member, Institute for Research & Innovation in Sustainability**
- 2005-2007 Deputy Director, Erivan K. Haub Program in Business and Sustainability**
- 2004-2007 Assistant Professor, Organizational Behaviour & Industrial Relations**  
**Schulich School of Business, York University**  
2006-present, Faculty, Sustainable Enterprise Academy
- 2003-present Statistics Canada Facilitated Access Researcher**  
The Science, Technology and Innovation Division, Survey of Innovation.
- 2000-2003 Adjunct Professor, Sauder School of Business, University of British Columbia**  
2002-2003, Strategy and Business Economics,  
2000-2001, Organizational Behaviour and Human Resources
- 1998-2004 Research Fellow, Sauder School of Business, University of British Columbia**  
2002-2004, W. Maurice Young Entrepreneurship and Venture Capital Research Centre  
1998-2004, Center for International Business Studies  
1998-2004, Forest Economics and Policy Analysis Research Unit

## EDUCATION

### **Ph.D. in Business Administration**

*Sauder School of Business, University of British Columbia, Canada, 1998-2005.*

Dissertation, **Product Innovation in Heterogeneous R&D Networks: Pathways to Exploration and Exploitation**

Izaak Walton Killam Doctoral Fellowship Recipient, 1998-2000.

Social Sciences and Humanities Research Council Doctoral Fellowship Recipient, 2001-2002.

University of British Columbia Graduate Fellowship Recipient, 2000-2001 and 2002-2003.

### **Masters of Business Administration, International Business**

*University of Nebraska at Omaha, US, 1996-1998.*

Jack Hill Award for Exceptional Performance and Potential, 1998.

### **Honors Business Administration, Foreign Trade/ International Relations**

*Al. I. Cuza University, Romania, 1991-1996.*

Thesis, **New Dimensions and Perspectives in the Management of Transnational Corporations.**

Dean's List and Honors Scholarship, 1991-1996.

Graduated first in class and university cohort.

### **Honors Business Administration, Business Administration**

*University of Nebraska at Omaha, US, 1992-1993.*

Samantha Smith Memorial Exchange Program for Mutual Educational and Cultural Exchange

US Bureau of Educational and Cultural Affairs Full Scholarship, 1992-1993.

### **Licenciatura en Ciencias Economicas y Empresariales**

*Universidad de Valladolid, Spain, 1993-1994.*

Tempus Full Scholarship, 1993-1994.

## RESEARCH AGENDA

### **Origins of competitive advantage**

#### **Sustainable value creation**

Path-breaking strategies and disruptive business models

Social change agency: the pro-social, pro-peace functions of enterprise

Patterns of value creation, capture and distribution in cross-sector partnerships

Hybrid organizing and value conversion mechanisms

#### **Capability emergence and dynamics**

Recognition, emergence and erosion of dynamic capabilities

Endogenous micro-processes of capability formation

Exogenous levers and buffers for organizational capabilities

#### **Socio-emotional resources**

Social capital: trust, creativity, collaboration and engagement

Social enterprise under extreme adversity and/or resource constraints: hope and resilience

Social technologies and social change

Aesthetics and social change

## AWARDS

### Research

**Best Paper Award**, 2009 *Administrative Sciences Association of Canada*, Entrepreneurship & Family Business, Niagara Falls.

**Honourary Paper Award**, 2009 *Administrative Sciences Association of Canada*, Social Responsibility, Niagara Falls.

**Best Proposal Runner up Award**, 2008 *Strategic Management Society*, India Special Conference, Hyderabad.

**Best Paper Award**, 2008 *Association of Japanese Business Studies Conference*, Milan

**Best Paper Award Finalist**, 2006 *Academy of Management Conference*, Technology and Innovation Management Division, Atlanta.

**Best Dissertation Awards**, 2005 *Academy of Management Conference*, Technology and Information Management Division, Honolulu.

**Runner-up for Best Dissertation Award**, 2005 *INFORMS Annual Conference*, Technology Management Section, San Francisco.

**Honorable Mention for Best Paper**, *The Strategic Management Society 24<sup>th</sup> Annual International Conference*, San Juan.

**Best Student Paper, International Business Division**, *Administrative Sciences Association of Canada*, London.

**Outstanding Reviewer Awards**, *Academy of Management Annual Meetings* (Business, Policy and Strategy; Entrepreneurship; Organizations and the Natural Environment)

### Teaching

**HBA2 David G. Burgoyne Teaching Award for Outstanding Commitment to Student Development**, Richard Ivey School of Business, April 2009.

**1<sup>st</sup> Place MBA/IMBA**, 8th Annual Seymour Schulich Awards for Teaching Excellence, March 2005.

**1<sup>st</sup> Place Nomination**, 9th Annual Seymour Schulich Awards for Teaching Excellence, March 2006.

### Cases

**Best Case Award, Dark Side Case Study Competition 2007**, *Academy of Management*, for City Water Tanzania.

**Second Place, International OIKOS Case Competition 2007**, for City Water Tanzania.

### Consulting

**Award for Excellence in Consultation**, 1998, University of Nebraska and Nebraska Business Development Center.

**Distinguished Service Award**, 1998, Nebraska Business Development Center.

## RESEARCH GRANTS

### External Research Grants

**Social Technologies: Opportunities and Constraints for Value Creation at the Intersection of Socially-responsible Markets and Social Movements**, 2010 Early Researcher Award, CAN\$100,000 with UWO matching funds of CAN\$50,000.

**Community-based Enterprise Models for Poverty Alleviation in Subsistence Marketplaces**, Principal Investigator, 2010 SSHRC International Opportunities Fund, CAN\$75,000.

**Designing Eco-social Organizations: Emotional and Relational Triggers of Green Advantage**, Principal Investigator, 2009 Research Grants - Canadian Environmental Issues, CAN\$234,035 with RTS CAN\$15000.

**Sustainable Development under Resource Constraints: Enterprise Emergence and Social Capacity Building in War-torn Areas**, Principal Investigator, 2008 SSHRC Standard Grants Competition, CAN\$124,000 with RTS CAN\$7500.

**Capability Emergence and Erosion in Sequential Internationalization: The Contingent Roles of Export Policy and Information Sourcing Choices**, Co-applicant, 2008 SSHRC Research Grants - Management, Business and Finance Competition, CAN\$172,885.

**A Multilevel Model of Value Creation and Appropriation in Chinese-foreign R&D Alliances**, Co-applicant, 2008 SSHRC Standard Research Grants Competition, CAN\$79,000.

**Social Innovation through Cross-Sector Models of Collaboration**, 2008-2010 Community-University Research Alliance for Southern Ontario's Social Economy, Social Economy Centre, University of Toronto, CAN\$30,000.

**Sustainable Microenterprise: A Dynamic Model of Growth and Survival under Resource Constraints**, Co-applicant, 2006 Canadian-African Capacity Building Grants for Private Sector Development Research in Africa by the Investment Climate and Business Environment Research Fund (ICBE RF), The International Development Research Centre (IDRC) and TrustAfrica (Ford Foundation), CAN\$50,000.

**The Formation of Product Innovation Capabilities: Origins of Competitive Advantage for Entrepreneurial Start-ups and Mature Incumbents**, Principal Investigator, 2004 SSHRC Standard Grants Competition, CAN\$72,746, including Research Time Stipend for CAN\$15,000.

Participated significantly in the development and completion of the following grants:

**Constructing Trust-Enabling Institutions: A Grounded Theory Approach**, 2003/2004 Research Grants Council Earmarked Grant, with K. Au and I. Vertinsky, HK\$357,000.

**R&D collaborations with domestic and foreign partners: Learning and Innovation**, 2003 Humanities and Social Sciences Research Grant (Large Grants Program), with I. Vertinsky, CAN\$9,847.

**Social Networks and Trust: The Interplay Between Trust-enabling Institutions and Individual Action**, 2002 Hampton Fund Research Grant in the Humanities and Social Sciences, with I. Vertinsky, CAN\$29,000.

**Improving the Performance of International Joint Ventures: A Study of Trust Formation, Governance Choices, and Cultural Differences**, 2001 SSHRC Standard Grants Competition, SSHRC program 830: "Challenges and Opportunities of a Knowledge-based Economy", with I. Vertinsky, CAN\$93,000.

## Internal Research Grants

**David G. Burgoyne Faculty Fellowship**, 2008-2012, Funded for CAN\$10,000 (renewed in 2010).

**Social Enterprise: From Experience to Experiential Learning**, *Driving Growth through Entrepreneurship and Innovation*, 2008-2009, Funded for CAN\$3,000.

**Innovation Purity: The Size Contingency to Ambidexterity**, *Driving Growth through Entrepreneurship and Innovation*, 2008-2009, Funded for CAN\$2,500.

### Research and Development, Ivey School of Business, University of Western Ontario

**Social and Economic Value Conversions in Hybrid Organizations**, 2010-2011.  
Funded for CAN\$10,000.

**Capabilities for Serializing Uniqueness**, 2009-2010.  
Funded for CAN\$10,000.

**Socialized Microfoundations of Capability Dynamization**, 2008-2009.  
Funded for CAN\$10,000

**Micro-dynamics of Capability Recognition, Emergence and Reconfiguration**, 2007-2008.  
Funded for CAN\$10,000

### Case Study Funding

#### Richard Ivey School of Business

2010-2011, Funded for CAN\$6,000.  
2009-2010, Funded for CAN\$3,000.  
2008-2009. Funded for CAN\$12,360.  
2007-2008. Funded for CAN\$4,500.

#### Engaging Emerging Markets

2007-2008. Funded for CAN\$3000.

### Conference Travel Funding

#### Richard Ivey School of Business

2007-2011, Funded for CAN\$28,000.

**Initial Trust Formation in Diverse Organizations**, 2005 Schulich Junior Faculty Fund. Funded for CAN\$2,000.

**Research Time Stipend 2005-2006**, Co-funded by SSHRC MCRI Entrepreneurship Research Alliance (ERA) & the Schulich School of Business, York University. Funded for CAN\$5,000.

## PUBLICATIONS

### Refereed Journal Articles

Branzei, O., Nakamura, M. and Vertinsky, I. (forthcoming). Learning in Collaborative R&D: When Multinationality Matters, *Asian Business & Management*, Special Issue for the 2008 Best Papers for the Association of Japanese Business Studies Conference, Milan, and Tenth Anniversary Issue, 10(1).

Le Ber, M. and Branzei, O. (in print). Towards a Critical Theory of Social Value Creation in Cross-sector Partnerships. *Organization*, 17(5), Special Issue Towards a Relational Understanding of Organization and Value: For Whom? For What? To What Effect?

Impact Factor: 1.352

Le Ber, M. and Branzei, O. (forthcoming). Value Frame Fusion in Cross-sector Interactions. *Journal of Business Ethics*, Special Issue on Cross-sector Interactions.

Financial Times, Impact Factor: 1.088

Branzei, O. and Abdelnour, S. (2010) Another Day, Another Dollar: Enterprise Resilience in Conflict, the *Journal of International Business Studies*, Special Issue on Conflict, Security and Political Risk: International Business in Challenging Times, 41(5): 804–825.

Financial Times, Impact Factor: 3.766 (5 year 5.727), Google Scholar 1

Abdelnour, S. and Branzei, O. (2010). War and Peace in Subsistence Markets: The Negotiated Meaning of Grassroots Development Interventions in Darfur, *Journal of Business Research*, 63: 617-629, Special Issue on Subsistence Marketplaces.

Impact Factor: 1.293, Google Scholar 1

Le Ber, M. J. and O. Branzei: (2010), '(Re)Forming Strategic Cross-Sector Partnerships: Relational Processes of Social Innovation', *Business & Society*, 49(1): 140-172, Special Issue on The Role of Nongovernmental Organizations in the Business-Government-Society Interface.

Impact Factor Pending; "the only peer-reviewed scholarly journal devoted entirely to research, discussion, and analysis on the relationship between business and society", <http://www.sagepub.com/journalsProdDesc.nav?prodId=Journal200878>

Branzei, O. and Fredette, C. (2008). Effects of Newcomer Practicing on Cross-level Learning Distortions, *Management Learning*, Vol. 39(4): 393–412, Special Issue on Organizational Learning, Knowledge and Capabilities.

Impact Factor: 1.020

Branzei, O., Vertinsky, I., and Camp, R., (2007) Culture-contingent Signs of Trust in Emergent Relationships, *Organizational Behavior and Human Decision Processes*, 104(1): 61-82.

Impact Factor: 2.549, Google Scholar 11, ISI 5

Branzei, O., and Thornhill, S. (2006). From Ordinary Resources to Extraordinary Performance: Environmental Moderators of Competitive Advantage, *Strategic Organization*, 4(1): 11-41.

Impact Factor: 4.059 (2<sup>nd</sup> in Strategy after Strategic Management Journal), Google Scholar 8

Branzei, O., and Vertinsky, I. (2006) Strategic Pathways to Product Innovation Capabilities in SMEs, *Journal of Business Venturing*, 21(1): 75-105.

Impact Factor: 2.260 (5 year 3.741), Google Scholar 29, ISI 10

Branzei, O., Ursacki, T. J., Vertinsky, I., and Zhang, W. (2004) The Formation of Green Strategies in Chinese Firms: Matching Corporate Environmental Responses to Individual Values and Principles, *Strategic Management Journal*, 25:1075-1095.

Financial Times, Impact Factor: 4.464 (5 year 6.931), Google Scholar 23, ISI 10

Zietsma, C., Winn, M., Branzei, O., and Vertinsky, I. (2002). The War of the Woods: Facilitators and Impediments of Organizational Learning Processes. *British Journal of Management*, Special Issue, 13: S61-S74.

Impact Factor: 1.448 (5 year 2.416), Google Scholar 52, ISI 8

Branzei, O. (2002). Cultural Explanations of Individual Preferences for Influence Tactics in Cross-Cultural Encounters, *International Journal of Cross Cultural Management*, in Meni Koslowsky (Ed.) ISSWOV Special Issue, 2(2): 203-218.

Google Scholar 7

Branzei, O., Vertinsky, I., Takahashi, T., and Zhang, W. (2001) Corporate Environmentalism and Culture: A Comparative Field Study of Chinese and Japanese Executives, *International Journal of Cross Cultural Management*, 1(3): 287-312.

Google Scholar 6

## Books

Hull, R., Gibbon, J., Branzei, O. and Haugh, H. (Eds), forthcoming. *Dialogues in Critical Management Studies, Vol. 1, Critical Perspectives on the Third Sector*, Emerald.

## Refereed Book Chapters

Hull, R., Gibbon, J., Branzei, O. and Haugh, H. (2011). Cases, Configurations, Critiques and Contributions, in Richard Hull, Jane Gibbon, Oana Branzei and Helen Haugh (Eds), *Dialogues in Critical Management Studies, Vol. 1, Critical Perspectives on the Third Sector*, Emerald.

Branzei, O. and Le Ber (2011). Commentary for Chapter 7, in Richard Hull, Jane Gibbon, Oana Branzei and Helen Haugh (Eds), *Dialogues in Critical Management Studies, Vol. 1, Critical Perspectives on the Third Sector*, Emerald.

Le Ber, M., and Branzei, O. (2011). The Dark Triangle: Hybridization in the Third Sector, in Richard Hull, Jane Gibbon, Oana Branzei and Helen Haugh (Eds), *Dialogues in Critical Management Studies, Vol. 1, Critical Perspectives on the Third Sector*, Emerald.

Poldner, K., Branzei, O., and Steyaert, C. (2011). Shecopreneuring: Stitching Global Eco-Systems in the Ethical Fashion Industry. In Alfred Marcus, Stefano Pogutz, Sanjay Sharma and Paul Shrivastava, (Eds), *Cross-Sector Leadership for the Green Economy. Integrating Research and Practice on Sustainable Enterprise*, Palgrave MacMillan.

Branzei, O. (2010). Social Change Agency Work: Understanding the Hopeful (Re)Production of Social Change, In Karen Golden-Biddle and Jane Dutton (Eds), *Exploring Positive Social Change and Organizations: Building a Theoretical and Research Foundation*, Routledge, Taylor and Francis Group.

Maier, E., and Branzei, O. (2010). Creative Conflict in Digital Imaging Communities. In Neal Ashkanasy and Charmine Hartel (Eds), *Research on Emotions in Organizations, Volume 6: Emotions in Creativity, Learning, and Change*. Emerald Insight.

Abdelnour, S., Wheeler, D., Badri, B., Branzei, O., and McGrath, S. (2008) Grassroots Enterprise Development in Darfur and Southern Sudan, in Oliver Williams (Ed), *Peace through Commerce: Partnerships as the New Paradigm*, University of Notre Dame Press, South Bend.

Branzei, O. and Peneycad, M. (2008). Weaving Sustainable Partnerships in Zanzibar: The Social Fabric of Women Entrepreneurship, in Ralph Hamann (Ed), *The Business of Sustainable Development in Africa: Human Rights, Partnerships, and New Business Models*, Unisa Press.

Branzei, O. (2004). Gaining Ideas and Skills: How Entrepreneurial Firms Design and Use Collaborations to Build Absorptive Capacity and Stimulate Innovation, in W.D. Bygrave, C.G. Brush, P. Davidsson, J. Fiet, P.G. Green, R.T. Harrison, M. Lerner, G.D. Meyer, J. Sohl, A. Zacharakis (Eds), *Frontiers of Entrepreneurship Research*, Wellesley, MA, 276-289.

Branzei, O., and Zietsma, C. (2004) Temporary Cognitions of Entrepreneurial Love: Dancing with the Opportunity, in W.D. Bygrave, C.G. Brush, P.Davidsson, J. Fiet, P.G. Green, R.T. Harrison, M. Lerner, G.D. Meyer, J. Sohl, A. Zacharakis (Eds), *Frontiers of Entrepreneurship Research*, Wellesley, MA, 620-633.

Google Scholar 4

Branzei, O., and Vertinsky, I. (2003) Eco-sustainability Orientation in China and Japan: Differences between Proactive and Reactive Firms, in Sanjay Sharma and Mark Starik (Eds.), *Research in Corporate Sustainability*, Edward Elgar Academic Volume of Papers, 85-121.

Google Scholar 11

Branzei, O. (2002). CEOs' and Environmental Managers' Perspectives on Corporate Eco-sustainability: Substantial Comparability despite Positional Differences, in L. Hayduk, X. Ma, and Cathy Carter-Snell (Eds.). *Structural Equation Modeling and Hierarchical Linear Modeling: Communicating Across Disciplines*. The Population Research Laboratory of the Department of Sociology, University of Alberta, 11-38.

Zietsma, C., Winn, M., Branzei, O., and Vertinsky, I. (2001). War of the Woods: Processes of Organizational Learning and Institutional Change, in M. Crossan and F. Olivera (Eds.), *Organizational Learning and Knowledge Management: New Directions*. London: Richard Ivey School of Business.

## Refereed Conference Proceedings

Le Ber, M. and Branzei, O. (2010). Towards a Critical Theory of Value Creation in Cross-sector Partnerships, *Academy of Management Best Paper Proceedings*, Montreal.

Le Ber, M., Bansal, T. and Branzei, O. (2010). Managing the Tensions between Social and Economic Value in Hybrid Organizations, *Administrative Sciences Association of Canada Best Paper Proceedings*, Ottawa.

Frooman, J.S., Branzei, O., McKnight, B. and Zietsma, C. (2009). Social (Ir)Responsibility Effects on Long-term Capital Costs, *Administrative Sciences Association of Canada Best Paper Proceedings*, Niagara Falls (Recipient of the Honourary Paper Award).

Abdelnour, S. and Branzei, O. (2009). The Renaissance of Community Enterprise in Postwar Sudan, *Administrative Sciences Association of Canada Best Paper Proceedings*, Niagara Falls (Recipient of the Best Paper Award Entrepreneurship & Family Business).

Abdelnour, S. and Branzei, O. (2008). Competing for Development: A Case Study of Fuel Efficient Stoves for Darfur, with Invited Expert Commentaries from Abdel Rahman, W., Badri, B., Gadgil, A., Majzoub, M. and Pemberton-Pigott, C. *Proceedings of the International Conference on Growing Inclusive Markets*, Halifax, Nova Scotia, June 20<sup>th</sup>-21<sup>st</sup> 2008. Accessible at: [http://www.gim2008.ca/conference\\_proceedings.htm](http://www.gim2008.ca/conference_proceedings.htm)

Branzei, O. and Leithwood, M. (2008). Make Green Delicious: Sustainability at Jamie Kennedy Kitchens, *Administrative Sciences Association of Canada Best Paper Proceedings*, Halifax (Best Case Runner-up, Case Track).

Fredette, C. and Branzei, O. (2007). Routine performativity in groups: Socio-emotional contextualizing of individual practice, Third International Conference on Organizational Routines: Empirical Research and Conceptual Foundations, Strasbourg, France.

Branzei, O., and Thornhill, S. (2006). R&D Networks and Innovation Capabilities: A Context-Contingency Perspective, Technology and Innovation Management, *Academy of Management Best Paper Proceedings*, Atlanta (Best Paper Award Finalist, Technology and Innovation Management Division).

Branzei, O., Vertinsky, I., and Camp, R. (2003). Initial Trust in Cross-cultural Collaborations: Formal and Informal Assurances in Canada and Japan. In D. Nagao (Ed.), *Academy of Management Best Paper Proceedings*. Seattle, WA: Academy of Management, IM G6. (Nominee for the Carolyn Dexter Award)

- Branzei, O., Vertinsky, I., and Camp, R. (2003). Intra and Inter-cultural Collaborations: The Impact of Contracts and Personal Ties on Partner Credibility and Initial Trust, *Administrative Sciences Association of Canada Best Paper Proceedings, International Business*, Halifax, Nova Scotia.
- Camp, R., Vertinsky, I., and Branzei, O. (2002). Trusting International Joint Ventures Partners: Which Components of Trustworthiness Matter for Canadian and Japanese Trustors? *The 28<sup>th</sup> Annual Congress of the European International Business Academy Best Paper Proceedings*.
- Branzei, O. (2001). Green Interpretations Across Cultures – Global Dimensions of Corporate Environmentalism, *Administrative Sciences Association of Canada Best Paper Proceedings, London (Best Student Paper, International Business Division)*
- Zietsma, C., Winn, M., Branzei, O., and Vertinsky, I. (2001). War of the Woods: Processes of Organizational Learning and Institutional Change, *Conference Proceedings, the Organizational Learning and Knowledge Management Conference*.
- Branzei, O., Vertinsky, I., and Zietsma, C. (2000). From Green-blindness to the Pursuit of Eco-sustainability: An Empirical Investigation of Leader Cognitions and Corporate Environmental Strategy Choices. In S. Havlovic (Ed.), *Academy of Management Best Paper Proceedings*. Toronto, ON: Academy of Management, ONE: C6.
- Branzei, O. (2000). What's in It for Me? -- Cultural Explanations of Cross-national Variation in Influence Tactics, *Best Paper Proceedings of the International Society for the Study of Work and Organizational Values Meetings*, Jerusalem.

### Professional Publications

- Branzei, O. and Nadkarni, A. G. (2008). The TATA Way: Evolving and Executing Sustainable Business Strategies, Feature Article, *Ivey Business Journal*, March/April, [http://www.iveybusinessjournal.com/article.asp?intArticle\\_ID=750](http://www.iveybusinessjournal.com/article.asp?intArticle_ID=750)

#### Reprints

*International Management: Managing in a Diverse and Dynamic Global Environment*, 2nd edition  
 Edited by: Phatak, A., Bhagat, R.S., Kashlak, R.J., Burr Ridge, IL: McGraw-Hill, 2009

*Harvard Deusto Business Review*, La responsabilidad social corporativa al estilo TATA, March 2009, 64-72.

- Branzei, O. (2008). From ordinary to extraordinary, Impact: Management Research in Action, Richard Ivey School of Business, 14(3), <http://www.ivey.uwo.ca/Publications/Impact/default.htm>
- Branzei, O. and McKague, K. (2007). Green Thinking: Four emerging innovations from around the world showcase a new generation of forward-looking business models, *Corporate Knights*, June 24 (Best 50/Education Issue), [http://www.corporateknights.ca/content/page.asp?name=green\\_thinking](http://www.corporateknights.ca/content/page.asp?name=green_thinking)
- Abdelnour, S., Babiker, B., Wheeler, D., Branzei, O., McGrath, S. (2007) Participative Social Assessment of Darfur and Southern Sudan: Fieldwork Findings, IDRC, DFAIT.
- Riverin, N., Filion, L.J., Muzyka, D.F., Vertinsky, I., Pe'er, Comeau, J., Li, A., Branzei, O. (2003). Global Entrepreneurship Monitor Canadian National Report. HEC Montreal, Sauder School of Business, W. Maurice Young Entrepreneurship and Venture Capital Research Center, Canada Economic Development. [http://www.sauder.ubc.ca/research/research\\_centres/evc.cfm](http://www.sauder.ubc.ca/research/research_centres/evc.cfm).
- Branzei, O. and Bunting, E. (1995). Unemployment Measurement in Central and Eastern European Countries, *Employment Gazette*, Central Statistical Office, HM Department of Employment, London, August.
- University of Valladolid (1994). *The Impact of Transnational Department Stores on Small Traditional Businesses in Spain*, City of Valladolid, 2 volumes.

## Media

- Academy of Management, OBWeb, November 2, 2007, [http://www.obweb.org/index.php?option=com\\_content&view=article&id=2380:trust-in-cross-cultural-business-relationships-interview-with-oana-branzei&catid=42:available-podcasts&Itemid=66](http://www.obweb.org/index.php?option=com_content&view=article&id=2380:trust-in-cross-cultural-business-relationships-interview-with-oana-branzei&catid=42:available-podcasts&Itemid=66)
- Globe & Mail, Gaining a Competitive Edge, May 14, 2008, <http://www.theglobeandmail.com/report-on-business/article685548.ece>
- The Agenda with Steve Paikin, The Debate: The Purpose of Business, May 5, 2009, [http://www.tv.org/cfmx/tvoorg/theagenda/index.cfm?page\\_id=7&bpn=779505&ts=2009-05-05 20:00:35.0](http://www.tv.org/cfmx/tvoorg/theagenda/index.cfm?page_id=7&bpn=779505&ts=2009-05-05 20:00:35.0)
- Balancing Act, *Ivey Entrepreneur*, Winter 2010, [http://www.iveyentrepreneur.ca/images/uploads/other-files/Winter\\_2010.pdf](http://www.iveyentrepreneur.ca/images/uploads/other-files/Winter_2010.pdf)
- CBC Radio's Ontario Morning, Interview with Wei Chen about the Learning through Action project that has Ivey HBA students doing sustainable community planning for the City of Sarnia, April 13, 2010, <http://www.cbc.ca/ontariomorning/>
- Sarnia Observer: Students Aid in Strategic Planning, April 12, 2010, <http://www.theobserver.ca/ArticleDisplay.aspx?e=2530086>
- Stretching the Frame: Oana Branzei finds that cross sector partnerships in health care can be a powerful source of value creation, Volume 17, Number 7, July 2011 <http://www.ivey.uwo.ca/publications/impact/vol17no7-branzei.htm>

## Case Studies

- Park, E. and Branzei, O. (2011). Worldvision: Out of Poverty, Ivey Publishing
- Park, E. and Branzei, O. (2011). Business Models for Microfinance, Ivey Publishing
- Branzei, O. and Dutkiewicz, J. (2011). Care Enterprise Partners (CEP): Corporate Entrepreneurship in the Non-profit Sector, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Sarnia 2014, Ivey Publishing.
- Lorenz, B., Mahon, A. and Branzei, O. (2011). Welcome to Sarnia. Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Sarnia Lambton Workforce Development Board, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Sarnia Community Round Table, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). The Aamjiwnaang First Nations Environmental Committee, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Sarnia Environmental Stewardship, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Bluewater Sustainability Initiative, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Sarnia Lambton Environmental Association, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Sarnia Lambton Economic Association, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Bluewater Power, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). Suncor: St. Clair Ethanol Plant, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). First Solar Sarnia, Ivey Publishing.
- Branzei, O. and Braga, M. (2011). The Bio-industrial Park Sarnia and the UWO Research Park, Ivey Publishing.
- Branzei, O. and Poldner, K. (2010). Veja: Sneakers with a Conscience, Ivey Publishing.
- Branzei, O. (2010). Tata: Leadership with Trust, Ivey Publishing.

*2010 Aspen Business & Society International Case Competition.*

- Dhanaraj, C., Branzei, O. and Subramanian, S. (2010). Bayer CropScience in India (A): Against Child Labour; (B): Values and Strategy, Ivey Publishing.
- Armstrong, A., Eldridge, J., Suleman, R., Branzei, O., Sharp, D. (2010). Yogurt Mamas: Social Franchising in East Africa, Ivey Publishing.
- Kelly, J., Siddiqui, O., Branzei, O., Sharp, D. (2009). Yogurt Mamas: Probiotics in Tanzania, Ivey Publishing.
- Reprints  
Hisrich, R.D., Peters, M.P, Shepherd, D.A. (2009). *Entrepreneurship. Africa Edition.* McGraw Hill.
- Branzei, O. and Zarate, E. (2009). Social Enterprise under Adversity: Bridge Exp in Kibera, Ivey Publishing.
- Reprints  
Hisrich, R.D., Peters, M.P, Shepherd, D.A. (2009). *Entrepreneurship. Africa Edition.* McGraw Hill.
- Branzei, O., and Chandrasekhar, R. (2008). Nano Tata-Logy: The People's Car, Ivey Publishing.
- Reprints  
Kumar, R. (2010). *Cases on Principles of Marketing Strategy.* Pearson Education.
- Branzei, O. and Wheeler, D. (2008). *Royal Dutch/Shell in Nigeria Stakeholder Simulation* (Human Rights Watch, PENGASSAN, Shell Petroleum Development Company of Nigeria, Nigerian National Petroleum Corporation, MOSOP), Ivey Publishing.
- Reprints  
Hill, C.W.L. and McShane, S.L. (2009). *Principles of Management. Africa Edition.* McGraw Hill.
- Branzei, O., Thornhill, S., and Reeds, A. (2008). *StormFisher: Power with Purpose*, A&B, Ivey Publishing.
- Branzei, O. and Abdelnour, S. (2008). Competing for Development (A): Fuel Efficient Stoves for Darfur, (B1) The Intermediate Technology Development Group/ Practical Action, (B2) The Berkeley Lab, (B3) Aprovecho, (B4) International Lifeline Fund, (B5) USAID, (B6) IDP Women Organizations, (C) Success, Bittersweet, Ivey Publishing.
- Reprints  
Rowe, G., Conway Dato-on (2012). *Introduction to Nonprofit Leadership: Text and Cases*, SAGE Publications Inc.
- Hisrich, R.D., Peters, M.P, Shepherd, D.A. (2009). *Entrepreneurship. Africa Edition.* McGraw Hill.
- Branzei, O. and Dutkiewicz, J. (2008). Cultivating Social Enterprise in Peru: A Portfolio Approach, Ivey Publishing.
- Reprints  
Hisrich, R.D., Peters, M.P, Shepherd, D.A. (2009). *Entrepreneurship. Africa Edition.* McGraw Hill.
- Branzei, O. and Leithwood, M. (2007). Make Green Delicious: Sustainability at Jamie Kennedy Kitchens, Ivey Publishing.
- Reprints  
Daft, R. and Armstrong, A. (2011), *Organizational Theory and Design*, 2nd Canadian edition, Nelson Education  
Proceedings of the 2008 Administrative Sciences Association of Canada, Case Track, Halifax.
- Branzei, O. and McKague, K. (2007). E+Co, Part A: A Tipping Point for Clean Energy Entrepreneurship, Part B: The Path to Scale, Ivey Publishing.
- Reprints  
Barringer & Ireland (2009). *Entrepreneurship*, 3rd Edition, Prentice Hall.
- Branzei, O. and McKague, K. (2007). A Model of Clean Energy Entrepreneurship in Africa: E+Co's Path to Scale, Ivey Publishing.
- Reprints

Hill, C.W.L. and McShane, S.L. (2009). Principles of Management. Africa Edition. McGraw Hill.  
Hamann, R. (Ed), *The Business of Sustainable Development in Africa: Human Rights, Partnerships, and New Business Models*, Unisa Press.

McKague, K., and Branzei, O. (2007). *City Water Tanzania*, Part A: Dar es Salaam's Free and Expensive Water, Part B: Privatizing Dar es Salaam's Water Utility, Part C: Striking a Deal, Part D: The Private Sector Experiment, Part E: Things Fall Apart, Ivey Publishing.

Reprints

Hamschmidt J. (2007). *Case Studies in Sustainability Management and Strategy, the OIKOS Collection*, Greenleaf Publishing.

Branzei, O. and Valente, M. (2007). *Honey Care Africa: A Tripartite Model for Sustainable Beekeeping*, Ivey Publishing.

Reprints

Hill, C.W.L. and McShane, S.L. (2009). Principles of Management. Africa Edition. McGraw Hill.

Hamann, R. (Ed), *The Business of Sustainable Development in Africa: Human Rights, Partnerships, and New Business Models*, Unisa Press.

Valente, M., and Branzei, O. (2007). *Honey Care Africa*, Part A: A Different Business Model, Part B: Expansion Opportunities, Part C: Growth Alternatives, Ivey Publishing.

## RESEARCH PIPELINE

### Forthcoming Book Chapters

Branzei, O. and Poldner, K. (2011). Aesthetic Micro-foundations of Sustainable Development: Entrepreneurship in the Ethical Fashion Industry, in P. Kyrö (Ed), *The Handbook of Entrepreneurship and Sustainable Development Research*, Edward Elgar Publishing.

Poldner, K. and Branzei, O. (2011). Shecopreneurs: Stitching Global Eco-systems in the Ethical Fashion Industry, in P. Kyrö (Ed), *The Handbook of Entrepreneurship and Sustainable Development Research*, Edward Elgar Publishing.

### Revise & Resubmit

Camp, R., Branzei, O. and Vertinsky, I. Collectivism, Group Membership and Japanese Inter-firm Trust Development, 3<sup>rd</sup> Revise & Resubmit, *Management and Organization Review*.

Le Ber, M., Bansal, T. and Branzei, O. Managing the Tensions between Social and Economic Value, 2<sup>nd</sup> Revise and Resubmit, *Long Range Planning*.

### Under Review

Maslach, D., Branzei, O., Rerup, C., and Zbaracki, M. Towards a delay-contingent theory of learning "richly" from others' failures. Under review at *Organization Science*.

Branzei, O., Aulakh, P., and Chittoor, R. Export Strategy and Competitive Advantage in Latin America: Capability Trade-offs for Early Exporters. Under review at *Strategic Entrepreneurship Journal, Special Issue on Entrepreneurship and Strategy in Emerging Economies*.

Cui, V., Vertinsky, I., Robinson, S., Branzei, O. *Trust in the workplace: The role of social-network diversity in the community and in the workplace*, under review at *Human Relations*.

### Working Papers

Froome, J.S., Branzei, O., McKnight, B. and Zietsma, C. Precaution and Permission: Reconceptualizing the Risk of Social (Ir)responsibility. In preparation for submission to *Organization Science*.

Branzei, O. Micro-processes of Exploration and Exploitation in Heterogeneous R&D Networks. In preparation for submission to *Academy of Management Journal*.

Thornhill, S. and Branzei, O. Innovation Purity: The Size Contingency to Ambidexterity. In preparation for submission to *Organization Science*.

- Branzei, O., Thornhill, S., and Ahuja, G. Configurative Advantage: Context Contingencies for Value Creation in Heterogeneous R&D Networks. In preparation for submission to *Strategic Management Journal*.
- Branzei, O. and Fredette, C. Out of the Blue: Social and Emotional Microfoundations of Capability Renewal. In preparation for submission to *Organization Science*.
- Fredette, C. and Branzei, O. Individual- and Group-level Antecedents of Problem Solving Capabilities: A Foreground-Background Framework, In preparation for submission to *Academy of Management Journal*.

### Research Projects

I am completing longitudinal data collection projects that explore the social and emotional micro-processes of positive social change in three different contexts:

East Africa (on the formation and replication of community-based enterprises in Kenya, Tanzania, Rwanda, Uganda and Sudan and the emergence and evolution of subsistence marketplaces under extreme conditions)

India (the multiple meanings of sustainability in an indigenous multinational, the Tata group)/

I am also working on several co-authored projects with current or former PhD students:

David Maslach (interorganizational learning with delays and distractions) – with Claus Rerup & Mark Zbaracki

Marlene Le Ber (value creation and conversion in hybrid organizations and cross-sector partnerships)

Kim Poldner (the aesthetics of organizing for social change in the ethical fashion industry).

Esther Maier (the dynamics of creativity and conflict in digital imaging communities),

Melissa Leithwood (the interplay of creativity and constraint in the production of sustainable cuisine),

Chris Fredette (the micro-foundations of problem solving capabilities in crises)

Michael Valente (the micro-processes of social change).

## PRESENTATIONS

### Refereed Presentations

- Branzei, O. (2010). Social Change Agency Work: Understanding the Hopeful (Re)Production of Social Change, Incubating Research on Positive Social Change, Symposium organized by Karen Golden-Biddle and Jane Dutton, Organizational Behavior Division (co-sponsors Organization & Management Theory and Organizational Development and Change), *Academy of Management Conference*, Montreal.
- Frooman, J.S., Branzei, O., McKnight, B. and Zietsma, C. (2010). The Shadow of the Future: How Social Assessments of Forward-looking Risk Change the CSP-CFP Debate, Social Issues in Management, *Academy of Management Conference*, Montreal.
- Fredette, C. and Branzei, O. (2010). A Foreground-Background Model of Capability Discovery, Business Policy and Strategy Division, *Academy of Management Conference*, Montreal.
- Branzei, O. Navigating the tensions in poverty alleviation research: Scholarly rigor vs. practical relevance, Professional Development Workshop organized by Moriah and Kevin McKague, Social Issues in Management Division, *Academy of Management Conference*, Montreal.
- Branzei, O. Participant, SIM/ONE Junior Faculty Consortium, *Academy of Management Conference*, Montreal.
- Branzei, O. Participant in Lessons and Questions from Practice: Cross Sector Partnerships for Sustainable Development, Professional Development Workshop Organized by Marlene J. Le Ber and David Graham Hyatt, Public & Nonprofit Division (co-sponsored by Business Policy & Strategy, Social Issues in Management, Practice Theme Committee, Organization Development & Change, Organizations & The Natural Environment, Organization and Management Theory, and International Theme Committee), *Academy of Management Conference*, Montreal.
- Fredette, C. and Branzei, O. (2010). A Foreground-Background Model of Capability Discovery, *26th EGOS Colloquium*, Theme 33: A Global Agenda for Strategic Organizational Learning in Turbulent Times, Lisbon.

- Fredette, C. and Branzei, O. (2010). A Practice-based View of Capability Discovery in Group Settings, *Fourth International Conference on Organizational Routines*, Nice.
- Poldner, K. and Branzei, O. (2010). Shecopreneurs: Stitching Global Eco-systems in the Ethical Fashion Industry, *Group on Organization and the Natural Environment (GRONEN) Research Conference*, Milan.
- Le Ber, M., Bansal, T. and Branzei, O. (2010). Managing the Tensions between Social and Economic Value in Hybrid Organizations, *Administrative Sciences Association of Canada*, Social Responsibility Division, Ottawa.
- Jiang, M.S. and Branzei, O. (2009). Toehold Internationalization: The Option Growth Value of Emerging Economy's IJVs, *Strategic Management Society Conference*, Track A: Environmental Realities and Uncertain World.
- Branzei, O. and Fredette, C. (2009). Out of the Blue: Social Microprocesses of Endogenous Capability Dynamization, "Towards the micro-level origins of organizational routines and capabilities" held at the Rotterdam School of Management, June 12-13, 2009, hosted by the Strategic Management & Business Environment (SMBE) Department in cooperation with the Erasmus Research Institute of Management (ERIM).
- Branzei, O. (2009). Future Research Paths for Green International Management Studies. Professional Development Workshop (Organizer Debbie de Lange, Social Issues in Management (co-sponsors: Organizations and the Natural Environment; Organization & Management Theory, Business Policy & Strategy; Organizational Behavior; Technology and Innovation Management; Human Resources; International Management; Management Consulting; Organizational Development and Change; Public and Nonprofit; International Theme Committee), *Academy of Management Conference*, Chicago.
- Branzei, O. and Abdelnour, S. Another Day, Another Dollar: Enterprise Resilience in Conflict, the Entrepreneurship Division, *Academy of Management Conference*, Chicago (Carolyn Dexter Award Nominee)
- Maslach, D. and Branzei, O. (2009). Learning to Fail in the Medical Device Industry, Organization Theory Division, *Academy of Management Conference*, Chicago.
- Viswanathan, M., London, T., Branzei, O., and Sridharan, S. (2009). Sustainable Business Solutions for Poverty Alleviation: Innovations in Management Education, the *Management Education and Development, International Management, and Social Issues in Management Divisions*, *Academy of Management Conference*, Chicago.
- Branzei, O. and Abdelnour, S. (2009). Competing for Development: Fuel Efficient Stoves for Darfur, submitted to the Dark Side VIII Case-Writing Competition, Critical Management Division, *Academy of Management Conference*, Chicago.
- Frooman, J.S., Branzei, O., McKnight, B. and Zietsma, C. (2009). Social (Ir)Responsibility Effects on Long-term Capital Costs, *Administrative Sciences Association of Canada*, Niagara Falls.
- Le Ber, M. and Branzei, O. (2009). The Intersection of the New Economy and the Social Economy, *Administrative Sciences Association of Canada*, Niagara Falls.
- Branzei, O. and Abdelnour, S. (2009). Competing for Development: Fuel Efficient Stoves for Darfur, submitted to Case Track, *Administrative Sciences Association of Canada*, Niagara Falls.
- Branzei, O. and Leithwood, M. (2009). Creativity under Constraint: The G-ourmet Spot in Sustainable Cuisine, 25th EGOS Colloquium 'Passion for creativity and innovation', Sub-theme 14: Capabilities for serializing uniqueness: Unpacking the exploration routine, Barcelona.
- Maier, E. and Branzei, O. (2009). Blurred Transitions: How Social Interactions Pattern Creative Practices, 25th EGOS Colloquium 'Passion for creativity and innovation', Sub-theme/workshop 24: Theorizing practice in communities of practice, Barcelona.
- Maslach, D., Branzei, O. and Rerup, C. (2009). Learning to Fail in the Medical Device Industry, *Organization Science Winter Conference*, Research on Organizational Capabilities that Inform Adaptation and Performance: Opening the Black Box, Steamboat Springs.

- Branzei, O. and Fredette, C. (2009). Out of the Blue: Social and Emotional Microfoundations of Capability (Re)generation, *Organization Science Winter Conference*, Research on Organizational Capabilities that Inform Adaptation and Performance: Opening the Black Box, Steamboat Springs.
- Aulakh, P., Branzei, O., and Chittoor, R. Micro-effects of Export Policy Changes on Indigenous Capability Creation. *Strategic Management Society Conference, Special Conference on India, Hyderabad*.
- Branzei, O. and Thornhill, S. (2008). Innovation Purity: The Size Contingency to Ambidexterity, *Academy of Management Conference*, Anaheim.
- Branzei, O., Aulakh, P., and Chittoor, R. (2008). Internationalization Traps in Emerging Economies: Capability Erosion in Early Exporters, *Academy of Management Conference*, Anaheim.
- Branzei, O. (2008). Where do we go now? Dilemmas & challenges for new scholars pursuing research on global poverty alleviation. Professional Development Workshop, Social Issue in Management, *Academy of Management Conference*, Anaheim.
- Branzei, O., Nakamura, M., and Vertinsky, I. (2008). Variation in Collaborative R&D: The Differential Impact of Learning on MNCs and Domestic Corporations from Japan, *Academy of International Business Conference and the Association of Japanese Business Studies Conference*, Milan.
- Branzei, O. and Leithwood, M. (2008). Make Green Delicious: Sustainability at Jamie Kennedy Kitchens, the *Administrative Sciences Association of Canada*, Case Track, Halifax.
- Fredette, C. and Branzei, O. (2008). Socialized Microfoundations of Capability Dynamization, to be presented at the 24th EGOS Colloquium on 'Upsetting Organizations', Sub-theme Strategy as Practice: Stability and Change in Strategizing Routines, Amsterdam.
- Branzei, O., Aulakh, P., and Chittoor, R. (2008). Internationalization Traps in Emerging Economies: Capability Erosion in Early Exporters from Brazil, Chile and Mexico, to be presented at Conference on *Confronting the Challenge of Technology for Development: Experiences from the BRICS*, Department of International Development (QEH), University of Oxford.
- Abdelnour, S. and Branzei, O. (2008). Competing for Women's Empowerment: How NGOs Negotiate Enterprise Development in Darfur, to be presented at the *Canadian Association for Studies in International Development Annual Conference*, University of British Columbia.
- Abdelnour, S. and Branzei, O. (2008). Subsistence Entrepreneurship in Times of Conflict: How Darfur-based NGOs Negotiate Enterprise Development Templates, *Second Subsistence Marketplaces Conference: Sustainable Consumption and Commerce For a Better World*, University of Illinois, Chicago.
- Branzei, O. and Rangan, K. (2007). Doing Better at Doing Good: Broadening the Base of the Pyramid, All-Academy Symposim, presented at the *Academy of Management Conference*, Philadelphia.
- Branzei, O., Waddock, S., Wheeler, D., McKague, K. (2007) Pro-poor For-profit ventures: Paradigms, Discourse and Dialogue between a Global North and a Fragmented South, Social Issues in Management, Professional Development Workshop, presented at the *Academy of Management Conference*, Philadelphia.
- Branzei, O. and Valente, M. (2007) Agentic Institutional Work for Environmental Sustainability: A Multi-level Perspective on Enterprise Creation in Emerging Fields, Organizations and The Natural Environment, Professional Development Workshop, presented at the *Academy of Management Conference*, Philadelphia.
- Branzei, O., and Valente, M. (2007) Micro-processes of Opportunity Recognition in Dynamic Networks, presented at the *Babson College Entrepreneurship Research Conference*, Madrid, Spain.
- Branzei, O., and Valente, M. (2007) Hot and Cold Analogies: Microprocesses of Capability Recognition in Dynamic Networks, presented at the *EGOS conference, Subtheme: Dynamic Capabilities and Practices: The Generative Dance of Micro and Macro Forces*, Vienna, Austria.
- Maier, E., and Branzei, O. (2007) Mainstreaming Uniqueness in Digital Imaging: Emergent Institutions as Entrepreneurs, presented at the *EGOS conference, Subtheme: Journeys of Creative Entrepreneurs*, Vienna, Austria.

- Fredette, C., and Branzei, O. (2007) Sources and Dynamics of Group-level Learning Distortion, presented at the *International Conference on Organizational Learning, Knowledge and Capabilities*, London, Canada.
- Maier, E., and Branzei, O. (2007) Mainstreaming Uniqueness in Digital Imaging: Emergent Institutions as Entrepreneurs, presented at the ASAC conference, Ottawa, Canada.
- Branzei, O., and Thornhill, S. (2007). Innovation Purity: Revisiting the Exploration-Exploitation Debate. *Fourth AGSE International Entrepreneurship Research Exchange*, Brisbane, Australia.
- Branzei, O., and Thornhill, S. (2006). Knowledge Networks, Innovation and Firm Performance: A Contingency Perspective, *Strategic Management Society, 26<sup>th</sup> Annual International Conference*, Vienna.
- Branzei, O., and Madhok, A. (2006). Network Configurations in Private Sector Development: A Dynamic Model of Sustainable Value Creation, *Business as an Agent of World Benefit: Management Knowledge Leading Positive Change Global Forum*, Case Western Reserve University, Cleveland.
- Branzei, O., and Thornhill, S. (2006). R&D Networks and Innovation Capabilities: A Context-Contingency Perspective, *Technology and Innovation Management*, the Academy of Management, Atlanta.
- Branzei, O. (2006). Enterprise Networks: The Fabric of Socially-Sustainable Value Creation, Professional Development Workshop, Organizations and the Natural Environment Interest Group (co-sponsored by Business, Policy and Strategy, International Management, and Entrepreneurship), the *Academy of Management*, Atlanta.
- Branzei, O. (2005). Product Innovation in Heterogeneous R&D Networks: Pathways to Exploration and Exploitation. Runner-up for 2005 INFORMS Dissertation Award, Technology Management Section, INFORMS Annual Conference, New Orleans.
- Branzei, O. and Thornhill, S. (2005). Configurational Advantage: Innovation Capabilities in their Competitive and Relational Contexts. Carnegie Bosch Institute's International Conference on "Innovation and the Growth of the International Firm", Carnegie Bosch Institute's Forum on Innovation and Knowledge, Stuttgart, Germany.
- Branzei, O. and Thornhill, S. (2005). From Ordinary Resources to Extraordinary Performance: Environmental Moderators of Competitive Advantage. The *Academy of Management Conference*, Honolulu, Hawaii.
- Branzei, O. and Thornhill, S. (2004). The Adoption of External Technologies: Existing and Emergent Capability Pathways to Superior Performance. The *Strategic Management Society 24<sup>th</sup> Annual International Conference*, San Juan (Honorable Mention for Best Paper Runnerup).
- Branzei, O. and Nakamura, M. (2004). Variation in Collaborative R&D: Differential Impacts of Learning on MNCs and Domestic Corporations. The *Academy of Management Conference*, New Orleans.
- Branzei, O. and Vertinsky, I. (2004). Strategic Pathways to Product Innovation in SMEs. The *Academy of Management Conference*, New Orleans.
- Branzei, O., Schulz, M., and Vertinsky, I. (2004). Product Innovation in Heterogeneous R&D Networks: Paths to Exploration and Exploitation. The *Academy of Management Conference*, New Orleans.
- Branzei, O. (2003). Crafting R&D Networks: Substitution and Synergy in the Innovation Process. The *Strategic Management Society 23<sup>rd</sup> Annual International Conference*, Baltimore.
- Branzei, O. (2003). Internal versus External Knowledge Sourcing across Different Industries: Systemic and Firm-level Effects. The *Strategic Management Society 23<sup>rd</sup> Annual International Conference*, Baltimore.
- Branzei, O. and Thornhill, S. (2003). Realizing the Potential of New Technologies: The Impact of Combinative Capabilities on Small Firms' Performance. The *33<sup>rd</sup> Entrepreneurship, Innovation, and Small Business Conference*, Milan.
- Branzei, O., Ramus, C., Sinding, K., Hunter, T., Bansal, P., and Paton, B. (2003). National and Cross-National Lenses in Framing and Managing Environmental Issues, a pre-conference workshop at the

- Academy of Management Conference*, Seattle (co-sponsored by the Organizations and the Natural Environment Interest Group and the International Business Division).
- Krueger, N., Branzei, O., Zietsma, C., and others (2003). Entrepreneurial Cognition Workshop, a pre-conference workshop at the *Academy of Management Conference*, Seattle (sponsored by the Entrepreneurship Division).
- Branzei, O., Vertinsky, I., and Camp, R. (2003). Initial Trust in Cross-cultural Collaborations: Formal and Informal Assurances in Canada and Japan. The *Academy of Management Conference*, Seattle (International Business).
- Branzei, O., and Vertinsky, I. (2003). The Formation of Green Strategies in Chinese Firms. The *Academy of Management Conference*, Seattle (Business, Policy and Strategy).
- Branzei, O. (2003). Internal versus External Knowledge Sourcing across Different Industries: Systemic and Strategic Firm-level Effects. *Administrative Sciences Association of Canada (Strategy)*, Halifax, Nova Scotia.
- Branzei, O., Vertinsky, I., and Camp, R. (2003). Intra and Inter-cultural Collaborations: The Impact of Contracts and Personal Ties on Partner Credibility and Initial Trust. *Administrative Sciences Association of Canada (International Business)*, Halifax, Nova Scotia.
- Branzei, O. (2003). Gaining Ideas and Skills: How Entrepreneurial Firms Design and Use Collaborations to Build Absorptive Capacity and Stimulate Innovation. The 23rd *Babson Kauffman Entrepreneurship Research Conference*, Wellesley, MA.
- Branzei, O., and Zietsma, C. (2003). Temporary Cognitions of Entrepreneurial Love. The 23rd *Babson Kauffman Entrepreneurship Research Conference*, Wellesley, MA.
- Camp, R., Vertinsky, I., and Branzei, O. (2002). Trusting International Joint Ventures Partners: Which Components of Trustworthiness Matter for Canadian and Japanese Trustors? *The 28<sup>th</sup> Annual Congress of the European International Business Academy*, Athens.
- Branzei, O., Jennings, D., and Vertinsky, I. (2002). A Knowledge-Based View of Environmental Performance in Different Cultural Contexts: Canada, Japan, and China. The *Academy of Management Conference (Organizations and the Natural Environment Division)*, Denver.
- Branzei, O., and Vertinsky, I. (2002). Cognitive Frames of Corporate Environmental Performance: Positional Differences and Similarities. The *Academy of Management Conference (Social Issues Management)*, Denver.
- Branzei, O. (2001). Exploring Eco-capacity: Cross-cultural Determinants of Executives' Perceptions. *The Southern Management Association Conference (Strategy)*, New Orleans.
- Branzei, O., Nakamura, M., Takahashi, T., Vertinsky, I. and Zhou, D. (2001). Culture-Free And Culture-Bound Corporate Environmentalism: Comparative Field Studies of Chinese and Japanese Firm Leaders. The *Academy of Management Conference (Organizations and the Natural Environment)*, Washington D.C.
- Branzei, O. (2001). Green Interpretations Across Cultures – Global Dimensions of Corporate Environmentalism. *Administrative Science Association of Canada Conference (International Business)*, London Ontario.
- Zietsma, C., Winn, M., Branzei, O. and Vertinsky, I. (2001). The War of the Woods: Processes of Organizational Learning and Institutional Change. The 4<sup>th</sup> *International Conference of Organizational Learning and Knowledge Management*, London, Ontario.
- Branzei, O., Vertinsky, I. and Zietsma, C. (2000). From Green-blindness to the Pursuit of Eco-sustainability: An Empirical Investigation of the Cognitive Frames of CEOs and Environmental Specialists and Corporate Environmental Strategy Choices. The *Academy of Management Conference (Organizations and the Natural Environment)*, Toronto.
- Branzei, O. (2000). What's in It for Me? -- Cultural Explanations of Cross-national Variation in Influence Tactics. The *International Society for the Study of Work and Organizational Values Conference*, Jerusalem.

Branzei, O. (2000). E-entrepreneurs or E-mimes? – A Comparative Theory of Innovation and Isomorphism in E-Commerce. *Administrative Science Association of Canada Conference (Entrepreneurship)*, Montreal.

### Invited Presentations

Frooman, J.S., Branzei, O., McKnight, B. and Zietsma, C. (2010). Precaution and Permission: Re-conceptualizing Risk in the CSP-CFP Debate, *Building Sustainable Value Conference*, Ivey School of Business, May 6.

Branzei, O. and Leithwood, M. (2008). Make Green Delicious: Sustainability at Jamie Kennedy Kitchens, *Social Entrepreneurship Conference*, Queen's School of Business, September 9.

Branzei, O. (2008). Dynamic Collaboration Models: Value Creation in Disruptive Partnerships, *Forum on Engaging the Community*, Building Sustainable Value Cross-enterprise Leadership Centre, Richard Ivey School of Business, University of Western Ontario, February 29.

Branzei, O. (2008). Practices and Processes of Ethical Leadership, *Building Sustainable Value Seminar Series*, Building Sustainable Value Cross-enterprise Leadership Centre, Richard Ivey School of Business, University of Western Ontario, January 17.

Branzei, O. (2007). Practices and Processes of Sustainable Development, *Building Sustainable Value Seminar Series*, Building Sustainable Value Cross-enterprise Leadership Centre, Richard Ivey School of Business, University of Western Ontario, October 4.

Branzei, O. and Thornhill, S. (2006). Heterogeneous R&D Networks as Short-term Bridges to Competitive Advantage, *Strategic Entrepreneurship: The Role of Networking*, Research Colloquium, Department of Organization Science, Faculty of Social Sciences, Vrije Universiteit, July 3.

Branzei, O., Gordon, M., Ruffin, C. Value destruction and ecosystem dynamics in base-of-pyramid markets, *Base of Pyramid Conference*, William Davidson Institute, the University of Michigan Stephen M. Ross Business School, May 19.

Branzei, O. and Thornhill, S. (2006). R&D Networks & Innovation Capabilities: A Context-contingency perspective, *Policy Area Brown Bag Research Seminar*, Schulich School of Business, York University, May 24.

Bell, C., and Branzei, O. (2006). Stranger Trust & Role Calibration Processes, *Relational Models and Justice Conference*, Schulich School of Business, York University, Toronto, May 11.

Branzei, O. and Vertinsky, I. (2004). Exploration and Exploitation: Strategic Origins and Capability-building Pathways, *Second West Coast Research Symposium on Technology Entrepreneurship*, University of Washington, September 9.

Branzei, O. (2004). Product Innovation in Heterogeneous R&D Networks: Paths to Exploration and Exploitation, *Science, Innovation, and Electronic Information Division*, Statistics Canada, February 24.

Branzei, O. (2003). Innovation in Heterogeneous R&D Networks, *Frontiers of Organizational Knowledge Seminar*, University of British Columbia, September 30.

Branzei, O. and Vertinsky, I. (2003). Outcomes of Innovation Strategies for Small Firms: Paths to Exploration and Exploitation, *First West Coast Research Symposium on Technology Entrepreneurship*, University of Washington, September 25.

Branzei, O. and Vertinsky, I. (2003). Collaboration Portfolio Designs for Small Manufacturing Firms: Impacts on Absorptive Capacity and Innovation Performance, *First West Coast Research Symposium on Technology Entrepreneurship*, University of Washington, September 25.

Branzei, O., Jennings, D. and Vertinsky, I. (2002). A Knowledge-based View of Environmental Performance in Different Cultural Contexts: Canada, Japan, and China, *Frontiers of Organizational Knowledge Seminar*, University of British Columbia, August 20.

Branzei, O. (2002). Buffering and Boundary Spanning Through External Collaborations: The Impact of Markets, Internal Capabilities, and External Knowledge on the Effectiveness of the Innovation Process in Canadian Manufacturing Firms, *Frontiers of Organizational Knowledge Seminar*, University of British Columbia, June 25.

Branzei, O. (2002). Knowledge Sharing in International Joint Ventures, *Frontiers of Organizational Knowledge Seminar*, University of British Columbia, January 30.

## GRADUATE STUDENT SUPERVISION

### Post-Doctoral Student Supervision

Xumei Xia, Dean of the Department of Human Resources Management and Associate Professor, Xi'an University of Finance & Economics, 2008-2009

Ana Bojica, Professor, Departamento Organizacion de Empresas, Facultad de Ciencias Economicas y Empresariales, Universidad de Granada, Summer 2010 (*co-supervision with Stewart Thornhill*)

### PhD Student Supervision

David Maslach, 5<sup>th</sup> year Strategy – 2007-present (*co-supervision with Claus Rerup*)

August 3, 2010, Thesis Defense

December 8, 2008, Proposal Defense, *Learning to Fail in the Medical Device Industry*

Marlene Le Ber, 4<sup>th</sup> year Strategy – 2008-present

August 23, 2010, Thesis Defense

November 9, 2009, Proposal Defense, *Cross-sector Models of Collaboration for Social Innovation*

Samer Abdelnour, 4<sup>th</sup> year Strategy – 2007-2010 (Samer has withdrawn from the program effective August 2010)

Esther Maier, 3<sup>rd</sup> year Strategy – 2007-present

### Visiting PhD Student Supervision

Kim Poldner, 2<sup>nd</sup> year, Entrepreneurship & Sustainability, University of St. Gallen & oikos Fellow – Spring 2010

Karin Strzeletz Ivertsen, 3<sup>rd</sup> year, Department of Organization, Copenhagen Business School - Fall 2010

### PhD Committees

2010 Pat MacDonald – TBA (*Supervisor Mary Crossan*)

2010 Natalie Slawinski - Short on time: The role of organizational time orientation in business sustainability (*Supervisor Tima Bansal*)

2009 Marina Apaydin -- Innovation-as-Practice: Examining the Relationship between Espoused and Enacted Innovation, and Performance (*Supervisor Mary Crossan*)

2009 Christopher Fredette – Social Capital Emergence and the Co-evolution of Organizational Capabilities (*Supervisor Christine Oliver*)

2008 Jijun Gao -- The Evolution of Business Sustainability: Historical Trajectory and Structural Relationships (*Supervisor Tima Bansal*)

2007 Michael Valente -- Business sustainability embeddedness as a strategic imperative: A multilevel process framework (*Supervisor Ellen Auster*)

### PhD Comprehensive Examinations

June 2006 (2); May 2008 (3); June 2009 (3); June 2010 (3), June 2011 (8)

### Master of Business Administration

2010-2011 Independent Study Supervisor  
Yi Chi

2009-2010 Independent Study Supervisor  
Esther Park, Greg Gunn

2006-2007 Independent Study Supervisor  
Kasia Sell, Esther Maier

### Master of Science

2010-2011 Independent Study Supervisor  
Kuan Lee

### Master of Environmental Studies

2006-2007 Master Thesis/Major Paper Supervisor  
Jason Steinberg, Melissa Peneycad, Stefan Piech, Melissa Leithwood

2006-2007 Independent Study Supervisor  
Jason Steinberg, Melissa Peneycad, Stefan Piech, Melissa Leithwood, Samer Abdelnour

### **Research Assistantships**

2011-2012

2010-2011 Jackel Yip, Kathleen Prendiville, Jesse Hume, Kinleigh Wiedeman, Emily Royer, Amanda Armstrong

2009-2009 Jillian Simmons (renewed 2010 -2011)

### **Honours of Business Administration**

2010-2011 Independent Study Supervisor  
Emily Grant

2009-2010 Independent Study Supervisor  
Jillian Rodak, Rani Suleman, Jennifer Eldridge, Amanda Armstrong

2008-2009 Independent Study Supervisor  
Margherita Braga, Jessica Kelly, Osama Siddiqui

## **TEACHING**

### **Courses Taught**

#### **HBA Program**

HBA1 Core, Strategy Analysis and Action (SAA 3300), 2007-2009

HBA2 Core, Individuals Corporations & Society (BUS 4415), 2008-2009

HBA2 Elective, Corporations & Society (BUS 4521), 2011-2013

HBA2 Elective, Social Enterprise (BUS 4529), 2011-2013

Organizational Behaviour (COMM 292), 2000-2001

#### **MBA Program**

MBA Globe – Social Enterprise module, 2009-2010

Ivey Client Consulting Project, 2007/2008

Sustainable Value Creation (MGMT 6500), 2005-2007

Strategy Field Studies (MGMT 6100-6200), 2004-2007

Organizational Behaviour (OBIR 5100), 2004-2006

#### **Executive MBA**

Ivey EMBA (Fall 2012, Winter 2012, ABC EMBA), Sustainability (BUS 9569)

Ivey EMBA, Contemporary Issues in Business (CIB 9552) – Strategies for Sustainability, 2009-2010

Schulich-Kellogg EMBA, Business Strategies for Sustainability (EMBA 6450), 2006-2007

Sauder EMBA, The Cultural and Political Environment of International Business (BAIM 502), 2002-2003

#### **PhD Program**

Strategy: Special Fields II (BUS 9817)

Building Sustainable Value (Business 845B) – Sustainable Advantage module

An elective Ivey PhD/UWO Master or Doctoral Level cross-disciplinary course on corporate social responsibility topics, including research and practice implications.

Quantitative Research Design (DCAD 7200), 2005-2007

Structural Equation Modeling (DCAD 7500A), 2005-2008

#### **MES Program**

Foundations course for the Masters in Environment and Sustainability -- Social Enterprise module

### **Course Design & Development**

#### **HBA Program**

Learning through Action, Building Sustainable Value, 2009-2010

HBA2 Core, Individuals Corporations & Society (BUS 4415), 2008-2009

HBA2 Elective, Corporations & Society (BUS 4521), 2011-2013

HBA2 Elective, Social Enterprise (BUS 4529), 2011-2013

#### **MBA Program**

Sustainable Value Creation (MGMT 6500), 2005-2007

#### **Executive MBA**

Business Strategies for Sustainability (EMBA 6450), 2006-2007

## PhD Program

Quantitative Research Design (DCAD 7200), 2005-2007  
Structural Equation Modeling (DCAD 7500A), 2005-2008

## Case Competitions

### Case Author & Judge

2010 Business & Society International MBA Case Competition  
25 business schools: <http://www.aspencasecompetition.org/index.php?page=schools>

### Judge

Monitor Ivey Case Competition, Fall 2008.  
Sustainability Case Competitions hosted by Net Impact, January 14, 2006; November 9, 2006.  
Schulich Internal Case Competition Preliminary Rounds and Final, Winter 2006.

### Coach

2006 Leeds School of Business/Net Impact International Case Competition, Jerry Chwang, Damon Torgerson, Sharon Joseph, and Frances Chai, 3<sup>rd</sup> Place.  
2007 Leeds School of Business/Net Impact International Case Competition: Christopher Fusco, Sreekumar Kizhussery, Nirvan Nuckchedee, Jonathan Sy, and Nadia Orawski.  
2007 John Molson MBA International Case Competition: Jon Bowes, Bernhardt Moehring, Sree Kizhussery, David Pichard, and Satya Balasubramanian.

## SERVICE

### Professional Activities

Social Sciences and Humanities Research Council  
Committee Member, Committee 21 – Standard Research Grants 2009-2011  
Assessor, Standard Grants, Social Sciences and Humanities Research Council, 2005  
Ivey OGS/SSHRC Rankings, PhD and Master Programs, 2008-2009 and 2009-2010

### Internal Events

2009-present, Social Innovation @ Ivey – Convener and Faculty Host  
[www.ivey.uwo.ca/centres/building/docs/Social%20Innovation@Ivey.pdf](http://www.ivey.uwo.ca/centres/building/docs/Social%20Innovation@Ivey.pdf)  
2007/08 Seminar Series, Building Sustainable Value – Faculty Organizer  
<http://www.x-el.ca/centres/building/research/seminar.htm>

### External Events

2010 -- Invited Panelist, Junior Faculty Consortium, SIM/ONE, Academy of Management  
2008 – Invited Panelist, Junior Faculty Consortium, Strategic Management Society, India Special Conference  
2006 -- Invited Panelist, Organizational Behavior PhD Student Consortium, Academy of Management

### Research Community

2008-present PhD Sustainability Academy – Convener and Faculty Host  
<http://www.ivey.uwo.ca/centres/building/outreach/PhDAcademy/>  
2009 Oikos Summer PhD Academy – Faculty  
<http://www.oikos-international.org/projects/phd/academy2009/faculty.html>

### Board Membership

Editorial Review Board Member  
*Journal of Business Venturing*  
*Entrepreneurship Theory and Practice*  
*Journal of Trust Research*

### Reviewer Assignments

Ad-Hoc Reviewer  
*Administrative Science Quarterly*  
*Academy of Management Review*

*Academy of Management Journal*  
*Organization Science*  
*Organizational Behavior and Human Decision Processes*  
*Journal of Business Venturing*  
*Entrepreneurship Theory and Practice*  
*International Journal of Cross-Cultural Management*  
*Journal of Small Business Management*  
*Journal of International Business Studies*  
*Journal of Business Research*  
*Journal of Business Ethics*  
*California Management Review*

Reviewer, Best Dissertation Awards

*Academy of Management Annual Meetings*, Technology and Innovation Management, 2006  
*INFORMS*, Technology Management Section, 2006

Reviewer, Best Case Awards

*oikos*, 2010

Reviewer and Discussant

*Strategic Management Society Conference*, 2008

*Academy of Management Annual Meetings*, 2005-2006: Carolyn Dexter Award.

*Academy of Management Annual Meetings*, 2000-2004: BPS, TIM, IB, OB, ENT, ONE.

*Administrative Sciences Association of Canada Conference*, 2000-2001: IB, ENT.

*Southern Management Association Conference*, 2001: Strategy.

## PROFESSIONAL EXPERIENCE

**1996-1998**

**Consultant**, Nebraska Business Development Center, Omaha, Nebraska

Led 45 comprehensive consulting projects and 15 short-term consulting projects with small and medium sized companies. The cases cumulated 1,175 hours of one-on-one consulting with entrepreneurs and business owners, presidents and/or CEOs.

Provided start-up assistance with market research, positioning, and financial applications.

Developed and presented market research workshops for entrepreneurs. Generated financing applications totaling \$2.5 million, of which \$1.93 million were awarded as loans and direct investments.

Conducted assessments of current effectiveness, offered recommendations of future strategy, designed HR and compensation practices.

Initiated and developed a Consulting Certification program for the center; prepared training plans and manuals and provided one-on-one training and mentorship to newly hired consultants.

**1997-1998**

**Co-founder**, EntrepreneurShop, Nebraska Business Development Center, Nebraska

Actively involved in the design and start-up of the satellite center.

Ran the center and managed the team of on-site business consultants.

Designed and selected the EntrepreneurShop educational materials.

Provided training to local entrepreneurs, including a bimonthly informational newsletter for small business owners and entrepreneurs, a series of monthly seminars on small business topics, and several four-hour customized training programs for entrepreneurs and their start-up teams.

**1995**

**Labor Market Researcher**, HM Department of Employment, London, U.K.

Led a comprehensive survey of the national labor market policies and the developing legislation in the Central and Eastern European Countries, working with National Embassies and HM Foreign Offices.

## COMMUNITY INVOLVEMENT

- 2009-present** **Pillar Nonprofit Network, London, Ontario**  
*Partner, Trillium Grant Proposal on Community Renewal*
- 2009-present** **City of Sarnia**  
*Researcher & Case Author*
- 2008-present** **Foundation for Sustainable Enterprise and Development**  
*Academic Advisory Board Member*
- 2006-present** **CARE International/ CARE USA**  
*Researcher & Case Author (2010-present)*  
**CARE CANADA: Care Enterprise Partners (CEP)**  
*MBA Associates Program: Selection, Training and Orientation (2006-2008)*
- 2004-2007** **Net Impact**, Schulich School of Business Faculty Liaison
- 2000-2002** **St. John's College**, University of British Columbia  
Professional Networking Program Committee Member  
Membership Program Committee Member