

## **JACK A. NICKERSON**

### **Professor of Organization and Strategy**

John M. Olin School of Business  
Washington University in St. Louis  
Campus Box 1133  
One Brookings Drive  
St. Louis, MO 63130-4899  
314 935-6374 (o)  
314 935-6359 (f)  
E-mail: *nickerson@wustl.edu*

### **Positions**

#### **Olin Business School, Washington University in St. Louis**

- 2009- Director of Brookings-Olin Executive Education Partnership
- 2008- Strategy Group Chair, Olin Business School
- 2007- Frahm Family Professor of Organization and Strategy.
- 2005-2007 Professor of Organization and Strategy.
- 2003-2005 Tenured Associate Professor of Organization and Strategy.
- 2001-2003 Associate Professor of Organization and Strategy.
- 2001-2002 Marcile and James Reid Chair: In recognition of consistently outstanding teaching contribution at the John M. Olin School of Business.
- 1996-2001 Assistant Professor of Organization and Strategy.

#### **Brookings Institution**

- 2009- Non-resident Senior Fellow in Governance Studies

#### **Nformd.net**

- 2005- Director

### **Education**

#### **Haas School of Business, University of California at Berkeley**

Ph.D. Business and Public Policy, 1997.

Field: Business and Public Policy with a concentration in Strategy.

Thesis: Toward An Economizing Theory of Strategy: The Choice of Strategic Position, Assets, and Organizational Form.

Thesis Committee: Professors Oliver E. Williamson (chair), Trond Petersen, and Daniel McFadden.

#### **Haas School of Business, University of California at Berkeley**

M.B.A., May 1990.

Concentration in Strategy and Management of Technology.

#### **College of Engineering, University of California at Berkeley**

M.S.M.E., May 1986.

Concentration in Control Systems Engineering.

#### **Worcester Polytechnic Institute, Worcester MA**

B.S.M.E., May 1984.

Concentration in Mechanical Design and Control Systems Engineering.

## Publications

### *Refereed Journals*

- [1] "Does Outsourcing Affect the Variability of Product Performance: Evidence from International Courier Services," (with C.M. Hsieh and Sergio G. Lazzarini) forthcoming in Organization Science.
- [2] "Envy, Comparison Costs, and the Economic Theory of the Firm," (with Todd Zenger) Strategic Management Journal, 29(13): 1429-1450.
- [3] "Interorganizational-trust: the Choice of Make, Buy, or Ally; and the Performance of Interorganizational Relationships in the U.S. Auto Industry," (with Ranjay Gulati) Organization Science, 19(5): 688-708.
- [4] "The 'problem' of creating and capturing value," (with Brian Silverman and Todd Zenger) Strategic Organization, 5, 3(2007): 211-225.
- [5] "Problem Solving and the Entrepreneurial Theory of the firm," (with Chih-mao Hsieh and Todd Zenger) Journal of Management Studies, 5(2007): 211-225.
- [6] "Strategic Management of R&D Pipelines with Co-specialized Investments and Technology Markets," (with Tat Chan and Hideo Owan) Management Science, 53, 4(2007): 667-682.
- [7] "The Antecedents and Performance Implications of Cooperative Exchange Norms," (with Janet Bercovitz and Sandy Jap) Organization Science, 17, 6(2006): 724-740.
- [8] "Why do firms make and buy? Efficiency, appropriability and competition in the trucking industry." (with Daifeng He), Strategic Organization, 4, 1(2006): 43-70.
- [9] "Antecedents and Performance Implications of Contracting for Knowledge Workers: Evidence from Information Technology Services," (with Kyle J. Mayer) Organization Science, 1, 3(2005): 225-42.
- [10] "Modular governance: Explaining the effect of Information Technology on the boundaries of the firm," (with Sergio Lazarini), Revista de Economia e Administracao, 4, 2(2004): 149-178.
- [11] "A Knowledge-based Theory of Governance Choice," (with Todd Zenger) Organization Science, 15, 6 (2004): 617-632.
- [12] "Are Supply and Supplier Plant Inspections Complements or Substitutes? A Strategic and Operational Assessment of Inspection Practices in Biotechnology," (with Kyle Mayer and Hideo Owan), Management Science, 50, 8 (2004): 1064-1081.
- [13] "Empirical evidence regarding the tension between knowledge sharing and knowledge expropriation in collaborations," (with Bruce Heiman) Managerial and Decision Economics, 25, (2004): 401-420.
- [14] "Why Firms Want to Organize Efficiently and What Keeps Them from Doing So: Evidence from the For-hire Trucking Industry," (with Brian Silverman) Administrative Science Quarterly, 48, 3 (2003): 433-65.
- [15] "Correcting for Endogeneity in Strategic Management Research," (with Barton H. Hamilton), Strategic Organization, 1, 1 (2003): 53-80.
- [16] "Team Incentives and Worker Heterogeneity: An Empirical Analysis of the Impact of Teams on Productivity and Participation." (with Barton H. Hamilton and Hideo Owan), forthcoming in the Journal of Political Economy, 111, 3 (2003): 465-497.

- [17] “Why Aren’t All Truck Drivers Owner-Operators? Asset Ownership and the Employment Relation in Interstate For-Hire Trucking,” (with Brian Silverman), Journal of Economics, Management, and Strategy, **12**, 1(2003): 91-118.
- [18] “Being Efficiently Fickle: A Dynamic Theory of Organizational Choice” (with Todd Zenger), Organization Science, **13**, 5 (2002): 547-566.
- [19] “Towards Reconciling Transaction Cost Economics and The Knowledge-based View of the Firm: The Context of Interfirm Collaborations,” (with Bruce Heiman), International Journal of the Economics of Business, **9**, 1 (2002): 97-116.
- [20] “Market Position, Resource Profile, and Governance: Linking Porter and Williamson in the Context of International Courier and Small Package Services in Japan,” (with Bart Hamilton and Tetsuo Wada), Strategic Management Journal, **22**, 3 (2001): 251-273.
- [21] “Economizing in a Context of Strategizing: Governance Mode Choice in Cournot Competition,” (with Richard Vanden Bergh), Journal of Economic Behavior and Organization, **40**, 1 (1999): 1-15.
- [22] “Dynamically Engineering Bureaucracy,” (with Todd Zenger), Journal of Law, Economics, and Organization, **15**, 1 (April 1999): 47-55.
- [23] “Data Reduction Techniques and Hypothesis Testing For Analysis of Benchmarking Data in the Semiconductor Industry,” (with Thomas Sloan), International Journal of Production Research, **37**, 8 (1999): 1717-1741.
- [24] “Profitability, Transactional Alignment, and Organizational Mortality in the U.S. Trucking Industry,” (with John Freeman and Brian Silverman), Strategic Management Journal, **18** (1997): 31-52.
- [25] “Durable Goods and Horizontal Merger Analysis.” Review of Industrial Organization, **10** (1995): 209-220.

*Refereed Book Chapters*

- [26] “Transaction Cost Economics” with James Chieh-Chung Yen, forthcoming in Palgrave Dictionary of Strategic Management, David Teece and Mie Augier, eds.
- [27] “Economizing and Strategizing in Business Strategy” with James Chieh-Chung Yen, forthcoming in Elgar Companion on Transaction Cost Economics, Peter Klein and Michael Sykuta, eds.
- [28] “New Institutional Economics, Organization, and Strategy” with Lyda Bigelow, forthcoming in New Institutional Economics: A Guidebook, Jean-Michael Glachant and Eric Brouseau, eds.
- [29] “Toward a Positioning-economizing Theory of Strategy” forthcoming.
- [30] “Proprietary Information Networks and the Scope of the Firm: The Case of International Courier and Small Package Services in Japan,” (with Tetsuo Wada), in Emerging Competition in Postal and Energy Services (1999), eds. Michael Crew and Paul Kleindorfer, Boston: Kluwer.
- [31] “Economic Performance, Strategic Position and Vulnerability to Ecological Pressures Among U.S. Interstate Motor Carriers.” (with Brian S. Silverman), in Advances in Strategic Management: Disciplinary Roots of Strategic Management Research (1998), ed. Joel A. C. Baum, Volume 15, Greenwich, CT: JIA Press.

### *Contributions*

- [32] “Intellectual Capital Management Strategy: The Foundation of Successful New Business Generation,” (with Brian Silverman), Journal of Knowledge Management, **1,4**, (1998): 320-31.
- [33] “Strategic Objectives Supported by Licensing,” in Licensing Strategy (1996), R. Parr and P. Sullivan eds., New York: John Wiley & Sons.
- [34] “Licensing in the Chemical Industry: A Case Study,” (with Peter Grindley) in Licensing Strategy (1996), R. Parr and P. Sullivan eds., New York: John Wiley & Sons.

### *Book Reviews*

- [35] “Learning by Doing in Markets, Firms, and Countries,” Journal of Economic History, **59**, 3 (1999): 854-855.

### **Papers in Progress**

#### *Papers Under Review*

- [36] “Diversity and Productivity in Production Teams,” (with Barton Hamilton and Hideo Owan) submitted at Strategic Organization.
- [37] “The Effects of Growth and the Psychology of Envy on the Structure and Strategy of the Firm” (with Li Ma and Jie Jiao).
- [38] “A Theory of Strategic Problem Formulation” (with Markus Baer and Kurt Dirks) revise and resubmit request from Academy of Management Journal.

### *Manuscripts*

- [39] “Sailing Toward Exploration and Exploitation: Achieving Ambidexterity Through Organizational Vacillation,” (with Peter Boumgarden and Todd Zenger).
- [40] “Exploring the Information Asymmetry Gap: Evidence from FDA Regulations,” (with Jeffrey Macher and John Mayo) readying for submission.
- [41] Build Trust, Create Understanding and Accelerate Organization Change with ChangeCasting.
- [42] Economic Institutions of Capitalism.

### *Major Projects*

Collaborated with the FDA, 42 manufacturing facilities, and Jeffrey Macher of Georgetown University since 2002 to study the management of pharmaceutical manufacturing. Provided to the FDA a risk-based assessment of facility inspection choices and management of the investigator workforce that lead to the FDA changing policy. Also provided a benchmarking report to pharmaceutical manufacturers that identifies best practices. Several academic papers that use these data are underway and the collaboration with FDA continues. Primary findings are available at: <http://www.olin.wustl.edu/faculty/nickerson/results/>.

### **Invited Presentations**

UCLA (April 2009).  
University of Virginia (September 2008).  
University of Illinois (May 2008).  
Harvard Business School (October 2007), Strategy Conference.  
University of Michigan (October 2007).  
University Sao Paulo, Brazil (September 2007), Keynote speaker, II Research Workshop on Institutions and Organizations.  
Ivey School of Business at the University of Western Ontario (January 2007).

Duke (January 2007).  
 Purdue (May 2006).  
 Harvard Business School (April, 2006).  
 University of Pittsburg (March 2006).  
 USC Marshall (March 2006).  
 INSEAD (January, 2006).  
 University of Washington (May 2005).  
 Georgia Tech (October 2004).  
 University of Illinois (May 2004).  
 Harvard University (April 2004).  
 University of California at Berkeley (March 2004).  
 Dartmouth (January 2004).  
 NYU (October, 2003).  
 University of Utah (March 2003).  
 Ohio State University (January 2003).  
 University of Missouri (November 2002).  
 University of Southern California (November 2002).  
 University of California at Berkeley (October 2002), honoring Oliver Williamson.  
 University of California at Berkeley (December, 2001).  
 Georgetown University (November, 2001).  
 Cornell University (April, 2001).  
 University of Toronto (February, 2001).  
 University of Illinois, Urbana-Champaign (September 2000).  
 Odense University (November 1999).  
 DRUID Conference (June, 1998).  
 University of Maastricht (June, 1998).  
 University of Toronto (February, 1997).  
 Universitat Pompeu Fabra (October, 1997).

### **Conference Presentations**

ISNIE Reykjavik, Iceland (June, 2007).  
 ISNIE Boulder, Colorado (September, 2006).  
 ISNIE, Barcelona, Spain (September, 2005).  
 BYU-U of U Strategy Conference, Park City, UT (March 2005).  
 Academy of Management Meetings, New Orleans, LA (August, 2004).  
 Organization Science Winter Conference, Steamboat Springs, CO (February, 2004).  
 Southern Economic Association Meetings, Denver, CO (November, 2004).  
 Organization Winter Conference, Steamboat Springs, CO (February, 2004).  
 Academy of Management Meetings, Seattle, WA (August, 2003).  
 Western Economic Association Meetings, Denver, CO (July, 2003).  
 International Society of New Institutional Economics, Boston, MA (September, 2002).  
 Academy of Management Meetings, Denver, CO (August, 2002).  
 Strategy Research Forum, Soloman Islands, MD (May, 2002).  
 Informs Meetings, San Antonio, TX (November, 2000).  
 Academy of Management Meetings, Toronto, ON (August, 2000).  
 Western Economic Association Meetings, Vancouver, B.C (June, 2000).  
 Strategy Research Forum, Cohasset, MA (May, 2000).  
 Informs Meetings, Philadelphia, PA (November, 1999).  
 International Society of the New Institutional Economics, Washington D.C. (Sept., 1999).  
 Academy of Management Meetings, Chicago, IL (August, 1999).  
 Western Economics Association, San Diego, CA (July, 1999).  
 Strategy Research Forum, Gloucester, MA (May, 1999).

International Society of New Institutional Economics, Paris, France (September, 1998).  
Western Economic Association Meetings, Lake Tahoe, CA (July, 1998).  
Academy of Management Meetings, Boston, MA (August, 1997).  
Administrative Sciences Association of Canada (June, 1997).  
Strategic Management Society Meetings, Barcelona, Spain (October, 1997).  
Southern Economics Association Annual Meetings, Washington, D.C.(November, 1996).  
Strategic Management Journal Conference on Markets and Organization (October, 1996).

### **Research Interests**

Business strategy, organization choice and performance, corporate survival, new institutional economics, intellectual capital management, management of innovation and technology.

### **Research Grants**

CRES/BCTIM/Georgetown University collection of grants for \$100,000 pharmaceutical study.  
Center for Research in Health Care Policy grant for \$7,500.  
Center for Research in Economics and Strategy grant for \$12,500 to study management of pharmaceutical manufacturing.  
Boeing Center for Technology, Information, and Manufacturing grant for \$25,000 to study management of pharmaceutical manufacturing.  
Faculty Challenge Research Program in Health Sector Management Grant from Duke University, for \$44,345, with Janet Bercovitz and Jim Emshoff.

### **Service**

Communications and Assessment Task Force Subcommittee, Chair (2006).  
Dean's search committee (2004-2005).  
Steering committee member, Undergraduate Council (2003-2006).  
Senior faculty committee on corporate relations, Chair (2003-2005).  
WCRC subcommittee of MBA curriculum committee, Chair (2004-2005).  
Customer relationship management committee, Chair (2003).  
Fall Convocation 2004 faculty speaker.

Various business school and university committees including: university-wide Undergraduate Council, coordinator for junior Strategy Recruiting, MBA committee, senior strategy recruiting committee, undergraduate dorm floor advisor, running several simulation exercises for prospective student recruiting, graduation marshal, tenure review committees, and faculty representative for undergraduate admissions high school counselors weekend.

Washington University's Technology Transfer Patent Advisory Committee (TPAC) 2005- 2006.

Center for New Institutional Social Science, Washington University, Executive Committee Member 1998-present.

One of three organizers for the Strategy Research Forum conference, 2002 and 2003.

Academy of Management: Co-organizer of the Mid-career Consortium 2003-2004, Co-organizer of Ph.D. consortium, presenter in many consortia and professional development workshops.

### **Editorial boards**

Institutional and Corporate Change  
International Journal of Strategic Change Management  
Organization Science  
Strategic Management Journal

## Strategic Organization

### Reviewer-at-large for:

Academy of Management Review  
Academy of Management Journal  
American Economics Review  
Administrative Science Quarterly  
California Management Review  
Journal of Economics Behavior and Organization  
Journal of International Business Studies  
Journal of Institutional Economics  
Journal of Law Economics and Organization  
Journal of Management Studies  
Journal of Marketing Research  
Journal of Pharmaceutical Innovation  
International Society of the New Institutional Economics  
Management Science  
Managerial and Decision Economics  
Organization  
Organizational Research Methods  
Organization Science  
Review of Economics and Statistics  
Scandinavian Journal of Management  
Strategic Management Journal

### **Ph.D. Committee Membership**

Sergio Lazzarini,  
Chih-mao Hsieh  
Alexandra Mislin

### **Teaching Interests**

Business Strategy, Critical Thinking, Organization Theory, and Management of Innovation and Technology.

### **Teaching Experience**

#### Undergraduate Courses

Introduction to Management  
Competitive Strategy

#### MBA/PMBA Courses

Corporate Strategy  
Critical Thinking for Leaders  
Global Tycoon  
Introduction to Management and Strategy  
Strategic Management of Life Science

#### EMBA Courses

Strategic Management of Innovation  
Strategic Management in Health Care  
Innovation Theme

#### Ph.D. Courses

Knowledge and Management  
Strategic Management of Innovation and Technology  
Corporate Governance

Executive education, consulting, speaking engagements

A.G Edwards  
Ascension Health  
Bunge  
Colliers Turley Martin and Tucker  
Emerson  
Essex Industries  
Federal Reserve Bank of St. Louis  
Food and Drug Administration  
Fundacao Dom Cabral  
HOK  
IBM  
Intel  
KLA/Tencor  
Levi Strauss and others  
MAPI  
Merck  
Metal Service Center Institute  
Nestle-Purina  
Olin Partners Program (open enrollment)  
Olin Thought Leadership Program  
RGA  
Sigma Aldrich  
Smurfit Stone Container Corporation  
TALX  
TherRx/KV Pharmaceuticals  
Tyco Health Care/Mallinckrodt Pharmaceuticals.  
United States Federal Reserve Bank of St. Louis

### **Teaching Awards**

Reid Teaching Award: Professional MBA Professor of the Year, 2008.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2006.  
Reid Teaching Award: Executive MBA (Fudan) Professor of the Year, 2005.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2004.  
State of Missouri Governor's Award for Excellence in Teaching, 2003.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2003.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2002.  
Reid Teaching Award: Undergraduate required courses Professor of the Year, 2001.  
Reid Teaching Award: Executive MBA (HSM III) Professor of the Year, 2001.  
Reid Teaching Award: Executive MBA (HSM II) Professor of the Year, 2000.  
Marcile and James Reid Chair: In recognition of consistently outstanding teaching contribution  
at the John M. Olin School of Business, 2001.  
UBSC Teaching Award, 1999-2000.  
UBSC Teaching Award, 1998-1999.  
Student Union Professor of the Year (Business), 1998-1999.

### **Other Teaching Experience**

Guest Lecturer, Copenhagen Business School (November, 1999).

Olin Practicum Advisor, Charter Communications (Spring 1999).  
Olin Practicum Advisor, Gateway Energy Systems (Spring 1998).

### **Honors and Awards**

Olin Award Recognizing Research that Transforms Business, 2009.  
Olin Award Recognizing Research that Transforms Business, 2008.  
Founder's Day Distinguished Faculty Award, 2007.  
Best Paper Award, Second International Business and Economy Conference, 2003.  
AOM Best Papers Proceedings, 2002.  
BPS Division of the Academy of Management, Outstanding Reviewer Award, 2000.  
Nominated for 3<sup>rd</sup> annual McKinsey/SMS Best Conference Paper Prize, SMS 2000.  
Finalist, 1998 Free Press Award for Outstanding Dissertation Research in BPS.  
Best Paper in TIM, ASAC 1998.  
Honorable Mention Paper in Organization Theory, ASAC 1998.  
Best Paper in Organization Theory, ASAC 1997.  
Honorable Mention Paper in Policy, ASAC 1997.  
Hayase Award, 1995.  
Lynde and Harry Bradley Foundation Fellowship, 1994-1995.  
John M. Olin Foundation Fellowship, 1994-1995.  
LES Fellowship, 1995.  
University of California at Berkeley University Fellowship, 1991-1992.  
Tau Beta Pi Fellowship, 1984.  
American Society of Metals Scholastic Achievement Award, 1985.  
Salisbury Award, Worcester Polytechnic Institute, 1984.  
Two Towers Award, Worcester Polytechnic Institute, 1983.  
Elected to Tau Beta Pi, 1983.  
Elected to Pi Tau Sigma, 1983.