October 2026

Felipe A. Csaszar

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Academic Positions

2025–present	Alexander M. Nick Professor Ross School of Business, University of Michigan
Winter 2025	Visiting Scholar Strategy Unit, Harvard Business School
2022–2025	Professor of Strategy Ross School of Business, University of Michigan
2016–2022	Associate Professor of Strategy Ross School of Business, University of Michigan
2011–2016	Assistant Professor of Strategy Ross School of Business, University of Michigan
2009–2011	Assistant Professor of Strategy INSEAD, France

Educational Background

2009	PhD, Wharton School, University of Pennsylvania Field: Strategy. Committee: Dan Levinthal (advisor), Nicolaj Siggelkow, Jitendra Singh, Sid Winter
2007	MA, Management Science & Applied Economics, University of Pennsylvania
1997	MBA, Universidad Adolfo Ibáñez, Chile
1996	Computer Science Engineering, University of Chile

Publications

[27] Csaszar, F. A. (2026). Conceptual search: A generative view of entrepreneurial imagination. *Strategic Entrepreneurship Journal* 20(4) (forthcoming).

[26] Csaszar, F. A. (2026). AI is revolutionizing strategic decision-making. *Harvard Business Review* 104(5) 44–53.

– Cover story of the September–October 2026 issue.

[25] Albert, D. and Csaszar, F. A. (2026). Search heuristics under multiple objectives: The case of corporate social responsibility. *Academy of Management Review* (online).

- Winner of the 2023 Distinguished Paper Award in Nonmarket Strategy at the AoM STR Division.

[24] Csaszar, F. A., Lee, G., Zemsky, P., and Zenger, T. (2026). Can AI do strategy? *Strategy Science* 11(1) 1–15.

[23] Csaszar, F. A. and Eklund, J. (2026). Revisiting the unitary actor assumption: Toward realistic aggregation of individual preferences in strategy research. *Strategy Science* (forthcoming).

[22] Csaszar, F. A. and Rhee, L. (2026). The power and limits of distributed representations in strategic decision-making. *Strategy Science* 11(2) 209–228.

[21] Csaszar, F. A., Jacobides, M. G., and Zemsky, P. (2026). The effects of artificial intelligence on management education. *Strategic Organization* 24(2) 440–462.

[20] Csaszar, F. A., Karp, R., and Roche, M. (2025). When to innovate and when to imitate. *Harvard Business Review* (online).

[19] Csaszar, F. A., Ketkar, H., and Kim, H. (2024). Artificial intelligence and strategic decision-making: Evidence from entrepreneurs and investors. *Strategy Science* 9(4) 322–345.

[18] Csaszar, F. A., Hinrichs, N., and Heshmati, M. (2024). External representations in strategic decision making: Understanding strategy's reliance on visuals. *Strategic Management Journal* 45(11) 2191–2226.

- Finalist for the Best Paper Prize at the 2020 AoM Meeting STR Track "Behavioral Strategy, Process and Change."
- Nominated for the 2020 SMS Annual Conference PhD Paper Prize.

[17] Heshmati, M. and Csaszar, F. A. (2024). Learning strategic representations: Exploring the effects of taking a strategy course. *Organization Science* 35(2) 453–473.

[16] Csaszar, F. A., Jue-Rajasingh, D., and Jensen, M. (2023). When 'less is more': How statistical discrimination can decrease predictive accuracy. *Organization Science* 34(4) 1383–1399.

- Finalist for the 2018 OMT Best Paper Award.

[15] Csaszar, F. A. and Steinberger, T. (2022). Organizations as artificial intelligences: The use of artificial intelligence analogies in organization theory. *Academy of Management Annals* 16(1) 1–37.

[14] Lee, S. and Csaszar, F. A. (2020). Cognitive and structural antecedents of innovation: A large-sample study. *Strategy Science* 5(2) 71–97.

[13] Csaszar, F. A. and Ostler, J. (2020). A contingency theory of representational complexity in organizations. *Organization Science* 31(5) 1198–1219.

[12] Csaszar, F. A. (2020). *Certum quod factum*: How formal models contribute to the theoretical and empirical robustness of organization theory. *Journal of Management* 46(7) 1289–1301.

[11] Li, C. and Csaszar, F. A. (2019). Government as landscape designer: A behavioral view of industrial policy. *Strategy Science* 4(3) 175–192.

- Winner of the 2018 Florida International University Best Paper Prize, SMS Special Conference, São Paulo.

[10] Csaszar, F. A. (2019). Limits to the wisdom of the crowd in idea selection. *Advances in*

Strategic Management 40 275–297.

[9] Csaszar, F. A. (2018). What makes a decision strategic? Strategic representations. *Strategy Science* 3(4) 606–619.

[8] Csaszar, F. A. and Laureiro-Martínez, D. (2018). Individual and organizational antecedents of strategic foresight: A representational approach. *Strategy Science* 3(3) 513–532.

[7] Csaszar, F. A. and Levinthal, D. A. (2016). Mental representation and the discovery of new strategies. *Strategic Management Journal* 37(10) 2031–2049.

[6] Csaszar, F. A. and Enrione, A. (2015). When consensus hurts the company. *MIT Sloan Management Review* 56(3) 17–20.

[5] Adner, R., Csaszar, F. A., and Zemsky, P. B. (2014). Positioning on a multi-attribute landscape. *Management Science* 60(11) 2794–2815.

[4] Csaszar, F. A. and Eggers, J. P. (2013). Organizational decision making: An information aggregation view. *Management Science* 59(10) 2257–2277.

[3] Csaszar, F. A. (2013). An efficient frontier in organization design: Organizational structure as a determinant of exploration and exploitation. *Organization Science* 24(4) 1083–1101.

- Finalist for the 2007 Glueck Best Paper Award, Business Policy & Strategy Division, Academy of Management

[2] Csaszar, F. A. (2012). Organizational structure as a determinant of performance: Evidence from mutual funds. *Strategic Management Journal* 33(6) 611–632.

[1] Csaszar, F. A. and Siggelkow, N. (2010). How much to copy? Determinants of effective imitation breadth. *Organization Science* 21(3) 661–676.

Books

- Csaszar, F. A. and Jia, N., eds. (2026). *Handbook of Artificial Intelligence and Strategy*. Edward Elgar Publishing, Cheltenham, UK.

Papers Under Review and Work in Progress

- Csaszar, F. A. and Li, C. "Understanding risky organizational change: A first-principles approach." R&R at *Management Science*.
  - Runner-up for the OMT Division Best Paper Award, Academy of Management Meeting 2024.
- Csaszar, F. A., Peterson, A., and Wilde, D. "The strategic foresight of LLMs: Evidence from a fully prospective venture tournament." R&R at *Strategic Management Journal*.
- Schuler, B. A., Kapoor, R., and Csaszar, F. A. "Team strategic foresight: Reconstructing distributed representations in conversation."

Book Chapters

- Csaszar, F. A. "Unbounding rationality: Why AI is a fundamental issue for strategy." Invited chapter for a forthcoming book on strategy's fundamental issues, edited by Jay Barney and Todd Zenger.
- Csaszar, F. A. and Jia, N. (2026). Editors' introduction: Artificial intelligence and strategy—charting new frontiers. F. A. Csaszar, N. Jia, eds., *Handbook of Artificial Intelligence and Strategy*, chap. 1. Edward Elgar Publishing, Cheltenham, UK, 1–14.
- Csaszar, F. A. (2013). Strategic decision making. E. H. Kessler, ed., *Encyclopedia of Management Theory*. SAGE Publications, Thousand Oaks, CA, 775–778.

Proceedings

- Csaszar, F. A. and Li, C. "Understanding risky organizational change: A first-principles approach." Academy of Management Meeting 2024 Best Paper Proceedings.
- Albert, D. and Csaszar, F. A. "Searching under multiple goals: Exploring the role of corporate social responsibility heuristics." Academy of Management Meeting 2023 Best Paper Proceedings.
- Csaszar, F. A., Jue-Rajasingh, D., and Jensen, M. "When does discrimination increase predictive accuracy? The costs and benefits of discrimination," Academy of Management Meeting 2018 Best Paper Proceedings.
- Csaszar, F. A. and Levinthal, D. A. "Searching for blue oceans: Mental representation and the discovery of new strategies," Academy of Management Meeting 2013 Best Paper Proceedings.
- Csaszar, F. A. "An efficient frontier in organization design," Academy of Management Meeting 2007 Best Paper Proceedings.

Other Publications

- Chatterji, A., Csaszar, F. A., Evans, J., Felin, T., Hullman, J., Lakhani, K. R., Sako, M., and Zenger, T. (2026). Can AI do strategy? A dialogue and debate. *Strategy Science* 11(1) 16–30.
- Csaszar, F. A. (2023). *Introduction to Strategy.* University of Michigan.
- Csaszar, F. A. (2021). A note on calculating the average span of control. *Journal of Organization Design* 10 83–84.
- Csaszar, F. A. (2021). Using Brunswik's lens model to theorize about the optimal complexity of representations. *The Brunswik Society Newsletter*, 36:24–25.
- Csaszar, F. A. (2018). A note on how NK landscapes work. *Journal of Organization Design* 7(15) 1–6.
- Csaszar, F. A. and Laureiro-Martínez, D. (2018). Using Brunswik's lens model to study strategic foresight. *The Brunswik Society Newsletter*, 33:10–11.

Presentations

- "Conceptual search: A generative view of entrepreneurial imagination." Chair for Strategy and Organization, Technical University of Munich, October 2026.
- "The strategic foresight of LLMs: Evidence from a fully prospective venture tournament." SMS Annual Conference, Berlin, October 2026.
- "Previously impossible papers: AI's real value for strategy research." SMS Annual Conference, Berlin, October 2026.
- "The strategic foresight of LLMs." AoM Meeting, Philadelphia, August 2026.
- "Team strategic foresight: Reconstructing distributed representations in conversation." AoM Meeting, Philadelphia, August 2026.
- "Perspectives on the effects of AI on innovation." in PDW "Bridging minds and machines: Rethinking innovation in the age of AI." AoM Meeting, Philadelphia, August 2026.
- "Unbounding rationality: Why AI is a fundamental issue for strategy" in PDW "Unbounding bounded rationality: Reimagining cognition and strategic decision making with AI in firms." AoM Meeting, Philadelphia, August 2026.
- "What are the strategic implications of AI, and which strategic concepts should we teach?" in PDW "Teaching in the age of AI." AoM Meeting, Philadelphia, August 2026.
- "Previously impossible papers: AI's real value for strategy research." AI in the Research Pipeline, SMS Virtual Conference, July 2026.
- "The strategic foresight of LLMs." University College London, June 2026.
- "The strategic foresight of LLMs." Consortium for Research in Strategy Conference, London, June 2026.
- "The strategic foresight of LLMs." Organizational Design Community, April 2026.
- "The strategic foresight of LLMs." College of Business, University of Michigan–Dearborn, February 2026.
- "The strategic foresight of LLMs." AI Research Forum, University of Colorado, February 2026.
- "AI and entrepreneurial imagination." Troesh Research Conference, University of Nevada, Las Vegas, January 2026.
- "Understanding risky organizational change: A first-principles approach." University of Southern Denmark, January 2026.
- "The strategic foresight of LLMs." University of St. Gallen, Switzerland, January 2026.
- "The strategic foresight of LLMs." ETH Zürich, Switzerland, January 2026.
- "Unbounding rationality: Why AI is a fundamental issue for strategy." Chile Strategy Conference, Santiago, December 2025.
- Panelist in the Plenary Panel and Debate, "Can AI do strategy?" Ion AI Conference, Sundance, Utah, August 2025.
- Panelist in the STR Division Plenary, "Will AI make strategic management more (or less)

important?" AoM Meeting, Copenhagen, July 2025.

- Discussant in the symposium "Algorithms and strategic decision-making." AoM Meeting, Copenhagen, July 2025.
- "Counterfactual imagination meets the Carnegie tradition: Linking search, representation, and aggregation in organizations" in symposium "Counterfactual histories and counterfactual futures: A new direction for cognition." AoM Meeting, Copenhagen, July 2025.
- "Designing organizations to search under multiple objectives" in PDW "Exploring new frontiers in organizational search." AoM Meeting, Copenhagen, July 2025.
- "Some thoughts on using computational models in behavioral strategy research" in PDW "Using Computational Models in Behavioral Strategy Research." AoM Meeting, Copenhagen, July 2025.
- "The central role of foresight in strategy and a framework for studying its drivers" in PDW "Managerial foresight: Unraveling the enigma." AoM Meeting, Copenhagen, July 2025.
- "Organizations as artificial intelligences: Revisiting the Carnegie tradition in the age of AI" in PDW "AI and the Carnegie School." AoM Meeting, Copenhagen, July 2025.
- "Search strategies for stakeholder value: A behavioral analysis of multi-objective decision making in organizations." Tel Aviv University, Israel, April 2025.
- "Revisiting the unitary actor assumption: Toward realistic aggregation of individual preferences in strategy research." Harvard Business School, Strategy Unit, April 2025.
- "Search strategies for stakeholder value: A behavioral analysis of multi-objective decision making in organizations." HEC, Paris, February 2025.
- "Revisiting the unitary actor assumption: Toward realistic aggregation of individual preferences in strategy research." ESSEC, France, February 2025.
- Panelist in "Organizations as AI systems." Organization Design Community's Idea Development Workshop, November 2024.
- "Search simulations: Past innovations and future directions." SMS Annual Conference, Istanbul, October 2024.
- "Artificial intelligence and strategic decision-making." SMS Annual Conference, Istanbul, October 2024.
- "Artificial intelligence and strategic decision-making." AoM Meeting, Chicago, August 2024.
- "Designing organizations to search under multiple goals." AoM Meeting, Chicago, August 2024.
- "Understanding risky organizational change: A first-principles approach." AoM Meeting, Chicago, August 2024.
- "Better connecting research on representations in strategy and organizations" in PDW "Minds at work: The past, present and future of cognitive representations in management and strategy." AoM Meeting, Chicago, August 2024.
- "Studying foresight in strategic management: The role of structure and cognition" in PDW "Managerial foresight: Unraveling the enigma." AoM Meeting, Chicago, August 2024.

- "Artificial intelligence and strategic decision-making." Utah Strategy Summit, Utah, August 2024.
- "Artificial intelligence and strategic decision-making: Evidence from entrepreneurs and investors." Universidad de Chile, Chile, May 2024.
- "Artificial intelligence and strategic decision-making: Evidence from entrepreneurs and investors." Universidad de Los Andes, Chile, May 2024.
- Discussant for the session on "Strategic implications of AI and data." Wharton Technology & Innovation Conference, Philadelphia, April 2024.
- "Getting your work published: Some recommendations for international scholars" in PDW "Management in Japan." Kyoto University of Advanced Science, March 2024.
- Speaker for the fireside chat "AI: Uncertainties, opportunities and organizations." Organization Science Winter Conference, Zurich, February 2024.
- "Understanding risky organizational change: A first-principles approach." Organization Science Winter Conference, Zurich, February 2024.
- "Search, representation, and aggregation in the context of theory-driven strategic decisions." Ion Management Science Lab, Bocconi University, Milan, February 2024.
- "The impact of AI on strategic decision making." Ion Management Science Lab, Bocconi University, Milan, February 2024.
- Panelist in "Machine learning: Implications for strategy, innovation and entrepreneurship research." SMS Annual Conference, Toronto, October 2023.
- Panelist in "Will the singularity hit strategists? Artificial intelligence and executive decision-making—complements or substitutes." SMS Annual Conference, Toronto, October 2023.
- "Searching under multiple goals: Exploring the role of corporate social responsibility heuristics." SMS Annual Conference, Toronto, October 2023.
- "AI and strategic decision-making: Some preliminary evidence." AoM Meeting, Boston, August 2023.
- "Searching under multiple goals: Exploring the role of corporate social responsibility heuristics." AoM Meeting, Boston, August 2023.
- "Beyond the sum of its parts: The surprising complexity of organizational utility." AoM Meeting, Boston, August 2023.
- "Getting your work published: Some recommendations for international scholars" in PDW "Fostering publications from around the world in leading organization and strategy journals." AoM Meeting, Boston, August 2023.
- "Some thoughts on publishing organization design papers" in PDW "Publishing organization design papers: An editor and author perspective." AoM Meeting, Boston, August 2023.
- "Introduction" in PDW "Past, Present, and Future of A Behavioral Theory of the Firm." AoM Meeting, Boston, August 2023.
- "Understanding risky organizational change: A first-principles approach." TOM Society meeting, Harvard University, Boston, August 2023.

- "Searching under multiple goals: Challenges and opportunities for Latin American researchers." Keynote speech at the STR Paper Development Workshop (PDW) for Mexico, Central America, and the Caribbean, June 2023.
- "Understanding risky organizational change: A first-principles approach." Strategy Science Conference, Munich, June 2023.
- "Understanding risky organizational change: A first-principles approach." Consortium for Research in Strategy Conference, Chicago, May 2023.
- "From individual to organizational utility functions: How organizations aggregate heterogeneous preferences." Vanderbilt Owen Graduate School of Management, Strategy and Business Economics Group, May 2023.
- "Understanding risky organizational change: A first-principles approach." Stanford GSB, Organizational Behavior Group, April 2023.
- "Utility theory as a microfoundation of organizational decision-making around reference points." IE University, Strategy Department, Madrid, Spain, February 2023.
- "Utility theory as a microfoundation of organizational decision-making around reference points." Ludwig Maximilian University, Institute for Strategy, Technology and Organization, Munich, Germany, February 2023.
- "Incorporating multiple goals and actors into strategy." Troesh Research Conference, University of Nevada, Las Vegas, November 2022.
- "Organizational cognition from the viewpoint of AI: Looking back and looking forward." AoM Meeting, Seattle, August 2022.
- "Some thoughts about 'shaping': Distinguishing between adapting, shaping, and constraining." AoM Meeting, Seattle, August 2022.
- "From individual to organizational utility functions: How organizations aggregate heterogeneous preferences." AoM Meeting, Seattle, August 2022.
- "Searching under multiple goals: The role of corporate social responsibility heuristics" in PDW "Past, present, and future of *A Behavioral Theory of the Firm*." AoM Meeting, Seattle, August 2022.
- "From individual to organizational utility functions: How organizations aggregate heterogeneous preferences." Goizueta Business School, Emory University, Organization & Management Department, March 2022.
- "From individual to organizational utility functions: How organizations aggregate heterogeneous preferences." University of Texas–Austin, Management Department, February 2022.
- "An Introduction to Behavioral Strategy." Part of the "Meet a Theory" series of the STR division, February 2022.
- "Organizations as artificial intelligences: The use of artificial intelligence analogies in organization theory." Keynote speech at the Artificial Intelligence and Strategy Consortium, Indian School of Business, January 2022.
- Discussant in the symposium "How to contribute to strategic management theory through modeling." Part of the "Meet a Method" series of the STR division, December 2021.

- "Searching under multiple goals: Exploring the role of corporate social responsibility heuristics." University of Illinois at Urbana–Champaign, Department of Business Administration, December 2021.
- "Learning strategic representations: Exploring the effects of taking a strategy course." Drexel University, Management Department, November 2021.
- "Organizations as decision boundaries: How structure can compensate for flawed mental representations." University of St. Gallen, Strategy Group, October 2021.
- "From micro to macro: How organizations aggregate individuals' utility functions." SMS Annual Conference, September 2021.
- "Learning strategic representations: Exploring the effects of taking a strategy course." AoM Meeting, August 2021.
- "Organizations as decision boundaries: How structure can compensate for flawed mental representations." AoM Meeting, August 2021.
- "Searching under multiple goals." AoM Meeting, August 2021.
- "A simple but powerful way of understanding the role of cognitive representations in strategy" in PDW "Deciphering managerial cognition: New methods & opportunities for studying decision making." AoM Meeting, August 2021.
- "Getting papers published." STR Dissertation Consortium, AoM Meeting, August 2021.
- "Using formal models to study strategy and organizations." TOM PhD summer school, June 2021.
- "Learning strategic representations: Exploring the effects of taking a strategy course." Consortium for Research in Strategy Conference, May 2021.
- "Learning strategic representations: Exploring the effects of taking a strategy course." Strategy Science Conference, April 2021.
- "Searching under multiple goals: The role of corporate social responsibility heuristics." University of Texas at Austin, Department of Management, April 2021.
- "From micro to macro: How organizations aggregate individuals' utility functions." Wharton School, Management Department, March 2021.
- "Learning strategic representations: Exploring the effects of taking a strategy course." Harvard Business School, Strategy Unit, February 2021.
- Discussant of the session on artificial intelligence and strategic decision-making. Artificial Intelligence and Strategy Consortium, Indian School of Business, January 2021.
- Discussant of the session on artificial intelligence and strategic decision-making. STR Regional Professional Development Workshop, Santiago, Chile, January 2021.
- "Learning strategic representations: Exploring the effects of taking a strategy course." Bocconi University, Department of Management & Technology, December 2020.
- "External representations in strategic decision making: Understanding strategy's reliance on visuals." AoM Meeting, August 2020.
- "Learning strategic representations: Exploring the effects of taking a strategy course." Pre-

sentations suspended due to the public health crisis:

  - Drexel University, Management Department, May 2020.
  - George Washington University, International Business Department, April 2020.
  - Indian School of Business, April 2020.
  - Wharton School, Management Department, March 2020.
  - STR Executive Committee Research Workshop, March 2020.
  - Organization Science Winter Conference, March 2020.

- "Learning strategic representations: Exploring the effects of taking a strategy course." Ohio State University, January 2020.
- "Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation." INSEAD, Singapore, December 2019.
- "Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation." AoM Meeting, Chicago, August 2019.
- "A few findings about innovation and adaptation in hierarchies." AoM Meeting, Chicago, August 2019.
- "Looking at the representation–performance link" in PDW "Past, present, and future of *A Behavioral Theory of the Firm*." AoM Meeting, Chicago, August 2019.
- "Coming up with research ideas on organization design" in PDW "Organization design: Established and novel methods to provide new insights to a classic problem." AoM Meeting, Chicago, August 2019.
- "External representations in strategic decision making: Understanding strategy's reliance on visuals." Consortium for Research in Strategy Conference, New York, May 2019.
- "A contingency theory of representational complexity in organizations." INSEAD, France, April 2019.
- "A contingency theory of representational complexity in organizations." Purdue University, West Lafayette, March 2019.
- "A contingency theory of representational complexity in organizations." NYU, New York, March 2019.
- "External representations in strategic decision making: Understanding strategy's reliance on visuals." UC Irvine, California, February 2019.
- "Getting published." Doctoral Consortium, AoM Specialized Conference: From Start-up To Scale-up, Tel Aviv, Israel, December 2018.
- "Honoring Jim March's exploration." Commemorating James March Symposium, AoM Specialized Conference: From Start-up To Scale-up, Tel Aviv, Israel, December 2018.
- "Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation." ESSEC, France, November 2018.
- "Untangling the cognitive and structural antecedents of firms' adaptation to disruptive innovations." Symposium on "Organizational structure and innovation: Charting the way

forward," AoM Meeting, Chicago, August 2018.

- "Government as a landscape designer: A behavioral view of industrial policy." AoM Meeting, Chicago, August 2018.
- "When does discrimination increase predictive accuracy? The costs and benefits of discrimination." AoM Meeting, Chicago, August 2018.
- "Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation." Strategy Science Conference, Philadelphia, June 2018.
- "The importance of teaching strategy (or 'Make Strategy Great Again')." Consortium for Research in Strategy Conference, Boston, May 2018.
- "Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation." Boston College, Boston, April 2018.
- "When does discrimination increase predictive accuracy? The costs and benefits of discrimination." Nanyang Business School, Singapore, April 2018.
- "Government as a landscape designer: A behavioral perspective on industrial policy." SMS Special Conference, São Paulo, Brazil, March 2018.
- "Using formal models to study strategy and organizations." NSF workshop on "Promoting robust and reliable research practice in the science of organizations," University of Florida, March 2018.
- "Managing the revise & resubmit process as an author." SMS Meeting, Houston, October 2017.
- "A contingency theory of representational complexity." AoM Meeting, Atlanta, August 2017.
- "Individual and organizational antecedents of strategic foresight." Hosmer–Hall Interdisciplinary Research Luncheon, University of Michigan, March 2017.
- "Teaching business strategy using video cases." "Best of Ross" Education Workshop, University of Michigan, February 2017.
- "A contingency theory of representational complexity." Organization Science Winter Conference, Park City, Utah, February 2017.
- "Simple or complex rules? A contingency theory of representational complexity." Seoul National University, South Korea, November 2016.
- "The strategy foresight exercise." In "Beyond the case method" PDW, AoM Meeting, Anaheim, August 2016.
- "Individual and organizational antecedents of strategic foresight." AoM Meeting, Anaheim, August 2016.
- "Individual and organizational antecedents of strategic foresight." University of Illinois at Urbana–Champaign, Department of Business Administration, April 2016.
- "Individual and organizational antecedents of strategic foresight." University of Vienna, Strategy Area, April 2016.
- "Individual and organizational antecedents of strategic foresight." Wharton School, Management Department, November 2015.

- "Individual and organizational antecedents of strategic foresight." Columbia University, Management Division, November 2015.
- "Limits to the wisdom of the crowd in idea selection." AoM Meeting, Vancouver, August 2015.
- "Exploring the cognition–performance link in strategy." Strategy Research Summer Camp at Tuck, Hanover, August 2015.
- "Limits to the wisdom of the crowd in idea selection." Organization Science Winter Conference, Park City, Utah, February 2015.
- "Bridging the gulf between executive characteristics and organizational outcomes: The intertwined roles of cognition, aggregation structure, and the environment." Stanford GSB, Organizational Behavior Group, November 2014.
- "Cognition and the resource-based view of the firm." INFORMS Meeting, San Francisco, November 2014.
- "Using formal models to study organization design." AoM Meeting, Philadelphia, August 2014.
- "Brunswik's lens model as a psychological foundation of the Behavioral Theory of the Firm." AoM Meeting, Philadelphia, August 2014.
- "Aggregating individuals' incentives and information: Some comments." AoM Meeting, Philadelphia, August 2014.
- "Limits to the wisdom of the crowd." University of Oxford, Saïd Business School, June 2014.
- "Limits to the wisdom of the crowd." TOM Society meeting, University of Southern Denmark, Odense, June 2014.
- "Foresight in strategic factor markets: The role of decision-making structure and cognition." Atlanta Competitive Advantage Conference, May 2014.
- "My journey as a scholar." Hosmer–Hall Interdisciplinary Research Luncheon, University of Michigan, March 2014.
- "Searching for blue oceans: Mental representation and the discovery of new strategies." Organization Science Winter Conference, Steamboat, Colorado, February 2014.
- "The firm as a hypothesis of its environment." Workshop on Decision-Making in a World of Incomplete and Evolving Knowledge, Max Planck Institute for Mathematics in the Sciences, Leipzig, January 2014.
- "Models of organizational cognition." University of Zurich, December 2013.
- "Bridging the cognition–structure gulf: How organizational structure can compensate for flawed mental representations." Duke Strategy Conference, Durham, October 2013.
- "Bridging the cognition–structure gulf: How organizational structure can compensate for flawed mental representations." AoM Meeting, Lake Buena Vista, August 2013.
- "Searching for blue oceans: Mental representation and the discovery of new strategies." AoM Meeting, Lake Buena Vista, August 2013.
- "Bridging the gulf between individual cognition and organizational structure." Strategy

Research Summer Camp at Tuck, Hanover, July 2013.

- "How organizational structure can compensate for flawed mental representations." Strategy Research Forum, Portland, June 2013.
- "How organizational structure can compensate for flawed mental representations." TOM Society meeting, NYU, New York, April 2013.
- "How organizational structure can compensate for flawed mental representations." Carnegie School of Organizational Learning, Asilomar, California, March 2013.
- "How organizational structure can compensate for flawed mental representations." Organization Science Winter Conference, Steamboat, Colorado, February 2013.
- "Positioning on a multi-attribute landscape." AoM Meeting, Boston, August 2012.
- "BPS Doctoral Consortium." AoM Meeting, Boston, August 2012.
- "Organizing for strategy making: An information aggregation view." Washington University in St. Louis, May 2012.
- "BPS Managing Your Dissertation workshop." AoM Meeting, San Antonio, August 2011.
- "Organizing for strategy making: An information aggregation view." AoM Meeting, San Antonio, August 2011.
- "Organizing for strategy making: An information aggregation view." Utah-BYU Winter Strategy Conference, Park City, Utah, February 2011.
- "Organizing for strategy making: An information aggregation view." Tuck School of Business, Dartmouth, Hanover, February 2011.
- "Organizing for strategy making: An information aggregation view." TOM Society meeting, University Pompeu Fabra, Barcelona, January 2011.
- "Some thoughts on information aggregation." TOM Society meeting, University Pompeu Fabra, Barcelona, January 2011.
- "Organizing for strategy making: An information aggregation view." University of Michigan, Strategy Department, Ann Arbor, December 2010.
- "Organizational structure as a determinant of organizational performance: Evidence from mutual funds." SMJ Special Issue Conference on Strategy and Organizational Design, Harvard Business School, October 2010.
- "Positioning on a multi-attribute landscape." Harvard Business School, Strategy Unit, October 2010.
- "Positioning on a multi-attribute landscape." AoM Meeting, Montreal, August 2010.
- "Organizational structure as a determinant of organizational performance." AoM Meeting, Montreal, August 2010.
- "Organizing for strategy making: The contingent role of structure, expertise, and environment." NYU Economics of Strategy Mini-Conference, August 2010.
- "Positioning on a multi-attribute landscape." Atlanta Competitive Advantage Conference, May 2010.

- "Positioning on a multi-attribute landscape." CRES Conference on the Foundations of Business Strategy, Washington University in St. Louis, May 2010.
- "Organizational structure as a determinant of organizational performance: Evidence from mutual funds." Organization Science Winter Conference, Steamboat, Colorado, February 2010.
- "Simulation vs. closed-form modeling: An issue of parsimony and expressiveness." Center for Advanced Studies, Ludwig Maximilian University, Munich, Germany, December 2009.
- "Organizational structure as a determinant of organizational performance: Evidence from mutual funds." Strategic Organization Design unit, University of Southern Denmark, October 2009.
- "Organizational structure as a determinant of organizational performance: Evidence from mutual funds." AoM Meeting, Chicago, August 2009.
- "An efficient frontier in organization design." PDW on Organization Design, AoM Meeting, Chicago, August 2009.
- "Organizational structure as a determinant of organizational performance: A theory and empirical evidence." MIT Organizational Economics Lunch, April 2009.
- "Organizational structure as a determinant of organizational performance: Evidence from mutual funds"
  - Dartmouth, Strategy and Management Group, February 2009.
  - Columbia GSB, Management Division, February 2009.
  - University of Minnesota, Strategic Management & Organization, January 2009.
  - University of North Carolina, Strategy and Entrepreneurship Department, January 2009.
  - UCLA, Policy Area, January 2009.
  - Harvard Business School, Strategy Unit, January 2009.
  - London Business School, Strategic and International Management Area, January 2009.
  - INSEAD, Strategy Area, January 2009.
  - IESE, Strategic Management Department, January 2009.
  - University of Toronto, Strategic Management Area, January 2009.
  - Stanford GSB, Organizational Behavior Group, December 2008.
  - University of Southern California, Management & Org. Department, December 2008.
  - Ohio State University, Management & HR Department, December 2008.
- "Two new measures of relatedness." AoM Meeting, Philadelphia, August 2008.
- "An efficient frontier in organization design." Atlanta Competitive Advantage Conference (ACAC), Atlanta, June 2008.
- "Organizational form as a determinant of performance." 15th Annual CCC Doctoral Colloquium, Carnegie Mellon University, April 2008.

- "How much to copy? The contingent value of imitation capabilities." Organization Science Winter Conference, Olympic Village, California, February 2008.
- "Copy if you dare: The contingent value of imitation capabilities." SMS Meeting, San Diego, October 2007.
- "An efficient frontier in organization design." AoM Meeting, Philadelphia, August 2007.
- "Copy if you dare: The contingent value of imitation capabilities." AoM Meeting, Philadelphia, August 2007.
- "A knowledge-sharing model of conglomerates." Santa Fe Institute, Santa Fe, December 2006.

Honors and Awards

2026	"Last lecture" speaker for the graduating Weekend MBA class, Ross School of Business
2025	Researcher of the Year Award, Ross School of Business
2024	Runner-up for the OMT Division Best Paper Award, Academy of Management Meeting 2024 (for the paper "Understanding risky organizational change: A first-principles approach" co-authored with Cha Li)
2023	Distinguished Paper Award in Nonmarket Strategy, Strategy Division, Academy of Management (for the paper "Searching under multiple goals: Exploring the role of corporate social responsibility heuristics" co-authored with Daniel Albert)
2022, 2023	"Last lecture" speaker for the graduating MBA class, Ross School of Business
2021	Neary Teaching Excellence Award for the Global MBA Program, Ross School of Business
2021	Competitive Strategy Best Reviewer Award, SMS Annual Conference
2020	Developmental Reviewer Award, *Academy of Management Review*
2020	Finalist for the Best Paper Prize of the 2020 AoM Meeting STR Track "Behavioral Strategy, Process and Change" (for the paper "External representations in strategic decision making: Understanding strategy's reliance on visuals" co-authored with Mana Heshmati and Nicole Hinrichs)
2020	Nominated for the 2020 SMS Annual Conference PhD Paper Prize (for the paper "Learning strategic representations: Exploring the effects of taking a strategy course" co-authored with Mana Heshmati)
2018	Winner of the Florida International University Best Paper Prize, SMS Special Conference, São Paulo (for the paper "Government as a landscape designer: A behavioral perspective on industrial policy" co-authored with Cha Li)
2018	Finalist for the 2018 Best Paper Award, Organization and Management Theory Division, Academy of Management (for the paper "When does discrimination increase predictive accuracy? The costs and benefits of discrimination" co-authored with Diana Jue-Rajasingh and Michael Jensen)

2013–2016	3M Non-Tenured Faculty Award
2013	Arnold M. and Linda T. Jacob Faculty Development Award, Ross School of Business
2011	Meritorious Service Award, *Management Science*
2010	Finalist for the Best Dissertation Award, Business Policy & Strategy Division, Academy of Management
2007	Finalist for the Glueck Best Paper Award, Business Policy & Strategy Division, Academy of Management (for the paper "An efficient frontier in organization design")
2007 & 2008	Robert R. Nathan Fellow (awarded annually to a PhD student at Wharton to recognize outstanding work in applied economics)
2007	Ackoff Award, University of Pennsylvania
2004–2009	Doctoral Fellowship, Wharton School
2004	Fulbright Fellowship (declined due to visa constraints)
1996	Chilean Engineering Institute Award
1996	Valedictorian (Computer Science Engineering)

Teaching

2011–present Ross School of Business, University of Michigan

- Strategy (core WMBA course; student evaluation 5.0/5.0)
- Corporate Strategy (core MBA course; student evaluation 4.9/5.0)
- AI and Strategy (MBA and Executive MBA elective)
- World Economy (core MBA course covering international strategy; student evaluation 4.9/5.0)
- World Economy (BBA elective course; student evaluation 4.7/5.0)
- Doctoral Seminar in Strategy (PhD seminar; student evaluation 5.0/5.0)
- Models of Organizational Cognition (PhD seminar; student evaluation 5.0/5.0)

2009–2011 INSEAD, Fontainebleau, France

- Industrial and Competitive Analysis (MBA elective)
- Competitive Strategy Research (PhD seminar)

Editorial Activities

2026–present	Advisor, *Management and Business Review*
2024–2026	Co-editor of the *Strategy Science* special issue, "Can AI Do Strategy? Exploring the Frontiers of AI-Augmented Strategic Decision Making"

2024–2026	Co-editor of the *Handbook on Artificial Intelligence and Strategy*, published by Edward Elgar Publishing
2023–present	Senior Editor for *Strategy Science*
2023–2026	Associate Editor for *Management Science*
2017–2022	Senior Editor for *Organization Science*
2020–2023	Member of the editorial board of *Strategic Organization*
2018–2020	Member of the editorial board of *Academy of Management Review*
2014–2023	Member of the editorial board of *Strategy Science*
2012–2017	Member of the editorial board of *Organization Science*
Ad hoc referee for:	*Academy of Management Discoveries*; *Academy of Management Journal*; *Academy of Management Review*; *Administrative Science Quarterly*; *Advances in Strategic Management*; *California Management Review*; *Computational and Mathematical Organization Theory*; *Computers & Education*; *IEEE Transactions on Engineering Management*; *Industrial and Corporate Change*; *Journal of Economics & Management Strategy*; *Journal of Law, Economics, & Organization*; *Journal of Management*; *Journal of Management Studies*; *Journal of Organization Design*; *Management Science*; *Organization Science*; *Organizational Behavior and Human Decision Processes*; *Research Policy*; *Strategic Entrepreneurship Journal*; *Strategic Management Journal*; *Strategic Organization*; *Strategy Science*; *Technological Forecasting & Social Change*

Service

2025–2026	Chair, AI Research Special Task Force, Ross School of Business, University of Michigan
2025	Member, External Review Committee for the eight-year review of the Department of Management and Human Resources, Fisher College of Business, Ohio State University
2024–2025	Chair, Strategy Science Section of INFORMS
2024	Co-organizer, Strategy Science Conference, INFORMS
2023–2026	Associate Program Chair, Program Chair, and Chairperson of the Behavioral Strategy Interest Group, Strategic Management Society
2023–2024	Vice-President of Programs, Strategy Science Section of INFORMS
2022–present	Area Chair, Strategy Department, Ross School of Business, University of Michigan
2021–2022	Member, Ross Dean Search Committee, University of Michigan
2021	Chair of the Editor-in-Chief search committee for *Strategy Science*
2020–2026	Member of the board, Strategy Science Section of INFORMS

2020–2022	Co-organizer, Organization Science Winter Conference, INFORMS
2020–2021	Co-organizer, Strategy Science Doctoral Workshop, INFORMS
2019–2021	Member, Executive Committee, STR Division, Academy of Management
2017–2018	Member, Faculty Council for MBA Programs, University of Michigan
2017	Member, MBA Core Innovation Committee, University of Michigan
2015–2017	Member, Provost's Faculty Advisory Committee, University of Michigan
2015–2016	Member, Core Course Governance Committee, Ross School of Business, University of Michigan
2014–2017	Member, Teaching Committee, Business Policy & Strategy Division, Academy of Management
2013–2023	Coordinator of the Corporate Strategy MBA core course, Ross School of Business, University of Michigan

Doctoral Advising

As advisor:

- Mana Heshmati (University of Michigan 2022, Advisor; placement: Foster School of Business, University of Washington)
- Cha Li (University of Michigan 2021, Advisor; placement: McCombs School of Business, University of Texas at Austin)
- Harsh Ketkar (University of Michigan 2020, Co-Advisor; placement: Bocconi University)
- Saerom Lee (University of Michigan 2020, Advisor; placement: Wharton School, University of Pennsylvania)

As external committee member:

- Benedikt Alexander Schuler (Institute of Management and Strategy, University of St. Gallen 2025)
- Harry Haochi Zhang (Kellogg School of Management, Northwestern University, 2023)

Industry Experience

2002–2004	Director of the Center for Information Technology Research. School of Engineering, PUC Chile
2000–2002	Founder and CEO of an Internet startup
1997–1999	Head of Research, Vision Advisors, Chile (investment management firm)