

# Curriculum Vitae

## Tim R. Holcomb

### General Information

University address: Management  
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### Professional Preparation

2007 Ph.D., Texas A & M University, College Station, TX. Major: Strategic Management. Entrepreneurship and Research Methods. Supervisor: Co-chairpersons: Michael A. Hitt, R. Duane Ireland.

Holcomb, T. R. (2007). *Organizational Resources, Industry Membership, and Firm Performance: The Role of Capability Formation and Use in Value Creation for IPO-Stage New Ventures*. Unpublished doctoral dissertation, Texas A & M University, College Station, TX.

1986 M.B.A., University of Louisiana at Monroe. Major: Management.

1984 B.B.A., University of Louisiana at Monroe. Major: Accounting, Business Data Processing.

### Professional Experience

2010–present Assistant Professor and The Jim Moran Professor of Management and Entrepreneurship, Department of Management, College of Business, Florida State University.

2010–present Executive Director, The Jim Moran Institute for Global Entrepreneurship, College of Business, Florida State University.

Responsible for The Jim Moran Institute for Global Entrepreneurship's vision and strategy formulation, including oversight of The Jim Moran Institute's Advisory Board. Also

responsible for securing funding from corporate and individual donors as well as financial and in-kind gifts for specific entrepreneurship programs supported by FSU's College of Business and The Jim Moran Institute. Accomplishments include a 5-year, \$850,000 per year donor gift (total of \$4.25 million) in 2011 from Mrs. Jan Moran and The Jim Moran Foundation, a 3-year \$33,000+ per year grant (total of \$97,000) from the Jessie Ball duPont Foundation to establish a Student Business Incubator, and a 3-year \$50,000 gift from Genivia Corporation (total of \$150,000) to establish the Genivia Student Business Grant Fund. Additional funding used to establish the experiential-based entrepreneurship major and the business and non-business certificates in entrepreneurship, and to establish the Jim Moran Faculty Fellows program to fund faculty research.

- 2007–2010 Assistant Professor, Department of Management, College of Business, Florida State University.
- 2003–2007 Research Assistant, Department of Management, Mays Business School, Texas A&M University.
- 2001–2003 Senior Vice President, Network Services Division, Flextronics International Ltd.  
Responsible for Flextronics' Network Services Division, an \$800 million division with more than 6,000 professionals in eighteen countries. Led Division's managed network services and related consulting programs as well as all international sales and marketing efforts.
- 1999–2001 Co-founder, President, Chief Operating Officer, Board Member, Telecom Global Solutions, Inc.  
Co-founded and managed Telcom Global Solutions, a wireless network design services firm that served telecom operators and OEMs in fifteen countries and achieved \$30 million in sales with 250 employees in just its second full year of operation. Named to "50 to Watch" list of the most successful new U.S. high tech ventures in 2000 by national technology publication. Raised \$1 million in angel funding to launch the business. Negotiated \$11 million in private equity financing (Series A financing) with Bear Stearns Merchant Banking. Negotiated sale of the company to Flextronics in August 2001 for \$47.5 million.
- 1986–1999 Associate Partner, Americas Products Operating Unit, Accenture Ltd.  
Responsible for large-scale client engagements in the industrial and consumer goods, retail, and transportation industry sectors (\$25+ million in fees). Directed Accenture's airline and travel services industry practice from 1990 to 1992. Also, served on the firm's management advisory council for the Americas region from 1993 to 1995. Experience in international business management overseeing strategy formulation, outsourcing and business process reengineering, supply chain operations, and change management programs for consulting clients in twenty countries.
- 1984–1986 Teaching Assistant, Department of Accounting, College of Business, The University of Louisiana at Monroe.

## Honors, Awards, and Prizes

Most Cited Article for 2007-2012, Journal of Operations Management (2012).

For the paper, "Toward a model of strategic outsourcing".

College of Business Summer Research Grant Award, Florida State University, College of Business (2010).

Committee on Faculty Research Support (COFRS) Award, Florida State University, Council on Research & Creativity (CRC) (2010).

Kauffman Foundation Junior Faculty Fellowship in Entrepreneurship Research (Finalist), Kauffman Foundation (2009).

College of Business Summer Research Grant Award, Florida State University, College of Business (2009).

Committee on Faculty Research Support (COFRS) Award, Florida State University, Council on Research & Creativity (CRC) (2009).

First-year Assistant Professor (FYAP) Award, Florida State University, Council on Research & Creativity (CRC) (2008).

College of Business Summer Research Grant Award, Florida State University, College of Business (2008).

Irene M. McCarthy Award for Best Paper on the Topic of High Technology, Babson College Entrepreneurship Research Conference (2007).

For the paper, "Resources, industry membership, and firm performance: The role of capability configurations in value creation for IPO-stage new ventures".

Mays Business School Dean's Award for Outstanding Research, Texas A&M University (2007).

Mays Business School Summer Research Grant Award, Texas A&M University, Mays Business School (2007).

ULM Wall of Honor for University Donors, The University of Louisiana at Monroe (2006).

Best Conference Paper Prize Finalist, Strategic Management Society (2006).

For the paper, "Momentum, industry uncertainty, and firm behavior: A multilevel examination of acquisition activity".

Doctoral Workshop Scholarship Grant Award, Strategic Management Society (SMS) (2006).

ULM Golden Arrow Outstanding Alumnus Award, The University of Louisiana at Monroe (2005).

Best Conference Paper Prize Finalist and Honorable Mention Best Paper, Strategic Management Society (2005).

For the paper, "Strategic actions and value creation: The case of firms facing crisis".

Center for International Business Studies (CIBS) Summer Research Grant Award, Texas A&M University (2005).

Outstanding Alumnus Award, Pi Kappa Alpha (2001).

Outstanding Alumnus Award, Pi Kappa Alpha (1990).

Head-Above-The-Crowd Outstanding Consultant Award, Accenture (1989).

NCAA Men's Track & Field Scholarship, University of Louisiana at Monroe (1984).

## **Current Membership in Professional Organizations**

Academy of Management  
Strategic Management Society  
The Institute for Operations Research and the Management Sciences  
United States Association of Small Business and Entrepreneurship

## **Teaching**

### **Courses Taught**

Strategic Management and Public Policy (MAN4720)  
Strategy and Business Policy (full-time MBA) (MAN5721)  
Independent Study at the Undergraduate Level for Stallings, B (MAN4905)  
Strategic Management (MAN4720)  
Doctoral Seminar in Strategic Management: Selected Topics (MAN6795)  
Strategy and Business Policy (MAN5721)  
Strategic Management and Business Policy (MAN4720)  
Strategic Management (MAN4720)  
Theoretical and Empirical Foundations of Entrepreneurship (MAN 5905)  
Strategic Management (MAN4720)  
Strategic Management (MAN4720)  
# Entrepreneurship and New Ventures (MGMT 461)  
# Strategic Management (MGMT 466)  
# Principles of Accounting I/II (ACT 201)

### **Curriculum Development**

Entrepreneurship Undergraduate Major (2008)

### **Doctoral Committee Chair**

Nagy, P. F., doctoral candidate. (2013). *Balancing signals to resource-holders and competitors: The short- and long-term performance implications of new venture strategic market positioning.*

### **Doctoral Committee Member**

Sexton, J. C., graduate. (2012). *The creation of new knowledge through the transfer of existing knowledge: Examining the conundrum of creation and control in innovation.*

Butler, F. C., graduate. (2009). *Retention of acquired board members and implications for*

*post-acquisition performance: A resource dependence perspective.*

Summers, J. K., graduate. (2009). *Attributions for team member change and the resulting flux on team coordination processes and effectiveness.*

Martin, J., graduate. (2008). *Lone-insider boards: Improved monitoring or a recipe for disaster?*

Richard, P. J. (Australian School of Business), graduate. (2008). *The role of architectural knowledge in managerial decision making: An experimental discrete choice evaluation of the adoption of executional strategies.*

### **Additional Teaching Not Reported Elsewhere**

Holcomb, T. R. (2012). Faculty. Economic Development Council of Tallahassee/Leon County (EDC) Entrepreneurial Excellence Program (EEP).

Taught course to start-up businesses and experienced entrepreneurs on effective business models, team development, legal foundations, marketing strategies, funding insight and planning.

Holcomb, T. R. (2012). Faculty. The Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) Program.

Taught entrepreneurship and business planning to veterans with disabilities.

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Taught course to start-up businesses and experienced entrepreneurs on effective business models, team development, legal foundations, marketing strategies, funding insight and planning.

Holcomb, T. R. (2011). Faculty. The Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) Program.

Taught entrepreneurship and business planning to veterans with disabilities.

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## Research and Original Creative Work

### Program of Research and/or Focus of Original Creative Work

Research focuses on entrepreneurial opportunity identification and evaluation, new venture performance and growth, initial public offerings (IPOs) and IPO firms, resource-based theory and managerial human capital, and behavioral decision theory.

## Publications

### Invited Journal Articles

Holcomb, T. R. (2009). Doctoral student affairs: Being successful in a Ph.D. program - Recent reflections. *Decision Line*, 40(1), 17-18.

This article provides advice to students about the challenges of doctoral studies and what it takes to successfully complete a Ph.D. program. Success requires more than just mental ability. It demands, among other requirements, the conviction to succeed, an unwavering determination to learn, and the willingness to commit long hours to reading, analysis and writing.

### Refereed Journal Articles

Devinney, T. M., Perm-Ajchariyawong, N., & Holcomb, T. R. (submitted). Differentiators of managerial preferences for outsourcing: Experimental evidence of the moderating role of value appropriation. *Strategic Management Journal*. Manuscript submitted for publication, 1-36 pages.

Under review at the Strategic Management Journal.

Holcomb, T. R., Devers, C. E., Cannella, A. A., & Holmes, R. M. (submitted). Top manager incentive heterogeneity, strategic investment, and performance: A social psychological theory of interest alignment. *Strategic Management Journal*. Manuscript submitted for publication, 1-48 pages.

Under revise and resubmit at the Strategic Management Journal.

Holmes, R. M., Holcomb, T. R., Sutton, A., & DeGhetto, K. (submitted). It's who you know and what you do: How new ventures in emerging economies manage resources to create bargaining power in alliances with foreign partners. *Thunderbird International Business Review*. Manuscript submitted for publication, 1-46 pages.

Under revise and resubmit at the Thunderbird International Business Review.

Holmes, R. M., Ireland, R. D., Holcomb, T. R., & Klein, P. (submitted). Loss aversion and diminishing sensitivity in opportunity evaluation. *Journal of Business Venturing*. Manuscript submitted for publication, 1-41 pages.

Under revise and resubmit at The Journal of Business Venturing.

Holmes, R. M., Bromiley, P., Devers, C. E., Holcomb, T. R., & McGuire, J. B. (2011). Management theory applications of prospect theory: Accomplishments, challenges, and opportunities. *Journal of Management*, 37(4), 1069-1107.

We critically examine management research drawing on prospect theory, focusing primarily on studies in strategic management and organizational behavior/human resource management. These studies have made valuable contributions to several prominent research streams. However, they commonly underutilize or misconstrue central arguments from prospect theory. Furthermore, they illustrate that applying prospect theory in organizational settings poses several theoretical and methodological challenges. We assess these studies, critically analyze them, and offer specific suggestions to enrich future work.

Holcomb, T. R., Combs, J. G., Sirmon, D. G., & Sexton, J. (2010). Modeling levels and time in entrepreneurship research: An illustration with growth strategies and post-IPO performance. *Organizational Research Methods*, 13(2), 348-389.

We model the effects of strategic growth actions on new venture performance using a longitudinal dataset of young, IPO-stage firms. Research examining new venture performance often addresses relationships that cross levels or time, but rarely both. Because scholars potentially can make rich theoretical contributions by simultaneously investigating temporal relationships that cross levels, this paper applies multi-year, multilevel model-building with random coefficient modeling (RCM) using language that is accessible to entrepreneurship scholars. This work demonstrates the statistical advantages of modeling levels and time simultaneously and offers a roadmap for entrepreneurship scholars interested in examining these effects, including a step-by-step guide with SAS code for working with these data.

Certo, S. T., Holcomb, T. R., & Holmes, R. M. (2009). IPO research in management and entrepreneurship: Moving the research agenda forward. *Journal of Management*, 35(6), 1340-1378.

We examine the emerging stream of research on initial public offerings (IPOs) and categorize research on IPOs into four broad themes: corporate governance, upper echelons, social influence, and innovation. We also review the various measures used by scholars to assess IPO performance. Building on research from multiple fields, management and entrepreneurship scholars have shown increasing interest in the causes and consequences of IPOs. Based on our review, we develop a detailed agenda for future research that provides both topics and research questions for future research and recommendations regarding IPO performance measurement.

Collins, J., Holcomb, T. R., Certo, S. T., Hitt, M. A., & Lester, R. H. (2009). Learning by doing: Cross-border mergers and acquisitions. *Journal of Business Research*, 62(12), 1329-1334.

#9 most downloaded article on SSRN Top Ten Download List. We rely on organizational learning theory and strategic momentum research to examine the international M&A activities of a sample of S&P 500 firms. We hypothesize that the learning associated with a firm's prior acquisition experience increases the likelihood the firm will engage in subsequent international acquisitions. Results indicate that both prior domestic acquisition experience and international acquisition experience increase the likelihood of subsequent acquisitions in foreign markets by U.S.-based firms. We also find that prior experience with international acquisitions is more predictive of subsequent international acquisitions than prior domestic acquisition experience. Moreover, we find that the acquisition experience within a host country had a

stronger influence on subsequent acquisitions within that country than other prior non-host country international acquisition experiences.

Holcomb, T. R., Holmes, R. M., & Connelly, B. (2009). Making the most of what you've got: Managerial ability as a source of resource value creation. *Strategic Management Journal*, 30(5), 457-485.

Lead article for Volume 30, Issue 5. #2 most downloaded article for the Strategic Management Journal (articles published since 2009). We investigate a central premise of the resource-based view of the firm—that managers are a potential source of value creation for the firm. Using data from professional sports teams, we test theory regarding the effects of managerial ability, human resource stocks, and managers' actions on resource value creation. While results indicate managerial ability affects resource productivity, this effect is less pronounced with increases in the quality of firm resources. Further, we investigate the extent to which managerial actions that synchronize resource bundles account for the influence of managerial ability and resource context on a firm's performance advantage. These results provide empirical evidence for the importance of managerial ability in the resource-based view.

Holcomb, T. R., Ireland, R. D., Holmes, R. M., & Hitt, M. A. (2009). Architecture of entrepreneurial learning: Exploring the link among heuristics, knowledge, and action. *Entrepreneurship Theory and Practice*, 33(1), 167-192.

We extend existing theories of entrepreneurial learning and highlight the effects of heuristics under two different learning contexts: experiential learning and vicarious learning. Specifically, we argue that heuristics are consequential in explaining variations in learning. In some cases, heuristics can be highly adaptive and beneficial to the accumulation of knowledge. In others, they can distort judgments and bias learning. By considering linkages among heuristics, knowledge, and action, we seek to provide a more complete model of entrepreneurial learning that allows for examination of the influence of judgments on learning and to expose conditions that can benefit or limit effective action in an entrepreneurial setting.

Certo, S. T., Holmes, R. M., & Holcomb, T. R. (2007). The influence of people on the performance of IPO firms. *Business Horizons*, 50(4), 271-276.

We examine the influence of top managers on firm performance following an initial public offering (IPO). Until the mid-1990s, the study of IPOs fell mainly under the purview of the finance literature. Within the last 10 years, however, management and entrepreneurship scholars have delved more into this subject area, as well. We summarize research examining IPO firms that has appeared in management and entrepreneurship journals, highlighting in particular the influence of individuals (namely executives and boards of directors) on IPO firm outcomes.

Holcomb, T. R., & Hitt, M. A. (2007). Toward a model of strategic outsourcing. *Journal of Operations Management*, 25(2), 464-481.

#1 most cited article in The Journal of Operations Management (articles published since 2007). #4 most downloaded article for The Journal of Operations Management (articles published since 2008). We develop theory to explain motives for strategic outsourcing. Firms have increasingly turned to outsourcing in an effort to capture cost savings. Transaction cost theory (TCT) has been the dominant means of explaining outsourcing as an economizing approach whereby cost efficiencies are achieved by assigning transactions to different governance mechanisms. Recent research has used the resource-based view (RBV) to examine the role of specialized capabilities as a potential source of value creation in relationships between firms. Although research in supply chain management has expanded substantially, only limited applications of TCT and the RBV are available, especially in the field of operations management. We extend both perspectives to explain conditions leading to strategic outsourcing.

Holcomb, T. R., Hitt, M. A., Ireland, R. D., & Certo, S. T. (2007). Resources, industry



membership, and firm performance: The role of capability configurations in value creation for IPO-stage new ventures. *Frontiers of Entrepreneurship Research*, 27, 467-483.

Received the Irene M. McCarthy Award for Best Paper on the Topic of High Technology at the 2007 Babson College Entrepreneurship Research Conference. A widely held belief is that resource constraints and industry conditions can threaten the performance of entrepreneurial ventures. While previous research links resources to different performance outcomes, no research has explored the performance implications of resource use, especially for new ventures. Building from resource-based theory and contingency theory, we examine indirect (through capability formation/use) effects that occur within the 'black box' between resources and performance for a sample of entrepreneurial firms undertaking an IPO. Further, we extend theory in an entrepreneurial context to explain how underlying routines allow resources to be managed for greater value across different industries—conditions that make resources valuable in some contexts and not in others.

Morrow, J. L., Sirmon, D. G., Hitt, M. A., & Holcomb, T. R. (2007). Creating value in the face of declining performance: Firm strategies and organizational recovery. *Strategic Management Journal*, 28(3), 271-283.

Using resource-based arguments, we find that valuable and difficult-to-imitate strategies that recombine firms' existing stock of resources to create new products, processes, or technologies have a positive effect on organizational recovery as measured by investors' expectations. Similarly, acquiring new resources through acquisitions also has positive effects on investors' expectations. In contrast, resource strategies that provide the firm with access to new resources through alliances or joint ventures do not affect investors' expectations of performance. We also find that taking actions that are not valuable and difficult-to-imitate either have no effect on performance or may lead to further performance declines. Lastly, valuable and difficult-to-imitate strategic actions that use existing resources in new ways contribute the most to organizational recovery.

## Invited Book Chapters

# Holcomb, T. R., Holmes, R. M., & Hitt, M. A. (2006). Diversification to achieve scale and scope: The strategic implications of resource management for value creation. In J. A. C. Baum, S. Dobrev, & A. van Witteloostuijn (Eds.), *Advances in Strategic Management: Ecology and Strategy*. Vol. 23 (pp. 549-587). Oxford, U.K.: JAI - Elsevier Science.

We extend the resource-based view and diversification research by examining how firms can exploit diversifying investments designed to achieve scale and scope economies. Successful firms more effectively structure their resource portfolio, bundle resources into capabilities, and leverage these capabilities when implementing a diversification strategy. We develop a model linking strategies by which firms expand product and geographic market scope to the actions they take to manage resources. We examine three actions – internal development, acquisitions, and strategic alliances – and discuss the implications of these actions using the resource management framework.

# Cannella, A. A., & Holcomb, T. R. (2005). A multi-level analysis of the upper-echelons model: Planting seeds for future research. In F. Dansereau, & F. J. Yammarino (Eds.), *Research in Multi-level Issues: Multi-level Issues in Strategy and Methods*. Vol. 4 (pp. 263-273). Oxford, U.K.: JAI - Elsevier Science.

We respond to reviews of the original chapter by Carpenter and by Dalton and Dalton. In the original chapter, we set out to closely examine the levels issues in Hambrick and Mason's (1984) original upper-echelons model and the research initiatives that have applied this theoretical framework. In doing so,

we established that top management teams (TMTs) are an important level of analysis for strategic leadership research, though the original upper-echelons model proposed by Hambrick and Mason cannot be directly applied at the team level. In this chapter, we highlight several joint and individual concerns raised in the review of our work.

- # Cannella, A. A., & Holcomb, T. R. (2005). A multi-level analysis of the upper-echelons model. In F. Dansereau, & F. J. Yammarino (Eds.), *Research in Multi-level Issues: Multi-level Issues in Strategy and Methods. Vol. 4* (pp. 197-238). Oxford, U.K.: JAI - Elsevier Science.

We juxtapose levels concepts and top management team theories on the upper-echelons model, in an effort to highlight its strengths as well as its weaknesses in a multilevel context. The upper-echelons model of Hambrick and Mason (1984) launched a new area of research and provided the first overall theoretical framework for use in understanding how the experiences, backgrounds, and values of senior executives in organizations can influence the decisions that they make. The model is typically assumed to be what Rousseau (1985) considers "multi-level," as it describes how both individuals and top management teams (TMTs) make decisions in line with their preferences, biases, and values; the same model is applicable to both individuals and groups. However, the levels issues in the model have never been subjected to rigorous analysis.

### **Refereed Proceedings**

- # Devers, C. E., Holcomb, T. R., Holmes, R. M., & Cannella, A. A. (2006). Inside the black box: The contrasting effects of TMT long-term incentives on interest alignment. In *Best Paper Proceedings of Academy of Management*. Academy of Management.

### **Presentations**

#### **Refereed Papers at Conferences**

*For refereed papers presented at conferences, 86.7% were international, 13.3% were regional in scope.*

Wood, M. S., & Holcomb, T. R. (presented 2011). *The romance of entrepreneurship: Effects on causal attributions and stakeholder resource commitment*. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, Syracuse, NY. (International)

Devinney, T. M., Perm-Ajchariyawong, N., & Holcomb, T. R. (presented 2010). *Differentiators of managerial preferences for outsourcing: Experimental evidence of the moderating role of value appropriation*. Paper presented at Annual European Academy of Management Conference, European Academy of Management, Rome, Italy. (International)

- Green, K. M., Bradley, S. W., & Holcomb, T. R. (presented 2010). *Related or unrelated? A behavioral and entrepreneurial action perspective of corporate venturing logic*. Paper presented at Babson College Entrepreneurship Research Conference, The International Institute for Management Development (IMD) and École Polytechnique Fédérale de Lausanne (EPFL), Lausanne, Switzerland. (International)
- Sexton, J., Holcomb, T. R., & Ranft, A. L. (presented 2010). *Beyond opportunity recognition: The effect of task and domain knowledge on the evaluation of entrepreneurial opportunities*. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society. (International)
- Certo, S. T., Holcomb, T. R., & DeNisi, A. S. (presented 2009). *I can do it better than you: The role of comparative risk in understanding CEO decision making*. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Chicago, IL. (International)
- Holmes, R. M., & Holcomb, T. R. (presented 2009). *Network embeddedness, resource synchronization, and bargaining power in strategic alliances*. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Chicago, IL. (International)
- Johansen, D., & Holcomb, T. R. (presented 2009). *The entrepreneur as market maker: A focus on consumer value creation and entrepreneurial action*. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Washington, D.C. (International)
- Nagy, P., & Holcomb, T. R. (presented 2009). *Perceptions of legitimacy in the decision to exploit: A planned behavior framework*. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, Boston, MA. (International)
- Sexton, J., & Holcomb, T. R. (presented 2009). *Entrepreneurial knowledge in the evaluation of venture creation opportunities: The effect of different knowledge types on the decision to exploit*. Paper presented at Babson College Entrepreneurship Research Conference, Babson College, Boston, MA. (International)
- Holcomb, T. R., Webb, J. W., Upson, J. W., & Sexton, J. (presented 2008). *Corporate venturing and sequential market entry: An empirical test of the decision to exercise footholds*. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Cologne, Germany. (International)
- Holmes, R. M., Ireland, R. D., & Holcomb, T. R. (presented 2008). *Entrepreneurial risk and loss aversion in the evaluation of venture formation opportunities*. Paper presented at Babson College Entrepreneurship Research Conference, Babson College and University of North Carolina, Chapel Hill, NC. (International)
- Connelly, B., Holcomb, T. R., Tihanyi, L., & Certo, S. T. (presented 2007). *Measures of*

*organizational task environments: A meta-analysis and theoretical critique*. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, San Diego, CA. (International)

Holcomb, T. R., Devers, C. E., Holmes, R. M., Yoder, M. E., & Cannella, A. A. (presented 2007). *CEO compensation and managerial risk taking: CEO pay comparisons, uncertainty, and acquisitions*. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Philadelphia, PA. (International)

Holcomb, T. R., Hitt, M. A., Ireland, R. D., & Certo, S. T. (presented 2007). *Resources, industry membership, and firm performance: The role of capability configurations for IPO-stage new ventures*. Paper presented at Babson College Entrepreneurship Research Conference, Babson College and Instituto de Empresa, Madrid, Spain. (International)

Received the Babson College Entrepreneurship Research Conference (BCERC) Irene M. McCarthy Award for Best Paper on the Topic of High Technology.

# Certo, S. T., & Holcomb, T. R. (presented 2006). *Momentum, industry uncertainty, and firm behavior: A multilevel examination of acquisition activity*. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Vienna, Austria. (International)

Selected as a finalist for the Strategic Management Society Best Conference Paper Prize.

# Certo, S. T., & Holcomb, T. R. (presented 2006). *A dynamic approach to firm behavior: An examination of merger and acquisition activity*. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Atlanta, GA. (International)

# Devers, C. E., Holcomb, T. R., Holmes, R. M., & Cannella, A. A. (presented 2006). *Inside the black box: The contrasting effects of TMT long-term incentives on interest alignment*. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Atlanta, GA. (International)

# Holcomb, T. R., Devers, C. E., Holmes, R. M., & Cannella, A. A. (presented 2006). *TMT pay, uncertainty, and risky choice: The influence of pay comparison on firm behavior*. Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Vienna, Austria. (International)

# Holmes, R. M., Ireland, R. D., & Holcomb, T. R. (presented 2006). *A conceptual model of risk in new venture formation*. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Atlanta, GA. (International)

# Certo, S. T., DeNisi, A. S., & Holcomb, T. R. (presented 2005). *Am I better than you? The roles of hubris and comparative optimism in CEO decision making*. Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Honolulu, HI. (International)

# Devers, C. E., Holcomb, T. R., & Holmes, R. M. (presented 2005). *TMT incentive structure,*

*incentive dispersion, and industry risk influences on risk taking: A multilevel analysis.* Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Orlando, FL. (International)

- # Holcomb, T. R. (presented 2005). *Managing resources to create value: The role of top managers.* Paper presented at the Annual Meeting, Southern Management Association, Charleston, SC. (Regional)
- # Holcomb, T. R. (presented 2005). *Organizational effectiveness and firm survival: Building a contingent framework.* Paper presented at the Annual Meeting, Western Academy of Management, Las Vegas, NV. (Regional)
- # Holcomb, T. R. (presented 2005). *Bridging competitive dynamics and population ecology with an integrated model of firm success.* Paper presented at the Annual Meeting, Southern Management Association, Charleston, SC. (Regional)
- # Holcomb, T. R. (presented 2005). *Do top leaders matter? The leadership effect revisited.* Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Honolulu, HI. (International)
- # Holcomb, T. R. (presented 2005). *Competing views of firm success: Toward an integrated theory of effectiveness and survival.* Paper presented at Annual Meeting of the Academy of Management, Academy of Management, Honolulu, HI. (International)
- # Holmes, R. M., & Holcomb, T. R. (presented 2005). *What about the other firm? A view of alliance formation in emerging economies from the perspective of the host firm.* Paper presented at the Annual Meeting, Academy of International Business, Quebec City, Canada. (International)
- # Holmes, R. M., & Holcomb, T. R. (presented 2005). *Bargaining power in strategic alliances in emerging markets from the perspective of the host firm.* Paper presented at the Annual Meeting, Southern Management Association Meeting, Charleston, SC. (Regional)
- # Morrow, J. L., Hitt, M. A., Sirmon, D. G., & Holcomb, T. R. (presented 2005). *Strategic actions and value creation: The case of firms facing crisis.* Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, Orlando, FL. (International)  
  
Received the Strategic Management Society Honorable Mention Best Conference Paper Award.
- # Certo, S. T., Collins, J., Hitt, M. A., Holcomb, T. R., & Lester, R. H. (presented 2004). *The influence of prior experiences on the likelihood of international merger and acquisition activity.* Paper presented at Annual International Conference of Strategic Management Society, Strategic Management Society, San Juan, PR. (International)

### Invited Keynote and Plenary Presentations at Conferences

*For invited keynote and plenary presentations at conferences, 55.6% were international, 11.1% were national, 22.2% were regional, 11.1% were local in scope.*

- Holcomb, T. R. (presented 2011). *Technology commercialization and resources for entrepreneurs and start-up businesses*. Keynote presentation at TalTech July TechTyme Luncheon, TalTech, Tallahassee, FL. (Local)
- Holcomb, T. R. (presented 2009). *Strategic leadership in entrepreneurial firms*. Plenary presentation at Annual College of Business Symposium, University of Louisiana at Monroe, Monroe, LA. (Regional)
- # Holcomb, T. R. (presented 2004). *Developing Strategy in Uncertain Markets*. Keynote presentation at Annual College of Business Symposium, University of Louisiana at Monroe, Monroe, LA. (Regional)
- # Holcomb, T. R., & Nilsson, R. (presented 2003). *Managed network services: The emerging role of EMS providers in a networked world*. Plenary presentation at Global EMS Conference on Outsourced Services, European Manufacturing Services, Stockholm, Sweden. (International)
- # Holcomb, T. R., & Nilsson, R. (presented 2002). *Partnering for performance: Managed services for fixed and mobile operators*. Plenary presentation at Flextronics International Management Conference, Flextronics International, Cancun, Mexico. (International)
- # Holcomb, T. R., & Friberg, M. (presented 2001). *Integrated network engineering services: A focus on value creation*. Keynote presentation at European Outsourced Wireless Infrastructure Annual Conference, European Outsourced Wireless Infrastructure, London, England. (International)
- # Holcomb, T. R. (presented 1992). *Developing customer loyalty: How to create a competitive advantage with regional service*. Keynote presentation at Regional Airline Association (RAA) Industry Forum, Regional Airline Association (RAA), Miami, FL. (National)
- # Holcomb, T. R., & Gelhausen, M. P. (presented 1991). *Travel agency services in the 21st century*. Keynote presentation at Annual International Congress for the American Society for Travel Agents, American Society for Travel Agents (ASTA), Cairo, Egypt. (International)
- # Holcomb, T. R., & Scovell, K. (presented 1990). *What users are buying today in AI and Why: Reports from management*. Plenary presentation at National Conference on Artificial Intelligence, Association for the Advancement of Artificial Intelligence (AAAI), Boston, MA. (International)

### **Invited Presentations at Conferences**

*For invited presentations at conferences, 50.0% were international, 50.0% were regional in scope.*

Holcomb, T. R. (presented 2010). *High growth entrepreneurial resources*. Presentation at iTen Wired Summit, The Pensacola Bay Area Chamber of Commerce, Destin, FL. (Regional)

Holcomb, T. R., Ireland, R. D., Holmes, R. M., & Hitt, M. A. (presented 2007). *An architecture of entrepreneurial learning*. Presentation at Max Planck Ringberg Conference on Entrepreneurship, Max Planck Institute für Ökonomik, Rottach-Egern, Germany. (International)

### **Refereed Presentations at Symposia**

*For refereed presentations at symposia, 100.0% were international in scope.*

Holmes, R. M., Bromiley, P., Devers, C. E., Holcomb, T. R., & McGuire, J. B. (presented 2010). Prospect theory in strategy research: Meeting the challenges and developing the potential. In R.M. Holmes, P. Bromiley, C.E. Devers, T.R. Holcomb, J.B. McGuire (Chair), *Prospect theory in strategy research*. Presentation at the meeting of Academy of Management, Montreal, Canada. (International)

Wankel, C., & Holcomb, T. R. (presented 2009). Innovative approaches for using the AOM's E-media to foster sharing cutting-edge management pedagogy. In C. Wenkel (Chair), *The E-Media Symposium*. Presentation at the meeting of Academy of Management, Chicago, IL. (International)

Devers, C. E., & Holcomb, T. R. (presented 2008). The unasked questions of incentive compensation: You get what you pay for, but is it really what you want? In D. A. Harrison (Chair), *The questions we're afraid to ask: The answers we're afraid to share*. Presentation at the meeting of Academy of Management, Anaheim, CA. (International)

Holcomb, T. R., Connelly, B. L., Certo, S. T., & Zhang, Y. (presented 2008). Contrast in CEO succession and evaluation. In D. S. DeRue, M. J. Mannor (Chair), *Is it all about the CEO? How dare we ask?* Presentation at the meeting of Academy of Management, Anaheim, CA. (International)

### **Additional Research or Original Creative Work Not Reported Elsewhere**

Certo, S. T., Holcomb, T. R., & DeNisi, A. S. (2012). *Am I better than you? Social comparisons and comparative optimism in CEO decision making*.

Work-in-Progress.

Green, K. M., Bradley, S. W., & Holcomb, T. R. (2012). *Related or unrelated? A behavioral and entrepreneurial action perspective of corporate venturing logic.*

Work-in-Progress.

Holcomb, T. R., Devers, C. E., Holmes, R. M., Yoder, M. E., & Cannella, A. A. (2012). *Executive compensation and managerial risk taking: Interdependence among CEO pay comparisons, industry uncertainty, and acquisition behavior.*

Work-in-Progress.

Holcomb, T. R., Hitt, M. A., Ireland, R. D., & Certo, S. T. (2012). *Configuring capabilities in new firms: A focus on resource allocation and managerial choice by IPO-stage new ventures.*

Work-in-Progress.

Holcomb, T. R., Johansen, D., & Ireland, R. D. (2012). *The entrepreneur as market maker: A focus on consumer value creation and entrepreneurial action.*

Work-in-Progress.

Holcomb, T. R., Webb, J. W., Upson, J. W., Nagy, P., & Sutton, A. (2012). *Corporate venturing and the decision to exercise foothold investments: A real options perspective.*

Work-in-Progress.

Nagy, P., Holcomb, T. R., & Baron, R. A. (2012). *Perceptions of legitimacy in the decision to exploit: A planned behavior framework.*

Work-in-Progress.

Sexton, J., Holcomb, T. R., & Ranft, A. L. (2012). *Entrepreneurial knowledge in the evaluation of venture creation opportunities: The effect of different knowledge types on the decision to exploit.*

Work-in-Progress.

Wood, M. S., Holcomb, T. R., & Gregoire, D. (2012). *The Romance of Entrepreneurship: Effects on Causal Attributions and Stakeholder Resource Commitment.*

Work-in-Progress.

Holcomb, T. R. (2011). *Florida State University Tallahassee Start Up Round Series.* The Jim Moran Institute for Global Entrepreneurship.

Developed The Jim Moran Institute's Tallahassee Start Up Round as monthly event to introduce entrepreneurs to key members of the local business community, including investors, legal and accounting professionals, and other service providers.



Holcomb, T. R. (2011). *Florida State University Advice Straight Up Expert Speaker Series*. The Jim Moran Institute for Global Entrepreneurship.

Developed The Jim Moran Institute's Advice Straight Up quarterly speaker series, which provides business leaders and entrepreneurs across North Florida access to nationally recognized speakers that share their experiences in launching new ventures and building innovative businesses.

Holcomb, T. R. (2010). *Florida State University Minority Small Business and Entrepreneurship Conference*. The Jim Moran Institute for Global Entrepreneurship.

Developed conference to serve minority business owners and entrepreneurs in the Broward County area as part of The Jim Moran Institute's outreach service expansion into South Florida.

Holcomb, T. R. (2010). *Florida State University Entrepreneurship Week (eWeek)*. The Jim Moran Institute for Global Entrepreneurship.

Developed FSU eWeek program, which includes seven major events with campus-wide emphasis on creating a culture among students, faculty and staff that embraces entrepreneurship, creativity and innovation.

## **Service**

### **Florida State University**

#### **FSU University Service**

Member, The Entrepreneurial University "Big Idea" Conceptual Development Program, Florida State University (2011–present).

Member, Technology Commercialization Grant Application Program (GAP) Committee, Office of Intellectual Property Development and Commercialization (2008–present).

Member, Equity Task Force Committee, Research Foundation and Office of Intellectual Property Development (2008).

#### **FSU College Service**

Faculty Associate, Center for Human Resources Management, College of Business (2008–present).

Faculty Associate, The Jim Moran Institute for Global Entrepreneurship, College of Business (2007–2010).

### **FSU Department Service**

Member, Entrepreneurship Program Curriculum Development Committee (2007–2008).

### **FSU Institute or Center Service**

Executive Director, The Jim Moran Institute for Global Entrepreneurship (2010–present).

## **The Profession**

### **Editorial Board Membership(s)**

*Entrepreneurship: Theory & Practice Journal* (2011–present).

*Journal of Management* (2010–present).

*Strategic Entrepreneurship Journal* (2008–present).

### **Guest Reviewer for Refereed Journals**

*Academy of Management Review* (2010–present).

*Strategic Management Journal* (2008–present).

*Journal of Business Venturing* (2008–present).

*Organization Science* (2007–present).

*Organizational Research Methods* (2007–present).

*Strategic Entrepreneurship Journal* (2007–2008).

# *Academy of Management Journal* (2006–present).

# *Academy of Management Perspectives* (2005–present).

# *Journal of Management* (2005–2010).

# *Entrepreneurship Theory and Practice* (2005–present).

# *Journal of Business Research* (2004–present).

- # *Journal of Management Studies* (2004–present).
- # *Entrepreneurship: Theory & Practice Journal* (2004–2011).
- # *Journal of Applied Behavioral Science* (2004–present).
- # *Journal of Operations Management* (2004–present).

### **Service to Professional Associations**

- Member (Elected), Executive Committee, Business Policy and Strategy (BPS) Division, Academy of Management (2011–present).
- Invited Faculty Presenter/Panelist, New Doctoral Student Consortium, Annual Meeting of the Academy of Management (Montréal, Canada) (2010).
- Member, Launch Planning Committee, Human Capital Interest Group, Strategic Management Society (2009).
- Invited Faculty Presenter/Panelist, New Doctoral Student Consortium, Annual Meeting of the Academy of Management (Chicago) (2009).
- Secretary and Newsletter Editor, Division Officers, Business Policy and Strategy (BPS) Division, Academy of Management (2008–2011).
- Member, Selection Committee, Best Conference Paper Award, Annual International Conference of Strategic Management Society, Strategic Management Society (2008–2012).
- Invited Faculty Presenter/Panelist, Doctoral Consortium, Annual International Conference of Strategic Management Society (Cologne, Germany) (2008).
- Selection Committee, Organization and Management Theory (OMT) Division, Lou Pondy Best Dissertation-Based Paper Award, Academy of Management (2007–2008).
- # Member, Organizing Committee, New Doctoral Student Consortium, Annual Meeting of the Academy of Management, Academy of Management (2005).
- # Invited Discussant, Special Issue Conference on "Why do entrepreneurial firms exist?," sponsored by the Ewing Marion Kauffman Foundation and the Max. M. Fisher College of Business, Ohio State University, *Journal of Management Studies* (2005).
- # Member (Elected), Research Committee, Organization and Management Theory (OMT) Division, Academy of Management (2004–2009).

### **Service to Other Universities**

- Member, Board of Trustees, *University of Louisiana at Monroe Foundation* (2011–present).
- # Faculty Advisor, *Epsilon Beta Zeta Chapter of Phi Beta Lambda, Mays Business School, Texas A&M University* (2005–2007).
- # Judge, *Mays Ideas Challenge and Business Plan Competition, Center for New Ventures and Entrepreneurship, Mays Business School, Texas A&M University* (2005–2007).
- # Board Member, *Executive Advisory Board, Center for New Ventures and Entrepreneurship, Texas A&M University* (2005–2007).
- # Judge, *MBA Technology Transfer Challenge, Center for New Ventures and Entrepreneurship, Mays Business School, Texas A&M University* (2005–2007).

### **The Community**

Member, Leadership Tallahassee, Leadership Tallahassee Class 30 (2012–present).

Leadership Tallahassee (LT) is a division of the Greater Tallahassee Chamber of Commerce. LT cultivates a diverse network of emerging and experienced leaders committed to improving the community.

Member, Advisory Board, Working Well Tallahassee (2011–present).

A community-wide initiative that is dedicated to creating a healthy workforce in Leon County.

Member, Board of Trustees, University of Louisiana at Monroe Foundation (2011–present).

President, Tallahassee 9- and 10-year old Youth Advanced Play League (APL) Board of Directors, City of Tallahassee Levy Park Baseball (2011–present).

Member, Rotary Club of Tallahassee (2010–present).

Member, Board of Directors, Ten Thousand Villages Tallahassee (2010–2011).

Treasurer, Boy Scouts of America, Suwannee River Area Council (Pack 6) (2009–2011).

Member, Alumni Advisory Board, College of Business Administration, University of Louisiana at Monroe (2008–present).

Coach, Youth Baseball, Tallahassee Parks & Recreation Youth Baseball (2008–2011).

Coach, Youth Flag Football, Tallahassee Parks & Recreation Youth Flag Football (2007–2010).

- # Member, Board of Directors, The University of Louisiana at Monroe Athletic Foundation (2005–2007).
- # Member, Board of Directors, The University of Louisiana at Monroe Athletic Foundation (1998–2001).
- # Regional Vice President and Member, Board of Directors, The University of Louisiana at Monroe Alumni Association (1994–1996).

### **Consultation**

- # Telia AB. Managed Network Services (2001–2003).  
Outsourced Telia's fixed wireline and wireless communications services in Sweden.
- # Telefónica. Managed Network Services (2001–present).  
Outsourced Telefónica's fixed wireline and wireless communications services in Brazil.
- # AT&T Wireless. 3G Wireless Network Services Design and Build (1999–2002).  
Designed and implemented AT&T Wireless' 3G wireless network.
- # Nike. Supply Chain Management (1997–1999).  
Designed and implemented demand planning and supply chain management processes and technology for Apparel Division.
- # PepsiCo. Customer Service and Relationship Management (1994–1998).  
Designed new customer service strategy for PepsiCo's beverage and snack foods divisions.
- # Randalls Food Markets. Merger Integration Strategy (1993–1995).  
Developed merger integration strategy for \$2 billion purchase of Tom Thumb Supermarkets.
- # Frito-Lay. Information technology strategy (1992–1993).  
Developed information technology strategy and organizational design for IT Department.
- # Lufthansa Airlines. Customer Service Reservations and Passenger Ticketing (1991–1993).  
Designed and implemented first fully-automated self-service reservations and passenger ticketing kiosk network.
- # Pratt & Whitney Government Engine Business. Flightline Maintenance System (1988–1990).  
Designed and implemented flightline maintenance system/program for YF119 Advanced Tactical Fighter (ATF) engine prototype.

# Federal Express. Airport Ramp Management/Operations (1987–1988).

Designed and implemented ramp operations/management strategy for Memphis Hub.

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# Professional activities that occurred prior to my employment at FSU.