

CURRICULUM VITAE

Zhiang "John" LIN

Associate Professor
Organizations, Strategy, and International Management

CONTACT INFORMATION

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EDUCATIONAL BACKGROUND

- 1994 Ph.D. in Organizations and Policy Analysis, Carnegie Mellon University, Pittsburgh, Pennsylvania.
- 1992 M. Phil. in Public Policy and Management, Carnegie Mellon University, Pittsburgh, Pennsylvania.
- 1988 M.S. Program in Human and Quantitative Geography, East China Normal University, Shanghai, China.
- 1986 B.S. in Computer Science, East China Normal University, Shanghai, China.

ACADEMIC AND BUSINESS EXPERIENCES

- 2001 - Associate Professor (with Tenure) of Organizations, Strategy, and International Management, School of Management, the University of Texas at Dallas.
- 1998 - 01 Assistant Professor of Organizations, Strategy, and International Management, School of Management, the University of Texas at Dallas.
- 1997 - 98 Senior Research Analyst, Department of Business Analysis, Management Science Associates, Inc., Pittsburgh, Pennsylvania.
- 1994 - 97 Assistant Professor of Organizational Management, Department of Management of Organizations, School of Business and Management, the

Hong Kong University of Science and Technology.

1989 - 94 Teaching Assistant/Research Assistant, the Heinz School of Public Policy and Management, Carnegie Mellon University.

1988 - 89 Sales Engineer, Shanghai Wang Computer Company, Ltd.

ACADEMIC ASSOCIATIONS

- 2004 - Strategic Management Society (SMS);
- 2001 - International Association for Chinese Management Research (IACMR);
- 1993 - Academy of Management (AOM);
- 1993 - Institute for Operations Research and the Management Sciences (INFORMS);
- 1993 - International Network for Social Network Analysis (INSNA);
- 1992 - 94 American Sociological Association (ASA).

RESEARCH

Main Research Interests

Computational Organization Theory;
Social Network Theory and Methods;
Strategic Decision Making;
Organizational Design and Change.

Authored Book

Zhiang Lin and Kathleen Carley, (2003), Designing Stress Resistant Organizations: Computational Theorizing and Crisis Applications, Kluwer Academic Publishers (Springer), Boston, MA.

Refereed Journal Articles

Haibin Yang, Zhiang Lin, and Ya Lin, (2009), "A Multi-Level Framework of Firm Boundaries: Firm Characteristics, Dyadic Differences, and Network Attributes," Strategic Management Journal, Forthcoming.

Zhiang Lin, Mike Peng, Haibin Yang, and Li Sun, (2009), "How Do Networks and Learning Drive M&As? An Institutional Comparison between China and the United States," Strategic Management Journal, 30(10): 1113-1132.

- Zhiang Lin, Haibin Yang, and Bindu Arya, (2009), "Alliance Partners and Firm Performance: Resource Complementarity and Status Association," Strategic Management Journal, 30(9): 921-940.
- Zhiang Lin, James Kitts, Haibin Yang, and Richard Harrison, (2008), "Elucidating Strategic Network Dynamics through Computational Modeling," Computational and Mathematical Organization Theory, 14(3): 175-208.
- Lei Li, Zhiang Lin, and Bindu Arya, (2008), "The Turtle-Hare Story Revisited: Social Capital and Resource Accumulation for Firms from Emerging Economies," Asia Pacific Journal of Management, 25(2): 251-275.
- Zhiang Lin, Haibin Yang, and Irem Demirkan, (2007), "The Performance Consequences of Ambidexterity in Strategic Alliance Formations: Empirical Investigation and Computational Theorizing," Management Science, 53(10): 1645-1658.
- Bindu Arya and Zhiang Lin, (2007), "Understanding Collaboration Outcomes from an Extended RBV Perspective: The Roles of Organizational Characteristics, Partner Attributes, and Network Structures," Journal of Management, 33(5): 697-723.
- Richard Harrison, Zhiang Lin, Glenn Carroll, and Kathleen Carley, (2007), "Simulation Modeling in Organizational and Management Research," Academy of Management Review, 32(4): 1229-1245.
- Bindu Arya and Zhiang Lin, (2007), "Innovation Sourcing Decisions of Hi-Tech Firms: An Embeddedness Perspective," Strategic Management Review, 1(1): 1-21.
- Madan Pillutla, Jiing-Lih Farh, Cynthia Lee, and Zhiang Lin, (2007), "An Investigation of the Moderating Effects of Traditionality as a Moderator of Reward Allocation," Group and Organization Management, 32(2): 233-253.
- Zhiang Lin, Xia Zhao, Kiram Ismail, and Kathleen Carley, (2006), "Organizational Design and Restructuring in Response to Crises: Lessons from Computational Modeling and Real World Cases," Organization Science, 17(5): 598-618.
- Zhiang Lin, (2006), "Environmental Determination or Organizational Design: An Exploration of Organizational Decision Making under Environmental Uncertainty," Simulation Modelling Practice and Theory, 14: 438-453.
- Haibin Yang and Zhiang Lin, (2005), "Interfirm Distances as Channels for External Resources: The Choice between Alliances and Mergers & Acquisitions," Academy of Management Best Papers Proceedings, BPS(2005): 11-16.
- Zhiang Lin, Haibin Yang, Bindu Arya, Zhi Huang, and Dan Li, (2005), "Structural vs.

Individual Perspectives on the Dynamics of Group Performance: Theoretical Exploration and Empirical Investigation," Journal of Management, 31(3): 354-380.

Zhiang Lin and Dan Li, (2004), "The Performance Consequences of Top Management Successions: The Roles of Organizational and Environmental Contexts," Group and Organization Management, 29(1): 32-66.

Zhiang Lin and Dan Li, (2003), "Does Competency-Based Trust Benefit Organizational Performance: A Meso Exploration Using Computer Modeling," Journal of Mathematical Sociology, 27(4): 219-261.

Zhiang Lin, (2002), "The Dynamics of Inter-Organizational Ties During Crisis: Empirical Evidence and Computational Analysis," Simulation Modelling Practices and Theory, 10(5-7): 387-415.

Steven Phelan and Zhiang Lin, (2001), "Promotion Systems and Organizational Performance: A Contingency Model," Computational and Mathematical Organization Theory, 7(3): 207-232.

Zhiang Lin and Kathleen Carley, (2001), "Organizational Design and Adaptation in Response to Crises: Theory and Practice," Academy of Management Best Papers Proceedings, OMT(2001): 1-7.

Zhiang Lin, (2000), "Organizational Performance under Critical Situations: Exploring the Role of Computer Modeling in Crisis Case Analyses," Computational and Mathematical Organization Theory, 6(3): 277-310.

Zhiang Lin, (2000), "Organizational Restructuring and the Impact of Knowledge Transfer," Journal of Mathematical Sociology, 24(2): 129-149.

James Robins and Zhiang Lin, (2000), "Institutional Influences on Organizational Control: A Comparative Examination of Agency Theory in Sino-Japanese and Sino-American Joint Ventures," Advances in International Comparative Management, 13: 119 -148.

Zhiang Lin and Chun Hui, (1999), "Should Lean Replace Mass Organization Systems: A Theoretical Examination from a Management Coordination Perspective," Journal of International Business Studies, 30(1): 45-80.

Kathleen Carley, Michael Prietula, and Zhiang Lin, (1998), "Design versus Cognition: The Interaction of Agent Cognition and Organizational Design on Organizational Performance," Journal of Artificial Societies and Social Simulation, 1(3): 1-19.

Zhiang Lin and Kathleen Carley, (1997), "Organizational Decision Making and Error in a Dynamic Task Environment," Journal of Mathematical Sociology, 22(2): 125-150.

Kathleen Carley and Zhiang Lin, (1997), "A Theoretical Study of Organizational Performance under Information Distortion," Management Science, 43(7): 976-997.

Zhiang Lin and Chun Hui, (1997), "Adapting to the Changing Environment: A Theoretical Comparison of Decision Making Proficiency of Lean and Mass Organization Systems," Computational and Mathematical Organization Theory, 3(2): 113-142.

Zhiang Lin and Kathleen Carley, (1997), "Organizational Response: The Cost Performance Tradeoff," Management Science, 43(2): 217-234.

Hongshen Xia and Zhiang Lin, (1996), "Organizational Structure and Decision Making in the Daya Bay Nuclear Power Plant: A Multi-level Model," Economy and Development, 25(1): 90-93 (in Chinese).

Zhiang Lin and Kathleen Carley, (1995), "DYCORP: A Computational Framework for Examining Organizational Performance under Dynamic Conditions," Journal of Mathematical Sociology, 20(2-3): 193-217.

Kathleen Carley and Zhiang Lin, (1995), "Organizational Designs Suited to High Performance under Stress," IEEE Transactions on Systems, Man, and Cybernetics, 25(2): 221-230.

Zhiang Lin and Kathleen Carley, (1993), "Proactive or Reactive: An Analysis of the Effect of Agent Style on Organizational Decision Making Performance," International Journal of Intelligent Systems in Accounting, Finance, and Management, 2(4): 271-287.

Book Chapters, Book Reviews, and Technical Reports

Zhiang Lin, (1999), "Strategic Organizational Diagnosis and Design: Developing Theory for Application, by Richard M. Burton and Borge Obel," Computational and Mathematical Organization Theory, 5(4): 403-406.

Zhiang Lin, (1998), "The Choice between Accuracy and Types of Errors: A Contingency Analysis of External Conditions and Organizational Decision Making Performance," In Michael Prietula, Kathleen Carley, and Les Gasser (Eds.) Simulating Organizations: Computational Models of Institutions and Groups, pp. 67-87, Menlo Park, CA: AAAI Press/The MIT Press.

Zhiang Lin, Kathleen Carley, and Chun Hui, (1997), "High Risk Organizations under Critical Situations -- An Organizational Performance Examination from a Structural Perspective," Report to the Research Grants Council of Hong Kong for Competitive Earmarked Research Grant 1995-97: HKUST533/95H.

Zhiang Lin, (1997), "Ambiguity with a Purpose: The Shadow of Power in Communication," In P. Christopher Earley and Miriam Erez (Eds.) New Perspectives on International/ Organizational Psychology, pp. 363-376, San Francisco, CA: Jossey-Bass Publishers.

Zhiang Lin, (1994), "A Theoretical Evaluation of Measures of Organizational Design: Interrelationship and Performance Predictability," In Kathleen Carley and Michael Prietula (Eds.), Computational Organization Theory, pp. 113-160, Hillsdale, NJ: Lawrence Erlbaum Associates.

Articles in Conference Proceedings

Haibin Yang and Zhiang Lin, (2005), "Interfirm Distances as Channels for External Resources: The Choice between Alliances and Mergers & Acquisitions," Academy of Management Best Papers Proceedings, The 2005 Academy of Management Annual Meeting, Honolulu, Hawaii.

Zhiang Lin and Dan Li, (2002), "Strategic Alliance Formations: Internal Dynamics and Parent Firm Performance," Proceedings of the 2002 Computational Social and Organizational Science Conference, Pittsburgh, Pennsylvania.

Zhiang Lin and Kathleen Carley, (2001), "Organizational Design and Adaptation in Response to Crises: Theory and Practice," Academy of Management Best Papers Proceedings, The 2001 Academy of Management Annual Meeting, Washington, D.C. (Refereed)

Zhiang Lin, (2001), "The Dynamics of Inter-Organizational Ties during Crisis: Empirical Evidence and Computational Analysis," Proceedings of EUROSIM 2001: Shaping Future with Simulation, Delft, The Netherlands. (Refereed)

Steven Phelan and Zhiang Lin, (2000), "Promotion Systems and Organizational Performance: A Contingency Model," Proceedings of the 2000 Computational Social and Organizational Science Conference, Pittsburgh, Pennsylvania.

Zhiang Lin and Chun Hui, (1996), "Adapting to the Changing Environment of Decision Making: A Theoretical Comparison of Lean and Mass Management Systems," Proceedings of the 1996 International Conference on Comparative Management, pp. 328-337, National Sun Yat-sen University, Kaohsiung, Taiwan. (Refereed)

Kathleen Carley and Zhiang Lin, (1994), "Organizational Shifts: Combining Computational Modeling and Empirical Analysis," Sociological Abstract, The 89th Annual Meeting of the American Sociological Association, Los Angeles, California. (Refereed)

Kathleen Carley and Zhiang Lin, (1994), "Relating Shifts in C2 Structure to

Performance," Proceedings of the 1994 Symposium on Command and Control Research, Monterey, California.

Zhiang Lin and Kathleen Carley, (1994), "Organizational Response: Trade-offs among Opportunities for Review, Cost, and Performance," In Raymond Levitt, Ingemar Hulthage, Duvvuru Sriram, and Sarosh Talukdar (Eds.) Proceedings of the 1994 Spring Symposium on Computational Organization Design, pp. 139-145, American Association for Artificial Intelligence, Stanford, California.

Kathleen Carley and Zhiang Lin, (1993), "Organizational Designs Suited to High Performance under Stress," Short version in Proceedings of the 1993 Symposium on Command and Control Research, Monterey, California.

Zhiang Lin and Kathleen Carley, (1993), "Does Agent Style Matter in Organizational Decision Making Performance?" In Michael Prietula, Kathleen Carley, Les Gasser, and David King (Eds.) Proceedings of the Workshop for the AI and Theories of Groups and Organizations: Conceptual and Empirical Research, pp. 53-60, Eleventh National Conference on Artificial Intelligence, Washington D.C.

Zhiang Lin and Kathleen Carley, (1992), "Maydays and Murphies: A Study of the Effect of Organizational Design, Task, and Stress on Organizational Performance," Sociological Abstract, The 87th Annual Meeting of the American Sociological Association, Pittsburgh, Pennsylvania. (Refereed)

Conference Presentations

Hao Chen, Haibin Yang, and Zhiang Lin, (2009), "The Moderating Roles of Human and Social Capital in CEO Successions: Bridging the Resource-Based View and the Social Network Perspective," The 29th Strategic Management Society Annual International Conference, Washington, D.C., October 11-14, 2009. (Refereed)

Zhiang Lin, Hao Chen, and Haibin Yang, (2009), "The Performance Consequences of CEO Successions: Human Capital, Social Networks, and Industry Environment," The 2009 Academy of Management Annual Meeting, Chicago, Illinois, August 7-11, 2009. (Refereed)

Haibin Yang, Irem Demirkan, and Zhiang Lin, (2008), "Strategic Alliance Formation as Firms' External Exploration and Exploitation: An Extended Resource-Based Perspective," The 28th Strategic Management Society Annual International Conference, Cologne, Germany, October 12-15, 2008. (Refereed)

Zhiang Lin and Haibin Yang, (2008), "Network Expansion and Consolidation through Partner Selections: Firm Characteristics, Environmental Conditions, and Network Attributes," The 2008 Academy of Management Annual Meeting, Anaheim, California, August 8-13, 2008. (Refereed)

Haibin Yang and Zhiang Lin (2007), "Behind Mergers and Acquisitions: Alliance Network Embeddedness and Learning Approaches," The 2007 Academy of Management Annual Meeting, Philadelphia, Pennsylvania, August 3-8, 2007. (Refereed)

Bindu Arya and Zhiang Lin, (2007), "Understanding Collaboration Outcomes from an Extended RBV Perspective: The Roles of Organizational Characteristics, Partner Attributes, and Network Structures," The 2007 Academy of Management Annual Meeting, Philadelphia, Pennsylvania, August 3-8, 2007. (Refereed)

Haibin Yang, Steven Lui, and Zhiang Lin, (2007), "Alliance Scope Diversity and Firm Performance: An Organizational Identity Approach," The 2007 Academy of Management Annual Meeting, Philadelphia, Pennsylvania, August 3-8, 2007. (Refereed)

Zhiang Lin, Mike Peng, Haibin Yang, and Li Sun, (2007), "How Do M&As in China and America Differ? The Roles of Network Embeddedness and Behavioral Learning," The Strategic Management Society Special Conference on China Strategies, Shanghai, China, May 28-30, 2007. (Refereed)

Bindu Arya and Zhiang Lin, (2006), "A Multidimensional View of Knowledge Transfer: The Facilitative Role of Social Networks," The 2006 Academy of Management Annual Meeting, Atlanta, Georgia, August 9-13, 2006. (Refereed)

Zhiang Lin, Haibin Yang, and Irem Demirkan, (2006), "Exploration and Exploitation in Strategic Alliance Formation Decisions: Antecedents and Consequences," The 2006 Academy of Management Annual Meeting, Atlanta, Georgia, August 9-13, 2006. (Refereed)

Zhiang Lin and Haibin Yang, (2005), "The Performance Consequences of Ambidexterity in Strategic Alliance Formations: Empirical Investigation and Computer Simulation," The 2005 Academy of Management Annual Meeting, Honolulu, Hawaii, August 6-10, 2005. (Refereed)

Haibin Yang and Zhiang Lin, (2005), "Interfirm Distances as Channels for External Resources: The Choice between Alliances and Mergers & Acquisitions," The 2005 Academy of Management Annual Meeting, Honolulu, Hawaii, August 6-10, 2005. (Refereed)

Zhiang Lin and Haibin Yang, (2004), "Alliance Partners and Firm Performance: Resource Complementarity or Association for Legitimacy," The 2004 Academy of Management Annual Meeting, New Orleans, Louisiana, August 6-11, 2004. (Refereed)

Bindu Arya and Zhiang Lin, (2004), "Exploring the Ripple Effect of Organizational Layoffs: An Embeddedness Perspective," The 2004 Academy of Management Annual

Meeting, New Orleans, Louisiana, August 6-11, 2004. (Refereed)

Lei Li and Zhiang Lin, (2004), "The Impact of Environmental Uncertainty on Foreign Direct Investment Decisions: Some Implications for the Chinese Market," The Inaugural Conference of the International Association for Chinese Management Research, Beijing, China, June 17-20, 2004. (Refereed)

Haibin Yang and Zhiang Lin, (2004), "The Impact of Alliance Network on the Formation of Mergers and Acquisitions: An Organizational Embeddedness Perspective," The 2004 Midwestern Academy of Management Annual Meeting, Minneapolis, Minnesota, April 30 - May 1, 2004. (Refereed)

Lei Li and Zhiang Lin, (2003), "The Turtle-Hare Race Story Revisited: Achieving Late Mover Competitive Advantages through Social Capital," The 2003 Academy of International Business Annual Meeting, Monterey, California, July 5-8, 2003. (Refereed)

Zhi Huang and Zhiang Lin, (2002), "Exploring the Organizational Change Patterns Through the Lens of Interorganizational Networks," The 2002 Academy of Management Annual Meeting, Denver, Colorado, August 9-13, 2002. (Refereed)

Zhi Huang, Dan Li, and Zhiang Lin, (2002), "A Social Network Perspective on the Dynamics of Group Performance: A Theoretical Framework and An Empirical Examination," The 2002 Academy of Management Annual Meeting, Denver, Colorado, August 9-13, 2002. (Refereed)

Zhiang Lin and Dan Li, (2002), "Strategic Alliance Formations: Internal Dynamics and Parent Firm Performance," The Computational Social and Organizational Science Conference, Pittsburgh, Pennsylvania, July 21-23, 2002.

Zhi Huang, Dan Li, and Zhiang Lin, (2002), "A Social Network Perspective on the Dynamics of Group Performance: A Theoretical Framework and An Empirical Examination," The XXII International Sunbelt Social Network Conference, New Orleans, Louisiana, February 14-17, 2002.

Dan Li and Zhiang Lin, (2002), "The Strength of Strategic Networking in Resource Accumulation: Internal Dynamics and Network Effectiveness," The XXII International Sunbelt Social Network Conference, New Orleans, Louisiana, February 14-17, 2002.

Zhiang Lin and Kathleen Carley, (2001), "Organizational Design and Adaptation in Response to Crises: Theory and Practice," The 2001 Academy of Management Annual Meeting, Washington, D.C., August 3-8, 2001. (Refereed)

Zhiang Lin, (2001), "The Dynamics of Inter-Organizational Ties During Crisis: Empirical Evidence and Computational Analysis," The 4th International EUROSIM Congress on Shaping Future with Simulation, Delft, The Netherlands, June 26-29,

2001. (Refereed)

Steven Phelan and Zhiang Lin, (2000), "Promotion Systems and Organizational Performance: A Contingency Model," The Computational Social and Organizational Science Conference, Pittsburgh, Pennsylvania, July 21-24, 2000.

Zhiang Lin, (1999), "Organizational Restructuring and the Impact of Knowledge Transfer," The 1999 Annual Meeting of the Institute for Operations Research and Management Sciences, Cincinnati, Ohio, May 2-5, 1999.

James Robins and Zhiang Lin, (1998), "Joint Ventures in Emerging Economies: International Organizations or Host Country Companies?" Fifth International Conference on Collaborative Strategies, Oxford, UK, October, 1998.

Madan Pillutla, Jiing-Lih Farh, Cynthia Lee, and Zhiang Lin, (1998), "Constrained Behavior: A Cultural Analysis of Reward Allocation in Chinese Groups," The 1998 Academy of Management Annual Meeting, San Diego, California, August 7-12, 1998. (Refereed)

James Robins and Zhiang Lin, (1997), "Institutional Influences on International Organizations: An Empirical Examination of Agency Relations in Sino-Japanese and Sino-American Joint Ventures," The 1997 Academy of Management Annual Meeting, Boston, Massachusetts, August 8-13, 1997. (Refereed)

Zhiang Lin, (1996), "Averting Decision Chaos under External Threats: Exploring the Roles of Organizational Structures and Decision Making Rules," The Conference on Applications of Complexity Theory to Organization Science, The 1996 Annual Meeting of the Institute for Operations Research and Management Sciences, Atlanta, Georgia, November 3-6, 1996. (Refereed)

Jiing-Lih Farh, Cynthia Lee, and Zhiang Lin, (1996), "Individual Reactions to Perceived Equity in Teamwork: Do Differences in Individualism-Collectivism Matter?" The 1996 Academy of Management Annual Meeting, Cincinnati, Ohio, August 9-14, 1996. (Refereed)

Zhiang Lin and Chun Hui, (1996), "Adapting to the Changing Environment of Decision Making: A Theoretical Comparison of Lean and Mass Management Systems," The International Conference on Comparative Management, National Sun Yat-sen University, Kaohsiung, Taiwan, May 26-28, 1996. (Refereed)

Chun Hui and Zhiang Lin, (1996), "Regulating Collective Actions: A Case of Two Cultural Systems," The Research Workshop on Global Organizations, Hong Kong University of Science and Technology, January 12-13, 1996.

Zhiang Lin and Chun Hui, (1995), "Lean Production Versus Mass Production – A Theoretical Comparison From An Open System Perspective," The Hitotsubashi-

Organization Science Conference on Asian Research in Organizations: Emerging Paradigms in Organization Studies, Tokyo, Japan, October 19-22, 1995. (Refereed)

Kathleen Carley and Zhiang Lin, (1994), "Organizational Shifts: Combining Computational Modeling and Empirical Analysis," The 89th Annual Meeting of the American Sociological Association, Los Angeles, California, August, 1994. (Refereed)

Zhiang Lin and Kathleen Carley, (1994), "An Analysis of the Effect of Training under Dynamic Environment," The Workshop on Mathematical and Computational Organization Theory, The Annual Meeting of the Institute of Management Sciences, Boston, Massachusetts, April, 1994.

Zhiang Lin and Kathleen Carley, (1994), "Organizational Response: Trade-offs among Opportunities for Review, Cost, and Performance," The Spring Symposium on Computational Organizational Design, The American Association for Artificial Intelligence, Stanford University, California, March, 1994.

Zhiang Lin, Kathleen Carley, and David Krackhardt, (1994), "The Dynamics of Organizational Ties during Crisis – Theory and Practice," The 14th Annual International Sunbelt Social Networks Conference, New Orleans, Louisiana, February, 1994.

Zhiang Lin and Kathleen Carley, (1993), "Does Agent Style Matter in Organizational Decision Making Performance?" The 11th National Conference on Artificial Intelligence, The American Association for Artificial Intelligence, Washington, D.C., July, 1993.

Zhiang Lin, (1993), "A Dynamic Model of Organizational Performance – Theory and Reality," The Workshop on Computational and Mathematical Organization Theory, The 1993 Annual Meeting of the Institute of Management Sciences, Chicago, Illinois, May, 1993.

Zhiang Lin and Kathleen Carley, (1992), "Maydays and Murphies: A Study of the Effect of Organizational Design, Task, and Stress on Organizational Performance," The 87th Annual Meeting of the American Sociological Association, Pittsburgh, Pennsylvania, August, 1992. (Refereed)

Working Papers Including Papers under Review or Revision

Haibin Yang, Zhiang Lin, and Mike Peng, (2009), "Behind Acquisitions of Alliance Partners: Exploratory Learning and Structural Embeddedness," Working Paper, University of Texas at Dallas.

Yasuhiro Yamakawa, Zhiang Lin, Haibin Yang, and David Deeds, (2009), "Exploration and Exploitation in Alliance Portfolio: Linking Antecedents and

Consequences of Firms' Learning Orientation," Working Paper, University of Texas at Dallas.

Zhiang Lin and Haibin Yang, (2009), "Network Expansion or Consolidation through Partner Selections: Environmental, Behavioral, and Relational Drivers," Working Paper, University of Texas at Dallas.

Zhiang Lin, Haibin Yang, and Hao Chen, (2009), "Economic and Symbolic Implications of Successor Outsiderness: Relational, Institutional, and Environmental Influences," Working Paper, University of Texas at Dallas.

David Weng and Zhiang Lin, (2009), "When do New CEOs Bring Strategic Changes? Behavioral, Political, Institutional, and Environmental Influences," Working Paper, University of Texas at Dallas.

Zhiang Lin, Richard Burton, and Philip Anderson, (2009), "How to Publish Computational Organizational Studies? An Editors' View," Working Paper, University of Texas at Dallas.

Bing Ren, Kevin Au, Zhiang Lin, and Mike Peng, (2009), "Directorate Network Embeddedness and Firm Performance during China's Institutional Transitions," Working Paper, University of Texas at Dallas.

Haibin Yang, Steven Liu, and Zhiang Lin, (2009), "Alliance Scope Diversity and Firm Performance: An Organizational Identity Approach," Working Paper, University of Texas at Dallas.

Hao Chen, Haibin Yang, and Zhiang Lin, (2009), "The Moderating Roles of Human and Social Capital in CEO Successions: Bridging the Resource-Based View and the Social Network Perspective," Working Paper, University of Texas at Dallas.

Haibin Yang, Irem Demirkan, Zhiang Lin, and Mike Peng, (2009), "Strategic Alliance Formation as Firms' External Exploration and Exploitation: An Extended Resource-Based Perspective," Working Paper, University of Texas at Dallas.

Zhiang Lin, Kathleen Carley, and Chun Hui, (2009), "High Risk Organizations under Critical Situations — An Organizational Performance Examination from a Structural Perspective," Working Paper, University of Texas at Dallas.

Zhiang Lin, (2009), "From Environmental Uncertainty to Organizational Chaos: The Roles of Structures and Procedures," Working Paper, University of Texas at Dallas.

Jane Lu and Zhiang Lin, (2009), "How Do Home Networks Drive Outward Expansions? An Exploration of Foreign Direct Investment Decisions by Japanese MNCs," Working Paper, University of Texas at Dallas.

Bindu Arya and Zhiang Lin, (2008), "A Multi-dimensional View of Knowledge Transfer in Collaborative Relations: The Facilitative Role of Social Networks," Working Paper, University of Texas at Dallas.

Irem Demirkan and Zhiang Lin (2008), "The Performance Consequences of Ambidexterity in Cross-Border Alliances: An Integrated View of Social and Physical Capitals," Working Paper, University of Texas at Dallas.

Bindu Arya and Zhiang Lin, (2008), "Exploring the Ripple Effect of Organizational Layoffs: An Embeddedness Perspective," Working Paper, University of Texas at Dallas.

Lei Li and Zhiang Lin, (2008), "Foreign Direct Investment Decisions under Environmental Uncertainty: Implications for the Chinese Market," Working Paper, University of Texas at Dallas.

Zhi Huang and Zhiang Lin, (2008), "Exploring the Organizational Change Patterns through the Lens of Interorganizational Networks," Working Paper, University of Texas at Dallas.

Research Grants

"Understanding CEO Successions through a Social Capital Perspective," Principal Investigator, Summer Research Grant, School of Management, University of Texas at Dallas, June – August 2009.

"Behavioral and Institutional Drivers of Strategic Networks: Empirical Investigations and Computational Modeling", Principal Investigator, Summer Research Grant, School of Management, University of Texas at Dallas, June – August 2008.

"Understanding Cooperative Strategies from an Extended RBV Perspective", Principal Investigator, Summer Research Grant, School of Management, University of Texas at Dallas, June – August 2007.

"Understanding Inter-Organizational Cooperation from the Social Network Perspective", Principal Investigator, Summer Research Grant, School of Management, University of Texas at Dallas, June – August 2006.

"Strategic Networks", Principal Investigator, Summer Research Grant, School of Management, University of Texas at Dallas, June – August 2005.

"Internal Designs and External Relations as Forms of Organizational Resources: An Embeddedness Perspective," Principal Investigator, Summer Research Grant, School of Management, University of Texas at Dallas, June – August 2004.

“Strategic Alliance Formation and Firm Performance: An Organizational Decision Making Perspective”, Principal Investigator, Summer Research Grant, School of Management, University of Texas at Dallas, June – August 2002.

“The Impact of E-mail Usage on the Distribution of Power within Organizations,” Co-investigator, Competitive Earmarked Research Grant 1996-98 (Grant # HKUST584/96H), Research Grants Council of Hong Kong, July 1996 - June 1998.

“Designing Organizations for High Performance under Critical Situations,” Principal Investigator, Research Travel Grant 1996-97 (Grant # RTG96/97.BM03), Hong Kong University of Science and Technology, August 1996 – July 1997.

“A Structural Analysis of Organizational Decision Making Performance: With Applications to Selected Nuclear Power Plants,” Principal Investigator, Competitive Earmarked Research Grant 1995-97 (Grant # HKUST533/95H), Research Grants Council of Hong Kong, August 1995 – July 1997.

“A Structural Analysis of Highly Critical Organizations,” Principal Investigator, Research Travel Grant 1995-96 (Grant # RTG95/96.BM22), Hong Kong University of Science and Technology, August 1995 – July 1996.

“A Resource-Based View of International Cooperative Ventures: Theoretical and Empirical Analysis of Key Factors in the Successful Formation of Sino-American Firms,” Co-investigator, China Program Development Grant 1994-95 (Grant # CPDG94/95.BM01), Hong Kong University of Science and Technology, August, 1994 – July 1996.

“Organizational Decision Making and Performance,” Principal Investigator, Direct Allocation Grant 1994-95 (Grant # DAG94/95.BM63), Hong Kong University of Science and Technology, August 1994 – July 1995.

TEACHING

Main Teaching Interests

Strategic Management;
Social Networks of Organizations;
Organizational Decision Making;
Organizational Design and Theory;
Organizational Modeling.

Classroom Teaching

1998 - The University of Texas at Dallas (average teaching ratings in

parentheses)

Undergraduate Level:

- ✓ Social and Political Environment of Business/ Strategic Management (4.2/5.0);
- ✓ Organizational Behavior (3.9/5.0).

Master's Level:

- ✓ Managerial Decision Making (4.3/5.0);
- ✓ Strategic Management (4.0/5.0);
- ✓ Foundations of Organization Theory (4.3/5.0);
- ✓ Comparative Management Methods (4.1/5.0).

Ph.D. Level:

- ✓ Social Networks of Organizations (4.0/5.0);
- ✓ Organizational Decision Making (4.2/5.0);
- ✓ Organizational Simulation (with Richard Harrison and Steven Phelan) (4.0/5.0).

1994 - 97 The Hong Kong University of Science and Technology (average teaching ratings in parentheses)

Undergraduate Level:

- ✓ Organizational Design and Change (4.7/5.0);
- ✓ Organizational Behavior (3.5/5.0).

1990 - 94 Carnegie Mellon University (average teaching assistant ratings in parentheses)

Master's Level:

- ✓ Data Analysis for Managers (4.3/5.0);
- ✓ Empirical Methods for Public Policy and Management (4.2/5.0).

1987 - 87 East China Normal University (no formal teaching evaluation conducted)

Undergraduate Level:

- ✓ Quantitative Geography (n/a).

Ph.D. Student Supervisions

As Dissertation Chair

David H. Weng, "A Multi-level Framework of Strategic Changes: CEO Characteristics, Firm Social Capital, and Institution Environments," University of Texas at Dallas. Proposal to be defended in May 2010.

Bindu Arya, "Knowledge Diffusion and Organizational Effectiveness from Collaborative Relations in Multi-relational Networks," University of Texas at Dallas. Proposal defended in February 2005 and dissertation defended in June 2006. Currently an assistant professor at the University of Missouri – St. Louis.

Haibin Yang, "Interfirm Distances as Channels for External Resources: The Choice between Alliances and Mergers & Acquisitions," University of Texas at Dallas. Proposal defended in May 2004 and dissertation defended in April 2005. Currently an assistant professor at the City University of Hong Kong.

As Dissertation Committee Member

Li (Sunny) Sun, "Internationalization, Diversification and Privatization in China," University of Texas at Dallas, Proposal defended in June 2009 and dissertation to be defended in June 2010.

Irem Demirkan, "Essays on the Evolution of Networks in the U.S. Biotechnology Industry," University of Texas at Dallas. Proposal defended in June 2006 and dissertation defended in July 2007. Currently an assistant professor at Northeastern University.

Kiram Ismail, "Networking and Leadership Approaches in Post-Soviet Countries: Essays on Relationships among Institutional, Organizational, and Individual Factors from A Macro and Micro Perspective", University of Texas at Dallas. Proposal defended in March 2005 and dissertation defended in August 2006. Currently an assistant professor at St. Johns University.

Xia Zhao, "The Voluntary Adoption of Corporate Governance Reforms in the Post-Enron Era", University of Texas at Dallas. Proposal defended in February 2005 and dissertation defended in June 2006. Currently an assistant Professor at the California State University – Dominguez Hills.

Nancy Kucinski, "Interest, Institutions, and Friends of the Court: An Analysis of Organizational Factors related to *Amicus Curiae* Participation," University of Texas at Dallas. Proposal defended in February 2001 and dissertation defended in March 2004. Currently an assistant professor at the Hardin Simmons University.

Alix Valenti, "Determinants of Board of Directors Composition: It's Who You Know," University of Texas at Dallas. Proposal defended in November 2001 and dissertation defended in June 2003. Currently an assistant professor at the University of Houston – Clear Lake.

Lei Li, "Multinationality and Performance Efficiency, Endogeneity, and Dynamics," University of Texas at Dallas. Proposal defended in February 2001 and dissertation

defended in November 2002. Currently an assistant professor at the University of Portland.

As Senior Co-Author for Papers

- David Weng: One journal submission (SMJ);
- Hao Chen: Two conference presentations (AOM, SMS) and one journal submission (SMJ);
- Li (Sunny) Sun: One conference presentation (SMS) and one journal publication (SMJ);
- Yasuhiro Yamakawa: One journal submission (JMS);
- Irem Demirkan: Three conference presentations (AOM(2), SMS) and one journal publication (MS);
- Kiran Ismail: One journal publication (OS);
- Bindu Arya: Three conference presentations (AOM(3)) and four journal publications (APJM, JOM(2), SMJ);
- Xia Zhao: One journal publication (OS);
- Haibin Yang: Twelve conference presentations (AOM(9), SMS(3)) and seven journal publications (AOMBP, CMOT, JOM, MS, SMJ(3));
- Lei Li: Two conference presentations (AOM, IACMR) and one journal publication (APJM);
- Dan Li: Four conference presentations (AOM, CSOS, SUNBELT(2)) and three journal publications (GOM, JMS, JOM);
- Zhi Huang: Three conference presentations (AOM, SUNBELT(2)) and one journal publication (JOM).

PROFESSIONAL SERVICES

Journal Editorial Services

- 2007 - Co-Chief Editor:
Computational and Mathematical Organization Theory;
- 2007 - Editorial Board Member:
Organization Science;
- 2002 - 06 Associate Editor:
Computational and Mathematical Organization Theory;
- 1994 - *Ad hoc* Reviewer:
Academy of Management Journal,
Asia Pacific Journal of Management,
Computational and Mathematical Organization Theory,

International Journal of Intelligent Systems in Accounting, Finance, and Management,
Journal of Artificial Societies and Social Simulation,
Journal of Business Research;
Journal of Business Studies,
Journal of International Business Studies,
Journal of Management,
Journal of Mathematical Sociology,
Journal of World Business,
Management Science,
Organization Science,
Simulation Modelling Practices and Theory.

Other Academic Services

Presenter (as Journal Editor): Professional Development Workshop on Applied Agent-based Modeling in Management Research, The 2009 Academy of Management Annual Meeting, Chicago, Illinois, August 7-11, 2009.

Panel Member: National Science Foundation, Disasters and Decision-Making Panel, 2008.

Session Chair: The Strategic Management Society Special Conference on China Strategies, Shanghai, China, May 28-30, 2007.

External Reviewer: Research Grants Council of Hong Kong, 2004-2006.

Session Chair: The Inaugural Conference of the International Association for Chinese Management Research, Beijing, China, June 17-20, 2004.

Founding Member: The International Association for Chinese Management Research, 2001.

University Services

The University of Texas at Dallas

- Chair of Doctoral Dissertation Examination Committee, School of EPPS (2008);
- Teaching Committee, School of Management (2002 – present);
- Faculty Search Committees of OSIM, School of Management (1999 - present);
- *Ad hoc* Committees for Faculty Promotion, School of Management (2002 – present);
- *Ad hoc* Committees for Faculty Promotions, School of Social Sciences (2001, 2006);

- Ph.D. Sub-committee of OSIM, School of Management (2001 – present);
- Area Coordinator of OSIM, School of Management (2001 – 2002);
- Academic Policy and Planning Committee, School of Management (2001 – 2002);
- Instructional Resources and Responsibilities Committee for AACSB, School of Management (2000 – 2001);
- Ph.D. Program Committee, School of Management (1999 – 2001);
- Ph.D. Coordinator of OSIM, School of Management (1999 – 2001);
- Coordinator for BA 4305 - Social & Political Environment of Business, School of Management (1999 – 2001);
- Ph.D. Sub-committee of OSIM, School of Management (1998 – 2001);
- Master's Sub-committee of OSIM, School of Management (1998 – 2001);
- Undergraduate Sub-committee of OSIM, School of Management (1998 – 2001);
- Master's Program Committee, School of Management (1998 – 1999).

The Hong Kong University of Science and Technology

- Extended Faculty Search Committee of the Department of Management of Organizations (1995 – 1997);
- Ph.D. Qualifying Exam Committee of the Department of Management of Organizations (1995 – 1996);
- Undergraduate Program Committee of the Department of Management of Organizations (1995- 1996);
- Teaching Coordinator for Organizational Behavior - MGTO221 (1995 – 1996);
- Technical Resources Coordinator for the Department of Management of Organizations (1995 – 1996).

ACADEMIC RECOGNITIONS AND HONORS

Award for Special Faculty Development Assignment by the School of Management, the University of Texas at Dallas, 2008.

Inclusion in the Best Paper Proceedings by the Business Policy and Strategy Division, the 2005 Academy of Management Annual Meeting, for the Paper Titled “Interfirm Distances as Channels for External Resources: The Choice between Alliances and Mergers & Acquisitions,” (with Haibin Yang), 2005.

Award for Special Faculty Development Assignment by the School of Management, the University of Texas at Dallas, 2002.

Inclusion in the Best Paper Proceedings by the Organization and Management Theory Division, the 2001 Academy of Management Annual Meeting, for the Paper Titled “Organizational Design and Adaptation in Response to Crises: Theory and Practice,” (with Kathleen Carley), 2001.

Recognition by the Research Grants Council of Hong Kong for the Highest Rating of the Technical Report Titled "High Risk Organizations under Critical Situations – An Organizational Performance Examination from a Structural Perspective," (with Kathleen Carley and Chun Hui), 1997.

Honorable Mention for Excellence in Teaching from the School of Business and Management, the Hong Kong University of Science and Technology, 1997.

Achievement Award for Excellence in Research from the Department of Management of Organizations, the Hong Kong University of Science and Technology, 1997.