

## METIN SENGUL

Boston College  
Carroll School of Management  
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Chestnut Hill, MA 02467

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### POSITIONS AND AFFILIATIONS

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2008-Present Boston College, Carroll School of Management  
Associate Professor of Management and Organization (with tenure), 2014-Present  
Assistant Professor of Management and Organization, 2011-2014  
Assistant Professor of Operations and Strategic Management, and, by courtesy,  
Assistant Professor of Organization Studies, 2008-2011

#### Visiting positions

2022 (Spring) Columbia University, Columbia Business School  
2021 (Fall) New York University, The Stern School of Business  
2014-2015 University of Pennsylvania, The Wharton School

#### Related work experience

2005-2006 Research Associate, INSEAD Healthcare Management Initiative  
1997-1999 Managing Partner, Datim Advertisement  
1995-1997 Quality Assurance Manager, Intermed Medical Center

### EDUCATION

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2008 Ph.D. in Management, INSEAD  
*Dissertation:* "Essays on Delegation and Control in Multi-Unit Firms"  
Wiley-Blackwell Outstanding Dissertation Award 2009, Finalist  
*Committee:* C. Galunic, J. Gimeno (co-chair), S. Rangan (co-chair), A. Shipilov  
2005 M.S. in Management, INSEAD  
2001 M.S. in Management, Texas A&M University  
1997 M.S. in Engineering Management, Istanbul Technical University  
*Thesis:* "Total Quality Management in the Healthcare Sector" (in Turkish)  
1995 B.S. in Industrial Engineering, Istanbul Technical University

## PUBLICATIONS

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\* DENOTES AUTHORSHIP IN ALPHABETICAL ORDER

### ARTICLES

- [1]\* Sengul, M., & Yu, T. A socio-cognitive explanation of organizational grouping decisions: Multidivisional firms and the formation of their divisions. *Journal of Management*, forthcoming.
- [2]\* Battilana, J., Obloj, T., Pache, A.-C., & Sengul, M. 2022. Beyond shareholder value maximization: Accounting for financial/social tradeoffs in dual-purpose companies. *Academy of Management Review*, 47(2): 237-258.
- [3]\* Guo, W., Sengul, M., & Yu, T. 2021. The impact of executive verbal communication on the convergence of investors' opinions. *Academy of Management Journal*, 64(6): 1763-1792.
- [4] Sengul, M. 2021. The promise and limits of social franchises as hybrid organizations. *Journal of Organization Design*, 10(3-4): 115-117.
- [5]\* Obloj, T., & Sengul, M. 2020. What do multiple objectives really mean for performance? Empirical evidence from the French manufacturing sector. *Strategic Management Journal*, 41(13): 2518-2547.
- [6]\* Guo, W., Sengul, M., & Yu, T. 2020. Rivals' negative earnings surprises, language signals, and firms' competitive actions. *Academy of Management Journal*, 63(3): 637-659.
- [7] Sengul, M., Almeida Costa, A., & Gimeno, J. 2019. The allocation of capital within firms. *Academy of Management Annals*, 13(1): 43-83.
- [8] Battilana, J., Pache, A.-C., Sengul, M., & Kimsey, M. 2019. The dual-purpose playbook: What it takes to do well and do good at the same time. *Harvard Business Review*, 97(2): 124-133.
  - Reprinted in "HBR's 10 Must Reads 2020: The Definitive Management Ideas of the Year from Harvard Business Review," pp. 121-136, Harvard Business Review Press (October 2019).
- [9] Sengul, M. 2019. Organization design as a competitive choice: An application to the study of innovation. *Journal of Organization Design*, 8: 22.
- [10] Sengul, M. 2018. Organization design and competitive strategy: An application to the case of divisionalization. *Advances in Strategic Management*, 40: 207-228.
  - An earlier version received Booz.Allen & Hamilton/SMS Annual Conference Best PhD Paper Prize
- [11] Sengul, M., & Obloj, T. 2017. Better safe than sorry: Subsidiary performance feedback and internal governance in multiunit firms. *Journal of Management*, 43(8): 2526-2554.
- [12] Battilana, J., Sengul, M., Pache, A.-C., & Model, J. 2015. Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises. *Academy of Management Journal*, 58(6): 1658-1685.
- [13] Sengul, M., & Dimitriadis, S. 2015. Multimarket competition. *Journal of Organization Design*, 4(3): 18-30.
- [14] Sengul, M., & Gimeno, J. 2013. Constrained delegation: Limiting subsidiaries' decision rights and resources in firms that compete across multiple industries. *Administrative Science Quarterly*, 58(3): 420-471.

- [15]\* Obloj, T., & Sengul, M. 2012. Incentive life-cycles: Learning and the division of value in firms. *Administrative Science Quarterly*, 57(2): 305-347.
- AOM HR Division's Scholarly Achievement Award, Finalist
- [16] Sengul, M., Gimeno, J., & Dial, J. 2012. Strategic delegation: A review, theoretical integration, and research agenda. *Journal of Management*, 38(1): 375-414.
- An earlier version received McKinsey/SMS Annual Conference Best Paper Prize, Honorable Mention
- [17] Battilana, J., Anteby, M., & Sengul, M. 2010. The circulation of ideas across academic communities: When locals re-import exported ideas. *Organization Studies*, 31(6): 695-713.
- [18] Battilana, J., Gilmartin, M., Sengul, M., Pache, A.-C., & Alexander, J. 2010. Leadership competencies for implementing planned organizational change. *Leadership Quarterly*, 21(3): 422-438.
- [19] Rangan, S., & Sengul, M. 2009. The influence of macro structure in the international realm: IGO interconnectedness, export dependence, and immigration links in the foreign market performance of transnational firms. *Administrative Science Quarterly*, 54(2): 229-267.
- An earlier version nominated for the Carolyn Dexter Best International Paper Award
- [20] Rangan, S., & Sengul, M. 2009. Information technology and transnational integration: Theory and evidence on the evolution of modern multinational enterprise. *Journal of International Business Studies*, 40(9): 1496-1514.
- Winner of Emerald Citation of Excellence Award for one of the top 50 management articles published in 2009 in the field of business and management
- [21] Yu, T., Sengul, M., & Lester, R.H. 2008. Misery loves company: The spread of negative impacts resulting from an organizational crisis. *Academy of Management Review*, 33(2): 452-472.

#### BOOK CHAPTERS

- [22]\* Joseph, J., & Sengul, M. 2023. Strategy and structure for effectiveness. In E. Locke & C. Pearce (Eds.), *Handbook of Principles of Organizational Behavior* (3rd Edition): 595-620. Wiley.
- [23] Battilana, J., & Sengul, M. 2006. Interorganizational cooperation between not-for-profit organizations: A relational analysis. In O. Kyriakidou & M. Ozbilgin (Eds.), *Relational Perspectives in Organizational Studies: A Research Companion*: 197-220. Edward Elgar.

#### COURSE MATERIALS

- [24] Sengul, M., Gimeno, J., & Wee, J., *Garmin 2019*. INSEAD case 06/2019-6356 (2019).
- "Bestseller" – Harvard Business Publishing
- [25] Gimeno, J., Simonovich, D., & Sengul, M., *Analysing the Macro Environment*. INSEAD note 04/2018-6398 (2018).
- [26] Sengul, M., DeBruin, P., & Gimeno, J. *Garmin at the Crossroads*. INSEAD case 06/2019-6356 (2018, revised 2019).
- [27] Gimeno, J., Simonovich, D., & Sengul, M., *Strategic Analysis of the Business Environment*. INSEAD note 11/2017-6352 (2017).
- "Popular" – INSEAD Publishing
- [28] Sengul, M., & Lee, M., *Metal Can and Container Industry in 2014*. INSEAD case 01/2015-6111 (2015).

- [29] Sengul, M., Venino, A.T., & Gimeno, J., *IMAX (B): Ten Years with DMR*. INSEAD case 02/2014-5836 (2013, revised 2014).
- [30] Sengul, M., Venino, A.T., & Gimeno, J., *IMAX (A): The Introduction of Digital Media Re-Mastering Technology*. INSEAD case 02/2014-5836 (2012, revised 2014).

#### ARTICLES IN REFEREED CONFERENCE PROCEEDINGS

- [31] Rangan, S., & Sengul, M. 2006. ICT influence on the internationalization-internalization coupling. *Academy of Management Best Paper Proceedings, Atlanta, GA*.
- [32] Rangan, S., & Sengul, M. 2005. Institutional influences in multinational competitiveness: An empirical exploration. *Academy of Management Best Paper Proceedings, Honolulu, HI*.
- [33] Yu, T., Lester, R.H., & Sengul, M. 2002. Reputation spillovers: How changes in corporate reputation affect competitive action. *Academy of Management Best Paper Proceedings, Denver, CO*.

#### EDITORIALS

- [34]\* Baumann, O., Joseph, J., Sengul, M., & Wu, B. 2021. Editorial Vol. 10. *Journal of Organization Design*, 10: 1-2.
- [35]\* Joseph, J., & Sengul, M. 2020. Editorial Vol. 9. *Journal of Organization Design*, 9: 1.
- [36]\* Joseph, J., & Sengul, M. 2019. Editorial Vol. 8. *Journal of Organization Design*, 8: 2.
- [37] Obel, B., Snow, C., Joseph, J., & Sengul, M. 2018. Editorial Vol. 7. *Journal of Organization Design*, 7: 4.

#### WORKING PAPERS (SELECTED)

- [38]\* Joseph, J., & Sengul, M.. Organization design: Current insights and future research directions. (Conditionally accepted at *Journal of Management*).
- [39] Sengul, M., Obloj, T. Ownership as a bundle of rights: Antecedents of the wedge between control and cash flow rights within firms.
- [40]\* Sengul, M., & Workiewicz, M. Co-parenting in multi-subsidiary firms.

## **CONFERENCE PRESENTATIONS**

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### PANEL PRESENTATIONS

- Panelist, “New Frontiers in Organization Design Research: Implications for Strategy-Making”  
Strategic Management Society Conference, Vancouver, 2023
- Panelist, “Navigating Organizations through Multiple Goals”  
Academy of Management Conference, Boston, MA, 2023 (OMT, STR, TIM)
- Facilitator, “Past, Present, and Future of a Behavioral Theory of the Firm”  
Academy of Management Conference, Boston, MA, 2023 (OMT, STR)
- Panelist, “Publishing Organization Design Papers: An Editor and Author Perspective”  
Academy of Management Conference, Boston, MA, 2023 (STR)
- Discussant, Organization Design Community Webinar “Research in Progress”, 2023
- Discussant, BYU – University of Utah Winter Strategy Conference, Park City, UT, 2023
- Panelist, “Behavioral Strategy and Microfoundations”  
Academy of Management Conference, Seattle, WA, 2022 (STR) <sup>x</sup>
- Facilitator, “Past, Present, and Future of a Behavioral Theory of the Firm”  
Academy of Management Conference, Seattle, WA, 2022 (OMT, STR) <sup>x</sup>
- Discussant, Academy of Management STR Virtual Conference – Turkey Reunion, 2022
- Panelist, “Hybrids”: “Future research perspective on hybrid organizations”  
Organization Design Community Virtual Annual Conference, 2021
- Panelist, “Strategic Decision Making and the Pursuit of Conflicting Goals: Taking Stock and Looking Ahead”  
Academy of Management Virtual Conference, 2021 (STR)
- Discussant, Academy of Management STR Virtual Conference – Turkey, 2021
- Facilitator, Academy of Management Review Idea Development Workshop, 2021
- Panelist, “Innovation and Adaptation within Corporate Hierarchies: Mechanisms & New Questions”  
Academy of Management Conference, Boston, MA, 2019 (OMT, STR)
- Facilitator, “Past, Present, and Future of a Behavioral Theory of the Firm”  
Academy of Management Conference, Boston, MA, 2019 (OMT, STR)
- Discussant, Consortium for Research in Strategy Conference, New York, NY, 2019
- Panelist, “Designing Innovative Firms: Taking Stock and Future Research Opportunities”  
Academy of Management Conference, Chicago, IL, 2018 (STR, TIM, ENT, EMT)
- Keynote speaker, “Taking stock of the JOD Conference: What we have learned and where we go from here”  
Journal of Organization Design Conference, Sandbjerg, 2018
- Discussant, Consortium for Research in Strategy Conference, Philadelphia, PA, 2017
- Discussant, Advances in Strategic Management Research Workshop, Boston, MA, 2016
- Discussant, AOM-TIM Research Workshop, Boston, MA, 2016

Panelist, “Corporate Strategy and Corporate Finance: Continuing the Research Conversation”:  
“Internal capital markets in corporate strategy and corporate finance research”  
Strategic Management Society Conference, Madrid, 2014

Panelist, “Organization Design and the External Environment”: “Strategy, structure, and  
competitive behavior”  
Organization Design Community Annual Conference, Philadelphia, PA, 2014

Panelist, “Managing Your Dissertation Workshop”: “Managing a dissertation committee”  
Academy of Management Conference, Orlando, FL, 2013 (BPS)

#### PAPER PRESENTATIONS

† DENOTES PAPERS PRESENTED BY A CO-AUTHOR

“Co-parenting in multi-subsidary firms”  
Strategic Management Society Conference, Toronto, 2023 †  
Academy of Management Conference, Boston, MA, 2023 †  
Theoretical Organizational Models Virtual Conference, 2021 †

“Architecture of control: How competitive interdependencies shape divergence of control and cash  
flow rights in multiunit firms”  
Wharton Corporate Strategy and Innovation Conference, Philadelphia, PA, 2019

“A socio-cognitive explanation of divisional domains and their evolution in multidivisional firms”  
(with M. Tripsas & T. Yu)  
Strategic Management Society Special Conference, Las Vegas, NV, 2019

“Be prepared or be spontaneous: The costs and benefits of top managers’ scripted communication”  
(with W. Guo & T. Yu)  
Strategic Management Society Conference, Paris, 2018 †

“Touncing the weak: Rival earnings surprises, language signals, and firm competitive action” (with  
W. Guo & T. Yu)  
Academy of Management Conference, Chicago, IL, 2018 (STR) †

“What do multiple objectives really mean for performance? Empirical evidence from the French  
manufacturing sector” (with T. Obloj)  
Strategy Science Conference, Philadelphia, PA, 2018  
Consortium for Research in Strategy Conference, Boston, MA, 2018

“Ownership and control within firms: The extent and nature of ownership of subsidiaries in firms  
that compete across multiple industries”  
Academy of Management Conference, Atlanta, GA, 2017 (BPS, OMT, TIM)

“Multimarket competition and internal capital markets: Subsidiaries’ responses to the loss of internal  
funding”  
Academy of Management Conference, Vancouver, 2015 (BPS)

“A behavioral theory of multiunit firms: The role of allocation of decision rights and the provision  
of incentives in mitigating subsidiary cognitive biases” (with T. Obloj)  
Academy of Management Conference, Philadelphia, PA, 2014 (BPS, OMT) †

“Keeping a foot in both camps: Understanding the drivers of social performance in hybrid  
organizations” (with J. Battilana, A.-C. Pache, & J. Model)  
Academy of Management Conference, Boston, MA, 2012 (OMT) †

- EGOS Conference, Helsinki, 2012 †  
 ABC Conference, Dover, MA, 2011 †  
 Academy of Management Conference, San Antonio, TX, 2011 (OMT) †
- “Incentive life-cycles: Learning and the division of value within firms” (with T. Obloj)  
 Academy of Management Conference, San Antonio, TX, 2011 (BPS, OMT, OB) †
- “Essays on delegation and control in multi-unit firms”  
 Academy of Management Conference, Chicago, IL, 2009 (BPS)
- “Competition across businesses: The impact on organizational structure and resource allocation”  
 Academy of Management Conference, Anaheim, CA, 2008 (OMT)  
 INSEAD Research Workshop on Organization Theory, Fontainebleau, 2008
- “Liability of foreignness as greater vulnerability to inequity in economic exchange” (with S. Rangan)  
 Strategic Management Society Conference, San Diego, CA, 2007 †
- “Does institutional similarity really explain MNE host market relative performance?” (with S. Rangan)  
 Strategic Management Society Conference, Vienna, 2006  
 Harvard Business School Strategy Research Conference, Boston, MA, 2005 †  
 Academy of Management Conference, Honolulu, HI, 2005 (OMT)
- “A match made in heaven? Joining leadership competencies in the process of organizational change”  
 (with J. Battilana, M. Gilmartin, A.-C. Pache, & J. Alexander)  
 Academy of Management Conference, Atlanta, GA, 2006 (ODC) †
- “ICT influence on the internationalization-internalization coupling” (with S. Rangan)  
 Academy of Management Conference, Atlanta, GA, 2006 (IM) †  
 Academy of International Business, Stockholm, 2004 †
- “Misery loves company: The spread of negative impacts resulting from a firm-specific shock” (with  
 T. Yu & R.H. Lester)  
 Academy of Management Conference, Honolulu, HI, 2005 (OMT) †  
 Academy of Management Conference, Denver, CO, 2002 (BPS) †
- “Interorganizational cooperation between not-for-profit organizations: A relational analysis” (with J.  
 Battilana)  
 Academy of Management Conference, Seattle, WA, 2003 (OMT) †
- “Innovation adoption in multiunit organizations: U.S. banks moving online” (with T. Yu)  
 Academy of Management Conference, Denver, CO, 2002 (TIM)
- “Organizational mitosis: The trade of between efficiency and cannibalization”  
 AMR Writers' Theory Development Workshop, Academy of Management Conference,  
 Denver, CO, 2002  
 Strategic Management Society Conference, San Francisco, CA, 2001
- “Designing incentive systems that shape competitive interaction” (with J. Gimeno & J. Dial)  
 Strategic Management Society Conference, San Francisco, CA, 2001 †

## **AWARDS AND HONORS**

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### RESEARCH AWARDS AND HONORS

- 2013 Scholarly Achievement Award, AOM HR Division, Finalist
- 2010 Emerald Citation of Excellence Award
- 2009 Wiley-Blackwell Outstanding Dissertation Award, AOM BPS Division, Finalist
- 2005 Carolyn Dexter Best International Paper Award, Nominee
- 2001 McKinsey/SMS Conference Best Paper Prize, Honorable Mention
- 2001 Booz.Allen & Hamilton/SMS Conference Best PhD Paper Prize

### TEACHING AWARDS AND HONORS

- Carroll School Teaching Stars List: 2023 Spring, 2021 Spring, 2020 Fall, 2019 Spring, 2018 Fall, 2018 Spring, 2017 Spring, 2014 Spring
- Favorite Professor of “Best & Brightest MBAs” / “MBAs to Watch”, Poets & Quants: 2021, 2020, 2019, 2018, 2017
- 2016 The Carroll School Graduate Commencement Faculty Speaker
- 2016 The Carroll School Coughlin Distinguished Teaching Award for Graduate Teaching

### SERVICE AWARDS AND HONORS

- 2020 Developmental Reviewer Award, *Academy of Management Review*
- 2016 Best Reviewer Award, SMS Corporate Strategy Interest Group
- 2015 Best Reviewer Award, *Academy of Management Review*
- 2014 Best Reviewer Award, SMS Corporate Strategy Interest Group

### FELLOWSHIPS AND GRANTS

- 2019-2020 Research Catalyst Award, Boston College
- 2014-2017 Haub Family Fellowship, Boston College
- 2012-2013 Faculty Fellowship, Boston College
- 2012 Barry Family Faculty Research Fund, Boston College
- 2012 Kelley Research Award, Boston College
- 2010 Barry Family Faculty Research Fund, Boston College
- 2001-2005 PhD Fellowship, INSEAD
- 1999-2001 Regent’s Graduate Fellowship, Texas A&M University

## **TEACHING**

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### COURSES

*Average instructor ratings across sections on 5-point scale with 5 = "excellent"*

#### **MBA Courses**

Introduction to Strategic Management (MBA core), Boston College (7 sections, 2014-2020): 4.57

Strategic Management (MBA core), Boston College (8 sections, 2016-2023): 4.67

Strategic Management (Evening MBA core), Boston College (1 section, 2023): 4.72

Competitive Strategy (MBA elective), Boston College (8 sections, 2012-2021): 4.75

Business Policy and Strategy (MBA core), Koc University (2 sections, 2009-2010): 4.72

#### **Undergraduate Courses**

Strategic Management (undergraduate core), Boston College (12 sections, 2009-2014): 4.26

### DIRECTED STUDIES AND FACULTY ADVISING

Directed practicum of Adam Ureneck, Boston College, 2020

Directed practicums of Jason McClellan, Jillene Preusser, Christine Sprindler, Boston College, 2018

Faculty advisor for the MBA team representing Boston College at the Katz invitational case competition, Boston College, 2018

### INVITED FACULTY MEMBER

Organizational Design Community Idea Development Workshop, 2022, 2023

Strategy Science Conference Doctoral Workshop, 2018

INSEAD-Wharton Corporate Strategy PhD Camp, 2015, 2017

HBS Business Education for Scholars and Teachers, Foundations Panel on Incentives, 2013

Boston College, The Carroll School New Faculty Teaching Lunch, 2013

### DOCTORAL DISSERTATION COMMITTEES

Stefan Dimitriadis (committee member), HBS (defended 2019; placement upon graduation: University of Toronto)

- INFORMS/Organization Science Dissertation Proposal Competition, 2018, Finalist

Tomasz Obloj (committee member), INSEAD (defended 2011; placement upon graduation: HEC Paris)

- Wiley Blackwell Outstanding Dissertation Award, 2012, Winner
- INFORMS/Organization Science Dissertation Proposal Competition, 2010, Finalist

## **PROFESSIONAL SERVICE**

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### EDITORIAL ROLES AND REVIEWING

Editor/Co-editor,	<i>Journal of Organization Design</i>	2018-2020
Associate/Senior editor,	<i>Journal of Organization Design</i>	2014-2017
	<i>Organization Science</i>	2020-Present
Editorial board member,	<i>Academy of Management Journal</i>	2013-Present
	<i>Academy of Management Review</i>	2011-2023
	<i>Global Strategy Journal</i>	2014-Present
	<i>Journal of Organization Design</i>	2021-Present
	<i>Organization Science</i>	2018-2020

*Ad hoc* reviewer for *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *European Management Review*, *Global Strategy Journal*, *Journal of International Business Studies*, *Journal of Management*, *Journal of Organization Design*, *Management Science*, *Organization Science*, *Strategic Management Journal*, *Strategy Science*; Academy of Management and Strategic Management Society annual conferences; Strategic Management Society Conference Best PhD Paper Prize; Strategy Research Foundation, Dissertation Research Program

### LEADERSHIP AND CONTRIBUTIONS TO ACADEMIC ORGANIZATIONS

Academy of Management, Strategic Management Division (formerly Business Policy and Strategy Division)

Doctoral consortium, co-chair, 2021, 2022 (elected by Executive Committee)

Executive Committee, member, 2020-2022 (elected by membership)

Facilitator, STR Meet the Scholar session with Carliss Baldwin, 2021

Facilitator, STR Meet the Scholar session with Brian Silverman, 2021

Research Committee, member, 2015-2017 (elected by Executive Committee)

Workshop co-organizer (with M. Schijven, J.P. Eggers, F. Monteiro, & J. Schweitzer), “BPS Managing Your Dissertation Workshop”, Academy of Management Conference, Orlando, FL, 2010

Consortium for Research in Strategy

Co-organizer (with E. Feldman), Consortium for Research in Strategy Conference, 2021

Institute for Operations Research and the Management Sciences

The *Organization Science* Review Committee, chair, 2019

Organization Design Community

Board of directors, ex-officio member, 2018-2020

Strategic Management Society

Facilitator, CSIG Masterclass on Organization Design with Phanish Puranam, 2022

Corporate Strategy Interest Group, Associate program chair → program chair → chairperson (3-year rotation), 2019-2021 (elected by membership)

Panel organizer and co-chair (with J. Joseph), “The Modern Firm Revisited: New Designs for Organizational Processes, Performance and Innovation”, Strategic Management Society Conference, Berlin, 2016

Panel organizer and chair, “The State and Future of Disciplinary Research in Strategic Management”, Strategic Management Society Conference, Denver, CO, 2015

Corporate Strategy Interest Group, Representative-at-large, 2015-2016 (elected by membership)

#### BOSTON COLLEGE

Undergraduate strategy courses review committee, chair, 2018-2019

Teaching peer review committee for Curtis Chan, member, 2017-2021

Departmental continuous improvement committee, chair, 2016-2021

Teaching peer review committee for John Welch, member, 2016-2019

Departmental continuous improvement committee, member, 2014-2016

Graduate Consulting Club, academic advisor, 2013-2016

Part-time strategy faculty review committee, member, 2013

MBA strategy courses review committee, member, 2011

Departmental research seminar committee, member, 2010-2014