

CURRICULUM VITAE Augustine A. Lado

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Clarkson University
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Education

◆ **Ph.D. in Business Administration**, University of Memphis, May 1992
Area of Concentration: **Strategic Management**
Supporting Field: **Human Resource Management & Organizational Behavior**

◆ **M.B.A.**, Arkansas State University, December 1987
Emphasis: **International Business**

◆ **B.S. (with Honors)**, University of Khartoum (Sudan), November, 1985
Major: **Management**; Minors: **Accounting and Economics**

Employment Experience

◆ Senior Adviser to the President on Ant-Racism, Clarkson University, July 2021 - present
◆ Dean, David D. Reh School of Business, Clarkson University, July 2020 -
◆ Interim Dean, David D. Reh School of Business, Clarkson University, May 2018 – June 2020
◆ Richard C '55 & Joy Dorf Chair in Innovation and Entrepreneurship, Clarkson University School of Business, September 2010 to present.
Professor, Consumer and Organizational Studies, Clarkson University School of Business, July 2007 to present.
◆ Visiting Professor, Mbarara University of Science and Technology, Faculty of Development Studies, October 2009 – August 2010.
Visiting Professor, University of Science and Technology of China, Hefei, Anhui Province, China,

July 18-August 5, 2012.

◆ Associate Professor, Consumer and Organizational Studies, Clarkson University School of Business, August 2002 to 2007.

Tenure granted: May 2003

◆ Director, Doctor of Business Administration (DBA) Program, Cleveland State University, College of Business Administration, July 2001 to May, 2002.

◆ Interim Associate Dean for Graduate Programs, Cleveland State University, College of Business Administration, July, 2000 to June 2001.

◆ Associate Professor, Department of Management and Labor Relations, College of Business Administration, Cleveland State University, September 1997 to July 2002.

Tenure granted: September 1997

◆ Assistant Professor, Department of Management and Labor Relations, Cleveland State University, January 1992-August, 1997.

◆ Research Associate, Robert Wang Center for International Business, University of Memphis, January-December, 1991.

◆ Teaching and Research Assistant, Department of Management, University of Memphis, 1988 - 1991.

◆ Graduate Assistant, Arkansas State University, Jonesboro, Arkansas, January-December, 1987.

◆ Accountant, Sudan Council of Churches, Khartoum (Sudan), April-August, 1986.

Awards & Honors

Recipient of Inaugural Chaired Professorship – Richard C. '55 & Joy Dorf Chair in Innovation and Entrepreneurship at Clarkson University School of Business, September 2010 – present.

Recipient of the William J. Fulbright Scholars Program Award, Administered by the Council for the Exchange of Scholars, Washington, DC. To conduct research and teaching in Uganda, 2009 – 2010.

Doctoral Fellowship, Center for International Business Business Education and Research, University of Memphis, 1990-1991.

Outstanding Reviewer Award, Business Policy and Strategy Division of the Academy of Management, (2002, 2005 & 2006)

“Best Reviewer” recognition, Eastern Academy of Management: Managing in a Global Economy XI, Cape Town, SA, June 26-30, 2005.

Fulbright Student Exchange Program, Administered by the AMIDEAST (America-Mideast Educational and Training Services), 1986-1991.

Thomas B. Shropshire Graduate Scholarship, at Arkansas State University, Jonesboro AR, 1986-1987.

Best Student Awards (3rd – 5th years), University of Khartoum, Sudan.

Publications in Refereed Journals

Abebe, M. A., Tekleab, A. G., & Lado, A. A. (2020). Multilevel perspectives on leadership in the African context. *Africa Journal of Management*, 6(3): 145-160.

Wei, S., Ke, W., Lado, A. A., Liu, H. L., & Wei, K.K. (2019). The effects of justice and top management beliefs and participation: An exploratory study in the context of digital supply chain. *Journal of Business Ethics*, <https://doi.org/10.1007/s10551-018-04100-9>

Hu, L.Y., Wu, J., Lado, A., & Gu, J. 2017. Regulatory focus, environmental turbulence, and entrepreneur improvisation. *International Entrepreneurship and Management Journal*, 14(1): 129-148.

Gu, J., Hu, Li, Wu, J., & Lado, A. A. 2017. Risk propensity, self-regulation, and Entrepreneurial Intention: Empirical Evidence from China. *Current Psychology*, 37(3): 648-660.

Chu, Z., Wang, Q., & Lado, A. 2016. “Customer Orientation, Relationship Quality and Performance: The Third Party Logistics Provider’s Perspective. *International Journal of Logistics Management*, 27(3): 738-754.

Pant, S., & Lado, A. (2013). Strategic Business Process Offshoring and Competitive Advantage: The Role of Strategic Intent and Absorptive Capacity. *Journal of Information Science and Technology*, 9(1): 25-57.

Paulraj, A., Chen, I.J., & Lado, A.A. (2012). An Empirical Taxonomy of Supply Chain Management Practices. ***Journal of Business Logistics***, 33(3): 227-244.

Lado, A. A., Paulraj, A., & Chen, I. J. 2011. Customer focus, supply-chain relational capabilities, and performance: Evidence from U.S. manufacturing industries. ***International Journal of Logistics Management***, 22(2): 202-221.

Paulraj, A., Lado, A. A., & Chen, I. J. 2008. Interorganizational communication as a relational competency: Antecedents and performance outcomes in collaborative buyer-supplier relationships. ***Journal of Operations Management***, 26: 45-64.

Lado, A. A., Dant, R. R., & Tekleab G. (2008). A Trust-opportunism paradox, relationalism, and performance in interfirm relationships: evidence from the retail industry. ***Strategic Management Journal***, 401-423.

Lado, A. A., Boyd, N. G., Wright, P., & Kroll, M. (2006). Paradox and theorizing within the Resource-based View. ***Academy of Management Review***, 31(1): 115-131.

Wright, P., Kroll, M., Lado, A., & Elenkov, D. (2005). Influences of Relative Rewards of Top Managers on Firm Performance, ***Strategic Organization***, 3(3): 311-335.

Chen, I. J., Paulraj, A., & Lado, A. (2004). Strategic Purchasing, Supply Management and Performance. ***Journal of Operations Management***, 22: 505-523 (Finalist for best paper award at the Operations Management Division of the Academy of Management, presented at Honolulu, Hawaii, August 2005)

Wright, P., Kroll, M., Lado, A., & Van Ness, B. (2002). The Structure of Ownership and Corporate Acquisition Strategies, ***Strategic Management Journal***, 23(1): 41-53.

Zhang, M. J., & Lado, A. A. (2001). Information Systems and Competitive Advantage: A competency-based View, ***Technovation***, 21: 147-156.

Moon, C. W., & Lado, A. A. (2000). MNC-Host Government Bargaining Power Relationship: A Critique and Extension

within the Resource-Based View," **Journal of Management**, 26(1): 85-117.

Lado, A. A., & Zhang, M. (1998). Expert Systems, Knowledge Development and Utilization, and Sustained Competitive Advantage: A Resource-Based Model," **Journal of Management**, 24(4): 489-509.

Lado, A. A., Boyd, N. G., & Hanlon, S. C. (1997). "Competition, Cooperation and the Search for Economic Rents: A Syncretic Model," **Academy of Management Review**, 22(1): 110-141.

Ramarapu, N. K., Parzinger, M. J., & Lado, A. A. (1997). Issues in foreign outsourcing: focus on applications Development and support. **Information Systems Management**, 14(2): 27-31.

Webb, M. S., Coccari, R. L., Lado, A., Allen, L. C., & Reichert, A. K. (1997). Selection Criteria Used by Graduate Students in Considering Doctoral Business Programs Offered by Private vs. Public Institutions." **Journal of Marketing for Higher Education**, 8(1): 69-90

Lado, A. A., & Vozikis, G. S. (1996). "Transfer of Technology to Promote Entrepreneurship in Developing Countries: An Integration and Proposed Framework," **Entrepreneurship: Theory & Practice**, 21(2): 55-72.

Wright, P., Kroll, M., Pray, B., & Lado, A. (1995). "Strategic Orientation, Competitive Advantage, and Business Performance," **Journal of Business Research**, 33: 143-151.

Ramarapu, N. K. & Lado, A. A. (1995). "Linking Information Technology to Global Business Strategy to Gain Competitive Advantage: An Integrative Model," **Journal of Information Technology**, 10: 115-124.

Lado, A. A. & Wilson, M. C. (1994). "Human Resource Systems and Sustained Competitive Advantage: A Competence-Based Perspective," **Academy of Management Review**, 19(4): 699-727.

Wright, P., Theerathorn, P., Pu, H., Gilmore, J. B., & Lado, A. (1992). Top Managers, Organizational culture, and

strategic profiles: Implications for Business Performance. *American Business Review*, (June), 25-36.

Parnell, J. A., Lado, A., & Wright, P. (1992). Why Good Things Never Seem to Last: A Dialectic perspective for Long-term Competitive Advantage, *Journal of Business Strategies*, 9(1): 62-68.

Lado, A., Boyd, N., & Wright, P. (1992). "A Competency-Based Model of Sustainable Competitive Advantage: Toward a Conceptual Integration," *Journal of Management*, 18(1): 77-91.

Wright, P., Nazemzadeh, A., Parnell, J., & Lado, A. (1991). Comparing Three Different Theories of Competitive Strategies, *Industrial Management*, 33(6): 12-16.

Parnell, J. A., Lado, A., & Wright, P. (1991). Entrepreneurship and Risk: An Alternative Perspective. *Midwestern Journal of Business and Economics*, 6(2), 1-7.

Additional Publications

Lado, A. A. (2000). Book Review of *Strategic Human Resource Management* (edited by R. S. Schuler & S. E. Jackson), *Academy of Management Review*, 25(3): 677-679.

Proceedings & Presentations

Lado, A. A. (2017). A Freedom-promoting approach to working with diversity." Paper presented at the Academy of Management Meetings, Atlanta, GA, August 4-8.

Lado, A. A. & Hinds, B. A. (2016). "A freedom-expanding approach to working with workforce diversity in the African context." Paper presented at the Africa Academy of Management Meeting, Nairobi, Kenya, January 5-10.

Kakuru, J., & Lado, A. A. (2010). "Structural and Relational Determinants of Credit Availability to Small and Micro-enterprises in Uganda." Paper accepted for presentation at the Academy of Management Meetings, August 8-12, Montreal, Canada.

Lado, A. A., Paulraj, A., & Chen, I. J. (2008). "Customer Focus, Relational Capabilities and Performance: Evidence from Buyer-Supplier Dyads in Manufacturing Industries." Paper Presented at the Academy of Management Annual Meetings, Anaheim, CA, August 9-12, 2008.

Paulraj, A., Chen, I.J., and Lado, A. (2007). Cross-organizational teams: Antecedents and performance measures. *38th Decision Science Institute National Meetings*, Phoenix, AR, November 2007.

Lado, A. A., Dant, R. P., & Tekleab, A. "Trust-Opportunism Paradox in Principal-Agent Relationships: Effects on Relationalism and Performance." Paper Presented at the Academy of Management Annual Meetings, Atlanta, GA, August 12-16, 2006.

Paulraj, A., Chen, I. J., & Lado, A. A. "Environmental Uncertainty, Supply management, and Dyadic Performance: A Resource Dependence Perspective." Paper to be presented at the Decision Sciences Institute National meetings, San Antonio, TX, November 2006.

Paulraj, A., Chen, I. J., & Lado, A. A. "An Empirical Taxonomy of Supply Chain Management" Paper Presented at the Decision Sciences Institute National meetings, San Francisco, CA, November 20-22, 2005.

Lado, A. A., & Wasserman, M. E. "Cruising into the Twilight Zone: Complexifying Discourse on Strategy's Quest for Value" To be presented at the Eastern Academy of Management Biennial International Conference on Managing in the Global Economy, Cape Town, South Africa, June 26-30, 2005.

Pant, S., & Lado, A. A. "Strategic Business Process Off-Shoring and Competitive Advantage: The Role of Strategic Intent and Absorptive Capacity." To be presented at AMCIS (Americas Conference on Information Systems), Omaha, NE, August 11-14, 2005.

Chen, I. J., Paulraj, A., & Lado, A. A. "Inter-organizational Communication as a Relational Competency: Antecedents and Performance Outcomes in Collaborative Buyer-Supplier Relationships." Presented at the Decision Sciences Institute National Meeting, Boston, MA,

November 2004

Chen, I. J., Paulraj, A., & Lado, A. A. "Customer Focus, Strategic Supply Management, and Performance." Decision Sciences Institute National Meeting, Washington, DC, November 22-25, 2003.

Lado, A., Wright, P., Kroll, M., & Boyd, N. "Paradox and Theorizing within the Resource-Based View." Academy of Management Annual Meetings, Denver, CO, 9-14 August 2002.

Zhang, M. J., & Lado, A. "Information Systems Support for Organizational Learning and Firm Performance: An Empirical Investigation." Decision Sciences Institute Meeting, San Diego, CA, November 18-20, 2002.

Lado, A., Boyd, N., Wright, P., & Kroll, M. "Paradox, Organizational Competencies, and Sustainable Competitive Advantage." Mid-West Academy of Management, Indianapolis, IN, 18-22 April, 2002.

Woods, C., & Lado, A. A. "Categorizing Diversity Issues: Links to Strategic Decisions and Retention of Diverse Workforce." Academy of management Annual Meetings, Washington, D. C. 8-12 August, 2001

Zhang, M. & Lado, A., "Information Systems and Firm Performance: A Competency-based Perspective." Academy of Management Annual Meetings, Toronto, Canada, 6-9 August 2000

Lado, A. A. "Trust, Opportunism, and the Invisible Handshake: Toward a Theory of Relational Competence Development." Academy of Management Annual Meetings, San Diego, CA, 7-12 August 1998

Lado, A. A., Boyd, N. G., & Hanlon, S. C. "Beyond Sustain Competitive Advantage: Metacompetency and Sustained Business Performance." Academy of Management Annual Meetings, Vancouver, BC 6-9 August 1995.

Zhang, M. J., Lado, A. A. "Expert Systems as a Source of Sustained Competitive: A Resource-Based Perspective." Academy of Management Annual Meeting, Vancouver, BC, 6-9 August 1995.

Lado, A. A. & Vozikis, G. S. "Transfer of Technology to Promote Entrepreneurship in Developing Countries: An Integration and Proposed Framework," ***Managing in a Global Economy V: Proceedings of the Fifth International Conference***, Eastern Academy of Management, May 31 - June 4, 1993.

Lado, A. A., & Kedia, B. L. "Risk and Strategic Intent in Cross-Border Alliance Choice," Academy of Management Annual Meetings, Las Vegas, NV, 9-12 August 1992.

Kedia, B.L., & Larson (with Assistance from A. Lado, T. Bruce, & D. Ackerman), ***U.S. Competitiveness in the Global Marketplace: A Special Focus on the Service Sector, Conference Proceedings***, Memphis Tennessee, October 4-5, 1991.

Ackerman, D. J., & Lado, A. (1992). Organizational Culture as a Source of Competitive Advantage: Toward an Improved Understanding," ***Proceedings of the Southern Management Association***, New Orleans, LA.

Lado, A. A., & Jones, C. A., "Toward an Integrative Conceptual Framework for Executive Compensation," ***Proceedings of the Southwest Division of the Academy***. 13-16 March, 1991.

Research in Progress

Manuscripts Under Review

Kakuru, J., & Lado, A. A. "Structural and relational influences on credit availability to small and micro enterprises: Evidence from Uganda." Under review at the ***Journal of Developmental Entrepreneurship***.

Lado, A. A., Pauraj, A., & Chen, I. J., "Supply chain management within the conversation of ethics." Under revision for submission to ***Journal of Operations Management***.

Manuscripts to be Submitted for Review

Strategic Networks, Social Capital, and Enterprise Development.” To be submitted to *Academy of Management Review*.

“Value Innovation and Strategic Entrepreneurship: A Syncretic View.” Manuscript being prepared for submission to ***Strategic Entrepreneurship Journal***.

“Profits, People and Planet: Supply Chain Management within an Ecological View” (with Antony Paulraj & Injazz Chen)

“Property Rights, Firm Resources and Competitive Advantage: An Investigation of US Biotechnology Firms”

“Open Innovation, Dynamic Capabilities, and Strategic Advantage: Insights from Complexity Theory”(with Weiling Ke). To be submitted to ***Academy of Management Review***.

Work in Progress

“The role of Micro-Financial Institutions in Fostering Entrepreneurship in Emerging Economies: Evidence from Uganda.”

“Social Entrepreneurship and Public Health in Uganda” (with Bernard Kakuhikire)

“Trust-Opportunism Paradox in Relationship Lending: Effects on Credit Access and Growth of Small and Micro-enterprises in Uganda.” Data Collection in Progress.

Instruction

◆ Courses Taught at Clarkson University

1. OS 456 (International Management) – Fall 2002
2. OS 610 (Strategic Planning) – Fall 2002 & Spring 2003; Spring, 2007
3. OS 432 (Organizational Policy & Planning) – Spring 2003 - present
4. OS 322 (Entrepreneurial Venture Strategy and Assessment – Fall 2003 & Fall 2004
5. SB 609 (Business Ethics) – Fall 2006 – present
6. SB 399 (International Business Perspectives), Spring 2009

7. SB 696 (Global Business Strategies), EGOM program (Spring 2006, 2007, 2008, Fall 2011); MBA program (Spring 2009, 2011, 2012)

◆ **Courses Taught at Cleveland University**

1. MLR 465 (Managerial Strategy & Policy)
2. MLR 501 (Management & Organizational Analysis)
3. MLR 301 (Principles of Management)
4. MLR 600 (Skills in Strategic Management)
5. MLR 655 (Strategic Management)
6. MBA 650 (Integrative Capstone Seminar I)
7. MLR 802 (DBA Special Topics Seminar)
8. MLR 804 (Seminar in Strategic Management)

◆ **Supervised Independent Study Projects:**

1. MLR 491 Undergraduate Independent Study (four Students' projects, 1992 –1996)
2. MLR 680 Current Problems in Management & Labor (six Graduate students' research projects, 1994 -2001)
3. MLR 690 Independent Research Project (three students, 1994 - 1998)
4. MLR 795 Doctoral research Project (four students, Summer 1992, 2001 & 2002)

◆ **Doctoral Dissertation:**

1. Chair, Doctoral Dissertation Committee for Budi Soedjipto, Summer 2001 to Summer 2002.
2. Member, Doctoral Dissertation Committee for Joe Muscatello, Fall 2001 – Spring 2002.
3. Chair, Doctoral Dissertation Committee for Michael Zhang, Spring 1996 to Summer 1998.
4. Chair, Doctoral Dissertation Committee for Marty Horyak, Winter 1994 to Fall 1994.
5. Member, Doctoral Dissertation Committee for Vlado Dimovski, Summer 1993 - Winter 1994

**University
Service**

At Clarkson University:

Member, University Promotion Committee, Fall 2011 – present
Chair, University Tenure Committee, 2007-2008
Member, CUSB Graduate Policy Committee, 2007-Present
Member, University Tenure Committee, 2005-present.
Faculty Senate Secretary, Fall & Spring, 2003-2004.

Member, Dean of Arts and Science Search Committee, Fall 2003-Spring 2004

Member, Faculty Senate (substituted for Dr. Mary Graham), Fall 2002; Fall 2003- Spring 2006).

Member, Strategic Hiring Committee for School of Business

Member, Committee on Committees for School of Business.

Member, Academic Standards Committee (substituted for Dr. Mary Graham), Fall 2002 & Fall 2003-Spring 2004.

Member, Graduate Policy Committee, School of Business, Fall 2002 – Present.

Member, Organizational Behavior/Human Resource

Management Search Committee – Summer/Fall 2002

Member, Operations Management Search Committee, Fall 2002 – present

At Cleveland State University

Member, Graduate Students' Petitions Committee

(University-wide), Fall 1994 to Spring 1996

Member, College Long Range Planning Committee Fall

1996 to Spring 1998

Chair, Strategy/Entrepreneurship Search Committee (1997 to present)

Member, Human Resources Search Committee

Member, textbook committees (MLR 465, MLR 600, MLR 501).

Member, DBA Committee (Fall 1995 to Spring 1997)

Adviser to WAFRIKA (a newly formed organization of African Students at Cleveland State University)

**Academic/
Professional
Services**

Associate Editor, *Journal of Trust Research* (New Journal to be Published by Routledge – Taylor & Francis)
Reviewer, *Journal of Business & Entrepreneurship*
Reviewer, *Makerere University Business Journal*
Ad hoc reviewer, *Academy of Management Review*, 1993- present
Ad hoc review, *Strategic Management Journal*, 2007-present.
Ad hoc reviewer, *Journal of Business Research*, 1995-1997.
Ad hoc reviewer, *Journal of Management*, 1993-1995.
Ad hoc reviewer, *Administrative Science Quarterly*, 1996 - present.
Ad hoc reviewer, *Organization Science*, 1996.
Ad hoc reviewer, *International Journal of Production and Operations Management (IJPOM)*, 2006
Reviewer, Academy of Management Meetings, Business Policy & Strategy, and International Management Divisions, 1992-Present

**Membership
in Professional
Associations**

Member, Academy of Management
Member, Institute for Operations Research and the Management Sciences (INFORMS)
Decision Science Institute (DSI)
Strategic Management Society
International Academy of African Business and Development (IAABD)

References

Available upon request