

ROBERT K. KAZANJIAN

Asa Griggs Candler Professor of Organization and Management
Goizueta Business School, Emory University
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EDUCATION

Ph.D. The Wharton School, University of Pennsylvania, 1983.

M.A. The Wharton School, University of Pennsylvania, 1979.

MBA, The Wharton School, University of Pennsylvania, 1975.

BA, Hamilton College, 1973.

HONORS AND AWARDS

Executive MBA Distinguished Educator Award, Goizueta Business School, Emory University.

2026, 2023, 2018, 2017, 2016, 2015, 2011, 2006, 2003, 2002, 2000

Evening MBA Distinguished Educator Award, Goizueta Business School, Emory University.

2017, 2008, 2007, 2000

Adler Prize for Excellence in Teaching, Goizueta Business School, Emory University (school-wide award).

2005

MBA Teaching Excellence Award, Goizueta Business School, Emory University.

2001, 1999

MBA “Last Lecturer” Award, Goizueta Business School, Emory University.

2003

Donald R. Keough Award for Service Excellence for 2000, Goizueta Business School, Emory University.

Outstanding Faculty Member, BusinessWeek Guide to The Best Business Schools (1990-2000).

Organization and Management Area Distinguished Service Award, 1993, Goizueta Business School, Emory University.

Outstanding Service Award from the MBA Class of 1992, Goizueta Business School, Emory University.

Emory University, summer research support provided by the Goizueta Business School, 1988-2024.

University of Michigan, summer research support provided by the Michigan Business School, 1983-1987.

1984 Heizer Award for Outstanding Research in New Venture Development, conferred by the Business Policy and Planning Division of the Academy of Management (best entrepreneurship related dissertation).

Woodrow Wilson National Fellowship Foundation: Administrative Fellow, 1975-1977. Served as Director of Development and Planning, Paine College, Augusta, GA. Reported to Dr. Julius S. Scott, Jr., President.

Hamilton College, 1973. Honors in Economics. James Soper Merrill Prize, awarded by the faculty to that member of the graduating class who “in character and influence, has typified the highest ideals of the College.” Chair, Honor Court. Intern, Office of Admission. New York State Regents Scholar.

ACADEMIC APPOINTMENTS

Emory University

Faculty Appointment

September 1988-Present

Goizueta Business School, Emory University

Asa Griggs Candler Professor of Organization
and Management 2017

Professor 2001

Associate Professor (with tenure) 1991

Associate Professor 1988

Administrative Positions

March-July, 2014

Interim Dean

Goizueta Business School, Emory University

September 2010-
July 2017

Vice Dean for Programs

Responsible for BBA and MBA programs (full-time, evening and executive formats) including program deans, admissions and career services. Also had responsibility for all Strategic Initiatives at the School including

Leadership, Entrepreneurship, Real Estate, Social Enterprise, Alternative Investing and Healthcare Management.

July 2017—August 2020

Senior Associate Dean for Strategic Initiatives

Responsible for school wide initiatives including entrepreneurship, leadership, healthcare management, social enterprise, real estate, alternative investments, and project-based learning (Goizueta IMPACT).

September 2020—Dec. 2022

Founding Academic Director, Roberto C. Goizueta Center for Entrepreneurship & Innovation

Design and oversight of student support programs related to entrepreneurship, venture funding and corporate innovation. Planning for programs to support related faculty research once funding is secured. Served as Acting Academic Director July 2024-July 2025

May 2002—
September 2004

Senior Associate Dean for Executive Education,

Responsible for all non-degree programs, including open enrollment and custom programs.
(Served as Acting Senior Associate Dean 7/07-8/08)

Dartmouth College

Fall Terms, 2001-2005

Visiting Professor

The Amos Tuck School of Business, Dartmouth College
Taught the Leading Organizations first year core course.

Haute Etudes Commerciales

Summer, 1990 & 1991

Visiting Lecturer

Haute Etudes Commerciales (HEC) Paris, France
Taught strategy implementation module.

University of Michigan

September 1983-
June 1988

Assistant Professor of Corporate Strategy

Graduate School of Business
The University of Michigan at Ann Arbor
Taught strategy related courses in Ph.D., MBA and BBA programs
Promoted to Associate Professor (without tenure) spring 1988

The Wharton School, University of Pennsylvania

September 1978-
August 1979

Research Fellow, Center for the Study of

Organizational Innovation, Conducted search under Dr. Jay Galbraith of the Department of Management.

Primary study areas included organization growth, change, and transition as well as industry background for specific case studies.

September 1977- August 1978	<u>Associate, Management and Behavioral Science Center.</u> Participated in research and program delivery activities for executive development and organizational intervention, primarily in public sector organizations.
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Woodrow Wilson Fellowship Foundation Administrative Fellow: Paine College

September 1975- August 1977	<u>Woodrow Wilson Fellowship Foundation, Administrative Fellow</u> Served as Director of Development and Planning, Paine College, Augusta, Georgia. Responsible for all aspects of development, alumni relations, public relations, and institutional planning. Reported directly to President Julius S. Scott, Jr.
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RESEARCH

Research Interests

Management of growth, innovation and creativity in large, complex organizations and in new ventures. Strategy implementation and large-scale strategic change. Capability creation and exploitation. Inter-organizational relationships between firms and their strategic advisors.

Publications

Books

The Search for Organic Growth, Edward Hess and Robert K. Kazanjian (editors), Cambridge University Press, 2006.

Strategy Implementation: Structure, Systems, and Processes by Jay R. Galbraith and Robert K. Kazanjian. New York: West Publishing Company, 1986.

Articles and Chapters

“A Commentary on Fezzey, Drnevich & Borgholthaus (2024): Connecting Activism to Organizational Purpose” by Robert K. Kazanjian. *Group and Organization Management* (2026) 51(3) 1273-1278. OnLineFirst, 2025. <https://doi.org/10.1177/10596011251356360>

“Creativity, Complexity and Organizational Learning: Implications For Leadership and Governance” by Robert K. Kazanjian. In Sven Hemlin and Michael D. Mumford (Eds.) **Handbook of Research on Leadership and Creativity**, Elsevier, 2017.

“Strategic Implementation” by Robert K. Kazanjian. In David Teece and Mie Augier (Eds.) **The Palgrave Encyclopedia of Strategic Management**, Palgrave Macmillan, 2013.

“Organizational Learning, Knowledge Management and Creativity” by Robert K. Kazanjian and Robert Drazin. In Michael D. Mumford (Ed.) **Handbook of Organizational Creativity**, Elsevier, 2012.

“Fostering Innovation In Complex Product Development Settings: The Role of Team Member Identity And Inter-team Interdependence” by MaryAnn Glynn, Robert K. Kazanjian and Robert Drazin. *Journal of Product Innovation Management*, (27), 2010, 1082-1095.

“Creativity and Sensemaking Among Professionals,” by Robert Drazin, Robert Kazanjian and MaryAnn Glynn. In Chris Shalley and Jing Zhou (Eds) **Handbook of Organizational Creativity**, Lawrence Erlbaum Associates, 2007.

“The Challenge of Organic Growth” by Robert Drazin, Edward Hess and Robert K. Kazanjian. In Edward Hess and Robert K. Kazanjian (Eds.) **The Search for Organic Growth**, Cambridge University Press, 2006.

“Emerging Issues Related to Corporate Growth: Linking Theory to Practice” by Robert Drazin, Edward Hess and Robert K. Kazanjian. In Edward Hess and Robert K. Kazanjian (Eds.) **The Search for Organic Growth**, Cambridge University Press, 2006.

“Dynamics of Structural Change” by Robert Drazin, Mary Ann Glynn, and Robert K. Kazanjian. In Marshall Scott Poole and Andrew Van de Ven (Eds.) **Handbook of Organization Change and Innovation**, Oxford University Press, 2004.

“Designing Organizations for Large Scale Product Development: The Role of Cooperative Work Teams” by Robert Drazin, Robert K. Kazanjian and Maureen Blyler. In West, M., Tjosvold, D., and Smith, K.G. (Eds.). **International Handbook of Organization Teamwork and Cooperative Working**. Wiley, 2003.

“Implementing Strategies for Corporate Entrepreneurship: A Knowledge-Based View” by Robert K. Kazanjian, Robert Drazin & Mary Ann. Glynn. In M. A. Hitt, R. D. Ireland, S. M. Camp, & D. L. Sexton (Eds.), **Strategic Entrepreneurship: Creating a New Mindset**. Oxford, UK: Blackwell Publishers Ltd., 2002.

“Purpose-Built Theories: A Reply to Ford” by Robert Drazin, Mary Ann Glynn and Robert K. Kazanjian. *Academy of Management Review*, 25 (2), 2000, 286-287.

“Creativity and Technological Learning; The Roles of Organization Architecture and Crisis in Large-Scale Projects” by Robert K. Kazanjian, Robert Drazin and Mary Ann Glynn. *Journal of Engineering and Technology Management*, 17, 2000, 273-298.

"Multi-Level Theorizing about Creativity in Organizations: A Sensemaking Perspective" by Robert. Drazin, Mary Ann Glynn and Robert K. Kazanjian. *Academy of Management Review*, 24 (2), 1999, 286-307.

"The Creation of Capabilities in New Ventures: A Longitudinal Study," by Robert K. Kazanjian and H. Rao. *Organization Studies*, 20 (1), 1999, 125-142.

"Attaining Technological Synergies in Diversified Firms," by Robert K. Kazanjian and Praveen Nayyar in **Management of Competitive Strategy in High Technology**, edited by Michael W. Lawless and Luis Gomez-Mejia, JAI Press, Inc., Vol. 4, 1994.

"Applying the Del Technique to the Analysis of Cross-Classification Data: A Test of CEO Succession and Top Management Team Development," by Robert Drazin and Robert K. Kazanjian. *Academy of Management Journal*, 36 (6), December, 1993, 1374-1399.

"Organizing To Attain Potential Benefits From Information Asymmetries and Economies of Scope In Related Diversified Firms, "by Praveen Nayyar and Robert K. Kazanjian. *Academy of Management Review*, 18 (4), October, 1993, 735-759.

"A Stage-Contingent Model of New Venture Design and Growth," by Robert K. Kazanjian and Robert Drazin. *Journal of Business Venturing*, 5, 1990, pp. 137-150.

"A Reanalysis of Miller and Friesen's Life Cycle Data," by Robert Drazin and Robert Kazanjian in *Strategic Management Journal*, 11 (4), May-June, 1990, pp. 319-329.

"An Empirical Test of a Stage of Growth Progression Model," by Robert K. Kazanjian and Robert Drazin in *Management Science*, 35 (12), December, 1989.

"Clarifying Decision Making In High Growth Ventures: The Use of Responsibility Charting," by Thomas N Gilmore and Robert K. Kazanjian in *Journal of Business Venturing*, 4 (1), January, 1989, pp.69-83.

"The Relation of Dominant Problems to Stage of Growth in Technology Based New Ventures: An Empirical Assessment," by Robert K. Kazanjian in *Academy of Management Journal*, 31 (2), June 1988, pp. 257-279.

"Strategy, Technology and Emerging Organizational Forms," by Jay R. Galbraith and Robert K. Kazanjian, in **Futures of Organizations** edited by G. Hage, Lexington Books, Lexington, MA, 1988.

"Implementing Internal Diversifications: Contingency Factors for Organization Design Choices," by Robert K. Kazanjian and Robert Drazin in *Academy of Management Review*, 25 (2), April 1987, pp. 342-354.

"Implementing Manufacturing Innovations: Critical Choices of Structure and Staffing Roles," by Robert K. Kazanjian and Robert Drazin in *Human Resource Management*, 25 (3), Fall 1986, pp. 385-404.

"Organizing to Implement Strategies of Diversity and Globalization: The Role of Matrix Designs," by Jay R. Galbraith and Robert K. Kazanjian in *Human Resource Management*, 25 (1), Spring 1986, pp. 37-44.

"Developing Technologies: R&D Strategies for Office Product Firms," by Jay R. Galbraith and Robert K. Kazanjian in *Columbia Journal of World Business*, May 1983.

"Effective Strategic Planning and the Role of Organization Design," by Daniel A. Nathanson, Robert K. Kazanjian, and Jay R. Galbraith in **Implementation of Strategic Planning** edited by Peter Lorange. Prentice-Hall, Inc., Englewood Cliffs, NJ, 1981.

Work in Progress

"Embedding Organizational Purpose: A Process Study of Implementation" with Omar Rodriguez-Vila. Under revision for journal.

"Distributed Entrepreneurship: A Model for Achieving Scalable Global Impact" with Robinson Garces Marin, Peter Roberts and Ajay Shah. Under review at journal

"The Same and Different – Knowledge, Network, Capital and Legitimacy for Neighborhood Entrepreneurs" with Robin Garces-Marin, under development

"Group Interdependence in Complex Settings: The role of spatial distance" under development.

Published Case Studies and Teaching Notes

SunTrust: Becoming a Purpose Driven Company (2020)

Amazon and Google in 2017 (2017)

Note on the Components of a Strategic Plan (1998)

Kodak and the Advent of Digital Imaging (2000)

Kodak and the Advent of Digital Imaging Teaching Note (2000)

BellSouth Unified Messaging (1999)

Strategic Challenges at Home Depot (2001)

Skychef (A) & (B) (2001)

TEACHING

Goizueta Business School of Emory University: 9/88-Present

Degree Courses

Strategic management core course for MBA, Evening MBA and Executive MBA and MBV programs (BUS634, OAM530).

Co-designed and delivered new MBA/BBA course Venture Capital and Minority Entrepreneurship which included oversight of \$1mm Peachtree Minority Venture Fund run by students.

Doctoral seminar (BUS 734) on Macro-Organizational Theory.

Multinational Firms and Global Strategy (BUS435) for undergraduates.

Course on innovation and change (BUS 637).

Developed and taught field studies courses on: corporate transformation; and consulting (BUS 631)

Supervised over 75 directed studies for individual students (BUS 697) including extensive field studies at DuPont, CNN, Southern Company, Radiant Systems, and Mitsui, Honeywell and others for BBA, MBA and EMBA students.
Class related site visits to Lockheed-Martin, Ford, UPS, and Equifax.

Doctoral Committees

Chair, Dissertation Committee for Laura McClelland: “From Compassion to Client Satisfaction: Examining the Relationship Between Routines that Facilitate Compassion and Quality of Service” 2009-2012. Initial appointment, Virginia Commonwealth University

Chair, Dissertation Committee for Chad Navis: “The Conditional Importance of Venture Founding Team Experience: A Study of the Emergence and Performance of Local Telecom Competitors in Georgia, 1995-2007” 2008-2009. Initial appointment, University of Wisconsin-Madison

Member, Dissertation Committee for Scott Hayward. 2007-2010

Member, Dissertation Committee for David Kryscynski. 2009- 2011

Executive Education

Faculty Director for: SunTrust Advanced Leadership Program (2010-18)
Goizueta Executive Program (1998-2005)
Executive Development Consortium (1993-1998)
Advanced Management Program (1989-1993)
Management Development Program (1989-1993)
The Home Depot Executive Leadership Program
NAPA Senior Leadership Program
Riverwood International Custom Program
Lockheed Management Institute
Georgia-Pacific Custom Program
Leadership Institute at Synovus
UPS Executive Perspectives Program
Crawford Executive Leadership Program
Sylvamo Leadership Program

Faculty Presenter All above programs plus:
Newell Brands Growth Academy
Novellis
Rock-Tenn Custom Program
LIMAK
BAI
Suez Custom Program
Lockheed-Martin Strategic Leadership Program
Printpak Custom Program
Home Depot Custom Program
International Paper Market Based Value Creation

Amos Tuck School of Business at Dartmouth College: 2001-2005 (Fall terms only)

Degree Courses

Leading Organizations MBA core course

The University of Michigan School of Business Administration: 9/83-7/88

Degree Courses

Course head (1986-88) for required strategy course
for undergraduate and MBA programs.

Developed MBA elective entitled "Strategy,
Technology, and the Management of Innovation".

Taught Ph.D. seminars on the topics of Behavioral Aspects of Policy, and Research Design and Methods.

Executive Education

Faculty Director and presenter for 5-day Strategy Formulation and Implementation Program (taught in Ann Arbor, Hong Kong, and Singapore).

Faculty Director and presenter for 3-day Strategic Management of Technology Program.

Faculty presenter for several other programs.

Ph.D. Teaching and Related Activities at the University of Michigan

Chaired dissertation committee of Praveen Nayyar, recipient of 1989 A.T. Kearney Award for best strategy dissertation (awarded by the Academy of management). 1988. Initial appointment, New York University

Co-chaired dissertation committee of Gary Hansen, recipient of 1987 Strategic Management Award for Best Dissertation awarded by The Strategic Management Society, 1987. Initial appointment, University of Washington

Served as chairman or member for eight Ph.D. dissertation committees.

Participated in developing conference on "Developing and Commercializing New Technology".

Hosted Fulbright Scholar and Eisenhower Fellow interested in research on management of technology.

Business School representative on State of Michigan trade mission to People's Republic of China, 4/86.

PROFESSIONAL AND INSTITUTIONAL SERVICE

National/Institutional Service

- MacArthur Foundation 100&Change Wise Head Panel Member, 2019-2023: Reviewer for proposals submitted for 100&Change competition for a \$100mm grant to fund a single proposal to make measurable progress on solving a significant problem.
- The Trust in American Institutions Challenge, 2024-2025: Reviewer for proposals for \$10mm grants to scale solutions that build and restore public trust in institutions that form the pillars of U.S. society.
- US Council on Competitiveness (non-partisan, non-profit), 2019-Present:
Member of Working Group on “Optimizing the Environment for the National Innovation System.”

Editorial Board Appointments and Journal Activities

- Editorial Board Member, *Strategic Management Journal*, 1988-2024.
- Editorial Board Member, *Journal of Business Venturing*, 1990-2004.
- Editorial Board Member, *Journal of Strategic Management Education*, 2001-Present.
- Ad Hoc Reviewer: *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Management Science*, *Organization Science*, *Organization Studies*, *Journal of Management*, *Journal of Management Studies*, *Journal of Product Innovation Management*, *Journal of Engineering and Technology Management*, *Sloan Management Review*, *Group and Organization Management*, *California Management Review*.

Membership and Activities in Professional Organizations

- Academy of Management-9/77-9/23
- Reviewer for BPS and OMT Divisions of Academy of Management-1984-2010
- Chairman, Task Force on Journals of the Academy, 1990
- Participant, Junior Faculty Consortium for Business Policy and Planning, National Academy of Management Meeting, 1985.
- Student Participant, Doctoral Consortium for Business Policy and Planning National Academy of Management Meeting, August 1981.

Strategic Management Society-9/88-2020

SMS/McKinsey Award Best Paper Evaluation Committee, 2001-2006

Service to Emory University

Member, Emory Enterprise Entrepreneurship Council, July 2024 – Present
University-wide Initiative Coordinate by Associate Provost W. Lam
Steering Committee, The Hatchery (Emory Innovation Center), 2017-2022
Steering Committee, iHUB (Innovation HUB for bio-medical innovation)
2017-2020
Member, Innovation@Emory Committee, 2017-2020
Member, University Task Force to Revise Registration Process, 1991-92

Service to Goizueta Business School of Emory University

Founding Academic Director, Roberto C. Goizueta Center for Entrepreneurship and Innovation, July 2020-July 2022.

Academic Director (Acting), June 2024 – August 2025

Responsible for creation and launch of the Center with responsibility for all student facing programming and research related activities

Senior Associate Dean for Strategic Initiatives, July 2017—July 2020

Responsible for programs and initiatives related to Leadership, Entrepreneurship, Business and Society, Healthcare, and Real Estate

Interim Dean, April-July, 2014

Vice Dean for Programs, September 2010—July 2017

Responsible for BBA and MBA programs (full-time, evening and executive formats) including program deans, admissions and career services plus all strategic initiatives of the school

Senior Associate Dean for Executive Education, 5/02-9/04, 7/07-8/08

Responsible for all non-degree programs, including open enrollment and custom programs.

Area Coordinator, Organization and Management Area, 9/94-5/97

Served as head of the area with responsibilities including direction of area planning, recruiting, course scheduling and interface to Dean's office.

Director, MBA Program (part-time, one course release) 4/90-8/93

Responsible for academic aspects of full-time MBA program, including curriculum design, international exchanges, special academic program development, and academic counseling. Developed and proposed curriculum revisions, including the Lead Week designs. Developed and instituted Core Course Coordination Committee. Expanded international student exchanges from three to nine.

Committee Work and Related Service

Member, Executive Committee, 2023-Present

Member, Personnel, 2016-2020; 2024-Present

Member, Rose Program for Entrepreneurship Working Group, July 2024-Present

Member, Proposed B.S. in Technology and Innovation Committee Feb 2024-Dec 2025

Member, Executive Director, Veterans Initiatives Search Committee, Dec 2024-April, 2025

Member, Committee to Develop Rose Program for Entrepreneurship, January 2025-January 2026

Chair, O&M Faculty Search Committee, 2022-2023

Member, OB Faculty Search Committee, 2009

Member, Executive MBA Program Committee, 2008-2014

Member, Associate Dean for Executive Development Search Committee

Member, Personnel Committee, 2002-2006, 2017-2021, 2024-2025.

Chair, MBA Program Committee, 2001-2002

Member, MBA Program Committee, 2001-2005

Chair, Non-Degree Programs and External Affairs Committee, 1997-1999

Member, EMBA Program Committee, 1994-1996

Chair, Core Course Coordination Committee, 1990-1994

Member, Dean Search Committee, 1997

Member, Dean Search Committee, 1990

Chaired four O&M search committees and served on six other O&M search committees, 1988-2006

Member, Woodruff Scholar Selection Committee, 1990-1994

Presentations to Consulting Club: Orientation to Strategy, 1996-2001

Presentations to Goizueta Marketing and Strategy Competition, 1999-2001

Panel Discussant for several GBS Career Services seminars

Board of Director Appointments

Stratizon Corporation, 2001-2006