

## MARIO SCHIJVEN

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### **EMPLOYMENT**

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2008 – present     Assistant Professor of Management (tenure track), Mays Business School,  
Texas A&M University

### **EDUCATION**

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2008                 Ph.D., Organization and Strategy, CentER Graduate School, Tilburg  
University, the Netherlands (*with highest honors*)  
Dissertation title: “Acquisition capability development: Behavioral and  
cognitive learning perspectives” (Chair: Dr. Harry Barkema; Co-chair: Dr.  
Xavier Martin)  
*Winner, 2009 Wiley Blackwell Outstanding Dissertation Award in  
Business Policy and Strategy of the Academy of Management  
Winner, 2009 Tilburg University Dissertation Prize  
Finalist, 2007 INFORMS/Organization Science Dissertation  
Proposal Competition  
Finalist, 2010 Christiaan Huygens Prize, the Netherlands  
Current nominee, 2011 KVS Award, the Netherlands*

2003                 M.Sc., Organization and Strategy (Research Master’s/M.Phil.), CentER  
Graduate School, Tilburg University, the Netherlands (*with highest honors*)

2003                 M.Sc., Economics (specialization International Business), Tilburg University,  
the Netherlands (*with highest honors*)

### **RESEARCH INTERESTS**

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- Corporate strategy: mergers and acquisitions, alliances, restructuring, divestitures
- Organizational learning, capability development
- Behavioral theory of the firm, evolutionary economics

### **TEACHING INTERESTS**

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- Primary:             Strategic management and international business
- Secondary:         Research methods and statistics
- Tertiary:            Organization theory

## **PUBLICATIONS AND WORK IN PROGRESS**

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### **Refereed Journal Articles**

- Heimeriks, K. H. & Schijven, M. Manifestations of higher-order routines: The underlying mechanisms of deliberate learning in the context of post-acquisition integration. Forthcoming in the *Academy of Management Journal*. \*
- Barkema, H. G. & Schijven, M. 2008. How do firms learn to make acquisitions? A review of past research and an agenda for the future. *Journal of Management*, 34: 594-634. \*  
*Highlighted by the Editor of the Journal of Management (see Cropanzano, 2009: 1307)*
- Barkema, H. G. & Schijven, M. 2008. Toward unlocking the full potential of acquisitions: The role of organizational restructuring. *Academy of Management Journal*, 51: 696-722. \*  
*Abstracted in Booz & Co's "Strategy + Business" (September 11, 2008)*  
*Abstracted in the Dutch professional journal "Fusie & Overname" [Merger & Acquisition] (May 4, 2009)*

### **Invited Journal Articles**

- Hitt, M. A., King, D., Krishnan, H., Makri, M., Schijven, M., Shimizu, K., & Zhu, H. 2009. Mergers and acquisitions: Overcoming pitfalls, building synergy, and creating value. *Business Horizons*, 52: 523-529. \*

### **Invited Book Chapters**

- Hitt, M. A., King, D., Krishnan, H., Makri, M., Schijven, M., Shimizu, K., & Zhu, H. Mergers and acquisitions: Overcoming pitfalls, building synergy, and creating value. Chapter forthcoming in the *Oxford Handbook of Mergers and Acquisitions*. \*
- Brymer, R. A., Hitt, M. A., & Schijven, M. 2011. Cognition and human capital: The dynamic interrelationship between knowledge and behavior. In A. Burton-Jones & J. –C. Spender (Eds.), *Oxford Handbook of Human Capital*. New York, NY: Oxford University Press.

### **Conference Best Paper Proceedings**

- Heimeriks, K. H. & Schijven, M. 2009. Caution or causation? The underlying mechanisms of deliberate learning in the context of post-acquisition integration. Forthcoming in the *Proceedings of the Sixty-ninth Annual Meeting of the Academy of Management*. \*
- Schijven, M. 2006. Experience homogeneity or experience heterogeneity? A stepwise approach to acquisition capability development. *Proceedings of the Sixty-sixth Annual Meeting of the Academy of Management*, BPS X1-X6.
- Schijven, M. 2005. Curing the firm's indigestion: Organizational restructuring and the dynamics of acquisition performance. *Proceedings of the Sixty-fifth Annual Meeting of the Academy of Management*, BPS M1-M6.

### **Work in Progress**

#### ***Under review/revision:***

- Schijven, M. & Hitt, M. A. The vicarious wisdom of crowds: Toward a behavioral perspective on investor reactions to acquisition announcements. Second revision in preparation for resubmission to the *Strategic Management Journal*.

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\* Authors listed alphabetically / equal contribution

- Schijven, M. & Barkema, H. G. A dynamic approach to acquisition capability development: The joint importance of experience homogeneity and heterogeneity. First revision in preparation for resubmission to *Administrative Science Quarterly*.
- Schijven, M. & Martin, X. The architecture of acquisition capabilities: Sub-organizational interplay among context-specific pockets of experience. Initial submission under review at *Administrative Science Quarterly*.
- Schijven, M. & King, D. R. Investors as quasi-advisors to management: Recursive signaling between acquisition announcement and completion. Initial submission under review at the *Strategic Management Journal*.

**Nearing submission:**

- Sirmon, D., Schijven, M., Brymer, R., & Coombs, J. Second-order fit in mergers and acquisitions. Nearing submission to the *Academy of Management Journal*.
- Schijven, M., Nadolska, A., & Barkema, H. G. The contrasting demands of acquisitive and organic growth: Integrating the roles of top management team composition and experience. Nearing submission to the *Strategic Management Journal*.

**First draft complete:**

- Schijven, M. & Barkema, H. G. From experience to expertise: Reconciling conflicting perspectives on the underlying mechanisms of organizational learning. Target journal: *Academy of Management Review*.
- Martin, X. & Schijven, M. The anatomy of organizational learning: A multilevel framework of the performance effects of experiential and vicarious learning. Target journal: *Academy of Management Review*.

**Data collection/analysis stage:**

- Schijven, M., Webb, J., & Ireland, R. D. Integrating scientists: The post-acquisition dynamics of innovation in high-tech firms. Data collection in progress.
- Schijven, M., Takacs Haynes, K., & Huh, D. Battle of the boards: The determinants and consequences of board composition following a merger. Data collection in progress.
- Bingham, C., Heimeriks, K., & Schijven, M. The structural dimensions of acquisition capability development. Data analysis in progress.
- Schijven, M. The fragility of capability. Data analysis in progress.
- Moschieri, C. & Schijven, M. Divestitures as facilitators of innovation. Data analysis in progress.

**Concept stage:**

- Schijven, M. Synergy: Moving beyond  $2 + 2 = 5$ .
- Schijven, M. & Martin, X. Business-unit recombination and acquisition performance.
- Schijven, M. & Barkema, H. G. The mixed blessing of international acquisitions.

**REFEREED CONFERENCE PRESENTATIONS**

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- Acquiring capabilities and the importance of routines: An exploratory case study (*with Nima Amiryany*).  
Paper presentation, *Strategic Management Society 2011 Annual Conference*, Miami, FL, USA.  
*Currently nominated for the SMS Best Conference Ph.D. Paper Prize*
- Second-order fit in mergers and acquisitions (*with David Sirmon, Rhett Brymer, & Christopher Tuggle*).

- Roundtable presentation, *Academy of Management 2011 Annual Meeting*, San Antonio, Texas, Business Policy and Strategy Division.
- Panel speaker, “M&A at the crossroads” workshop (organized by Vincenzo Pisano), *Strategic Management Society 2010 Annual Conference*, Rome, Italy.
  - Second-order fit in mergers and acquisitions (*with David Sirmon & Rhett Brymer*). Paper presentation, *Strategic Management Society 2010 Annual Conference*, Rome, Italy.
  - The contrasting demands of acquisitive and organic growth: The role of the top management team (*with Anna Nadolska & Harry Barkema*). Paper presentation, *Academy of Management 2010 Annual Meeting*, Montréal, Canada, Business Policy and Strategy Division.
  - Investors as advisors to strategic decisions: A behavioral model of acquisition due diligence length (*with David King*). Paper presentation, *Academy of Management 2010 Annual Meeting*, Montréal, Canada, Business Policy and Strategy Division.
  - The contrasting demands of acquisitive and organic growth: The role of top management team composition and experience (*with Anna Nadolska & Harry Barkema*). Paper presentation, *Strategic Management Society 2009 Annual Conference*, Washington, DC, USA.
  - Caution or causation? The underlying mechanisms of deliberate learning in the context of post-acquisition integration (*with Koen Heimeriks*). Paper presentation, *Academy of Management 2009 Annual Meeting*, Chicago, IL, USA, Business Policy and Strategy Division. Selected for **Best Paper Proceedings**.  
**Winner of the BPS Distinguished Paper Award**  
**Finalist for the BPS Glueck Best Paper Award**
  - Perceiving perceptions: A behavioral model of investor reactions to acquisition announcements (*with Michael Hitt*). Paper presentation, *Academy of Management 2009 Annual Meeting*, Chicago, IL, USA, Business Policy and Strategy Division.
  - The locus of acquisition capability development: Business-unit experience interplay across firm and industry boundaries (*with Xavier Martin*). Invited presentation in the Professional Development Workshop “Organization structure and design: New research and insights” (organized by Samina Karim & Charles Williams), *Academy of Management 2009 Annual Meeting*, Chicago, IL, USA, Business Policy and Strategy Division.
  - The locus of acquisition capability development: Business-unit experience interplay across firm and industry boundaries (*with Xavier Martin*). Plenary panel presentation, *2009 Organization Science Winter Conference*, Steamboat Springs, CO, USA.
  - Caution or causation? The underlying mechanism of deliberate learning in the context of post-acquisition integration (*with Koen Heimeriks*). Poster presentation, *2009 Organization Science Winter Conference*, Steamboat Springs, CO, USA.
  - An inside look at acquisition capability development: Experience heterogeneity and the locus of organizational learning (*with Xavier Martin*). Roundtable presentation, *Strategic Management Society 2008 Annual Conference*, Cologne, Germany.
  - An inside look at acquisition capability development: Experience heterogeneity and the locus of organizational learning (*with Xavier Martin*).

Paper presentation, *Academy of Management 2008 Annual Meeting*, Anaheim, CA, USA.

- Cracking the code: The joint importance of experience homogeneity and heterogeneity in acquisition capability development (*with Harry Barkema*).

Paper presentation, *Strategic Management Society 2007 Annual Conference*, San Diego, CA, USA.

***Finalist for the SMS Best Conference Paper Prize (Honorable Mention)***

- Towards unlocking the full potential of acquisitions: The role of organizational restructuring (*with Harry Barkema*).

Paper presentation, *Strategic Management Society 2007 Annual Conference*, San Diego, CA, USA.

- Towards unlocking the full potential of acquisitions: The role of organizational restructuring (*with Harry Barkema*).

Paper presentation, *Academy of Management 2007 Annual Meeting*, Philadelphia, PA, USA, Business Policy and Strategy Division. Selected for ***Best Paper Proceedings***.

***Winner of the BPS Distinguished Paper Award***

***Finalist for the BPS Glueck Best Paper Award***

- The anatomy of organizational learning: Towards an integrative framework of performance effects (*with Xavier Martin*).

Visual presentation, *Academy of Management 2007 Annual Meeting*, Philadelphia, PA, USA, Organization and Management Theory Division.

- The anatomy of organizational learning: Towards an integrative framework of the performance effects of experiential and vicarious learning (*with Xavier Martin*).

Paper presentation, *Organizational Learning, Knowledge, and Capabilities (OLKC)*, London, Ontario, Canada.

- Experience homogeneity or experience heterogeneity? A stepwise approach to acquisition capability development.

Paper presentation, *Academy of Management 2006 Annual Meeting*, Atlanta, GA, USA, Business Policy and Strategy Division. Selected for ***Best Paper Proceedings***.

***Winner of the BPS Distinguished Paper Award***

***Finalist for the BPS Glueck Best Paper Award***

- A dynamic approach to explaining acquisition performance: The role of organizational restructuring (*with Harry Barkema*).

Paper presentation, *Annual Conference on Corporate Strategy 2006*, Berlin, Germany.

- Experience homogeneity or experience heterogeneity? A stepwise approach to acquisition capability development.

Paper presentation, *Annual Conference on Corporate Strategy 2006*, Berlin, Germany.

***Finalist for the SAP Best Strategy Paper Award***

- Curing the firm's indigestion: Organizational restructuring and the dynamics of acquisition performance.

Paper presentation, *Academy of Management 2005 Annual Meeting*, Honolulu, HI, USA, Business Policy and Strategy Division. Selected for ***Best Paper Proceedings***.

- The fertility and fragility of horizontal acquisition capability: A dynamic approach to improving acquisition performance.

Visual presentation, *Academy of Management 2005 Annual Meeting*, Honolulu, HI, USA, Business Policy and Strategy Division.

- International acquisitions and the internal boundaries of the firm: Enabling rapid expansion.

Visual presentation, *Academy of Management 2005 Annual Meeting*, Honolulu, HI, USA, International Management Division.

- How knowledge sharing affects the performance contribution of international acquisitions: Striking a balance through reorganization.  
Paper presentation, *Academy of Management 2004 Annual Meeting*, New Orleans, LA, USA, August 2004, International Management Division.
- How knowledge sharing affects the performance contribution of international acquisitions: Striking a balance through reorganization.  
Paper presentation, *Academy of International Business 2004 Annual Meeting*, Stockholm, Sweden.

## **HONORS AND AWARDS**

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- Current nominee, KVS Award (bi-annual national research award of the Netherlands for a recent dissertation in the economic sciences)
- Current nominee (with Nima Amiryany), SMS Best Conference Ph.D. Paper Prize, Strategic Management Society, 2011
- Winner, BPS Outstanding Reviewer Award, Academy of Management, 2011
- Winner, BPS Outstanding Reviewer Award, Academy of Management, 2010
- Finalist, 2010 Christiaan Huygens Prize (annual national research award of the Netherlands for a recent dissertation)
- Mays Business School Research Mini-Grant (\$4,000)
- Winner, Tilburg University Dissertation Prize, 2009
- Winner, Wiley Blackwell Outstanding Dissertation Award in Business Policy and Strategy, BPS Division, Academy of Management, 2009
- Winner, BPS Distinguished Paper Award, Academy of Management, 2009  
(Finalist, BPS Glueck Best Paper Award, Academy of Management, 2009)
- Winner, BPS Outstanding Reviewer Award, Academy of Management, 2009
- Received Ph.D. degree with highest honors, 2008
- Winner, BPS Outstanding Reviewer Award, Academy of Management, 2008
- Junior Extramural Fellowship, CentER Graduate School, Tilburg University, the Netherlands, 2007 - present
- Finalist, INFORMS/Organization Science Dissertation Proposal Competition, 2007
- Finalist, SMS Best Conference Paper Prize (Honorable Mention), Strategic Management Society, 2007
- Winner, BPS Distinguished Paper Award, Academy of Management, 2007  
(Finalist, BPS Glueck Best Paper Award, Academy of Management, 2007)
- Winner, BPS Outstanding Reviewer Award, Academy of Management, 2007
- Winner, BPS Distinguished Paper Award, Academy of Management, 2006  
(Finalist, BPS Glueck Best Paper Award, Academy of Management, 2006)
- Finalist, SAP Best Strategy Paper Award, Annual Conference on Corporate Strategy, 2006
- Winner, BPS Outstanding Reviewer Award, Academy of Management, 2006
- Winner, BPS Outstanding Reviewer Award, Academy of Management, 2005

**TEACHING EXPERIENCE**

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2007 – present	<p>“Strategic Management” (capstone course) at Texas A&amp;M University</p> <p><u>Teaching evaluations for fall 2010:</u></p> <ul style="list-style-type: none"> <li>• “On the whole, this is a good instructor”: 4.50 out of 5</li> <li>• “The instructor used class time well”: 4.38 out of 5</li> <li>• “The instructor seemed to care whether the students learned”: 4.54 out of 5</li> <li>• “The instructor adequately answered questions from students”: 4.63 out of 5</li> </ul> <p><u>Teaching evaluations for fall 2009:</u></p> <ul style="list-style-type: none"> <li>• “On the whole, this is a good instructor”: 4.36 out of 5</li> <li>• “The instructor used class time well”: 4.52 out of 5</li> <li>• “The instructor seemed to care whether the students learned”: 4.39 out of 5</li> <li>• “The instructor adequately answered questions from students”: 4.56 out of 5</li> </ul> <p><u>Teaching evaluations for fall 2008:</u></p> <ul style="list-style-type: none"> <li>• “On the whole, this is a good instructor”: 4.42 out of 5</li> <li>• “The instructor used class time well”: 4.52 out of 5</li> <li>• “The instructor seemed to care whether the students learned”: 4.47 out of 5</li> <li>• “The instructor adequately answered questions from students”: 4.66 out of 5</li> </ul> <p><u>Teaching evaluations for fall 2007:</u></p> <ul style="list-style-type: none"> <li>• “On the whole, this is a good instructor”: 4.57 out of 5</li> <li>• “The instructor used class time well”: 4.50 out of 5</li> <li>• “The instructor seemed to care whether the students learned”: 4.67 out of 5</li> <li>• “The instructor adequately answered questions from students”: 4.64 out of 5</li> </ul>
2006 – 2007	Coordinator of “Management 1” at Tilburg University
2004 – 2007	<p>“Management 1” at Tilburg University (Organization Theory and Organizational Behavior). Last teaching evaluation:</p> <ul style="list-style-type: none"> <li>• “Clear explanation”: 4.36 out of 5 (faculty average: 3.73)</li> <li>• “Stimulating”: 3.98 out of 5 (faculty average: 3.46)</li> <li>• “English”: 4.77 out of 5 (faculty average: 3.82)</li> </ul>
2003 – 2004	Teaching assistant in “Integrated Business Administration” at Tilburg University
2003 – 2007	Supervisor of numerous Bachelor and Master theses at Tilburg University

**REVIEW ACTIVITIES**

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**Editorial Board Member:**

- Academy of Management Journal (2011-2013)
- Journal of Management (2011 – 2014)

**Ad-Hoc Reviewer:**

- Academy of Management Review
- Administrative Science Quarterly
- Strategic Management Journal
- Organization Science
- Strategic Entrepreneurship Journal

**Conference Reviewing:**

- Academy of Management Annual Meetings 2003-2011  
*Winner of the BPS Outstanding Reviewer Award in 2005, 2006, 2007, 2008, 2009, 2010, and 2011*
- Strategic Management Society Annual Conferences 2007-2009
- Academy of International Business Annual Meetings 2004 and 2005

**PROFESSIONAL SERVICE AT MAYS BUSINESS SCHOOL, TEXAS A&M UNIVERSITY**

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- Member of the Department of Management's Doctoral Program Committee, 2011-2014
- Member of the Department of Management's "Assessment Committee" (aimed at identifying key learning objectives that the Department should offer)
- Member of the Department of Management's "CBK-372 Task Force"

**OTHER PROFESSIONAL SERVICE**

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- Member, Research Committee, Business Policy and Strategy Division, Academy of Management, 2011-2013
- Organizer, 2010 BPS Managing your Dissertation Workshop, Academy of Management 2010 Annual Meeting, Montréal, Canada
- Discussant, sessions organized by the Business Policy and Strategy Division, Academy of Management Annual Meetings 2009 and 2010
- Panel member, 2008 Doctoral Workshop, Strategic Management Society, Cologne, Germany (co-organizers: Laurence Capron and Joe Mahoney)

**PROFESSIONAL AFFILIATIONS**

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- Academy of Management (AoM)
- Academy of International Business (AIB)
- Strategic Management Society (SMS)
- Southern Management Association (SMA)

**OTHER ACADEMIC ACTIVITIES**

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2005	Participant in Doctoral Consortium of the Business Policy and Strategy Division of the Academy of Management at Honolulu, HI, USA
2004	Participant in Doctoral Consortium of the International Management Division of the Academy of Management at New Orleans, LA, USA
2003 – 2004	Member of the Education Group of the Graduate Student Society (GSS) at CentER Graduate School, Tilburg University
2001 – 2003	Research assistant, Tilburg University, Department of Organization and Strategy (Task: data collection)
2001	International Exchange Program ISEP, Whitworth College, Spokane, WA, USA. Member of the Laureate Society of the Dean's Honor Roll
2000 – 2001	Research assistant, Tilburg University, Department of Organization and Strategy (Task: assisting in a case study project)

**LANGUAGES**

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	<b>Active</b>	<b>Passive</b>
Dutch	Native	Native
English	Fluent	Fluent
German	Moderate	Good
French	Moderate	Moderate
Spanish	Moderate	Moderate

**REFERENCES**

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**Harry Barkema**

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 Rotterdam School of Management  
 Erasmus University  
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