

**KIRA KRISTAL REED
ASSISTANT PROFESSOR**

Curriculum Vitae

SCHOOL INFORMATION

Syracuse University
Martin J. Whitman School of Management
Management Department
721 University Avenue, Office 514
Syracuse, NY 13244-2450

Telephone: (315) 443-3391
Fax: (315) 442-1449
E-mail: kireed@syr.edu

EDUCATION

- 2000 **Ph.D. University of Connecticut, School of Business Administration:**
Management (emphasis on Strategic Management)
- 1996 **M.B.A. Northwestern, J. L. Kellogg Graduate School of Management:**
Management, Marketing, and Organization Behavior
- 1991 **B.S. University of Illinois, Urbana-Champaign, School of Business Administration:**
Finance

EMPLOYMENT

- 2001-Present Assistant Professor at Syracuse University
2000-2001 Assistant Professor at Iowa State University

ACCEPTED FOR PUBLICATION

Tschirhart, Mary, Reed, Kira Kristal, Freeman, Sarah and Anker, Alison Louie. The Call to Service: Management Graduates on Nonprofit, Government and Business Boards. *Nonprofit Voluntary Sector Quarterly*

PAPERS UNDER REVIEW

Gillen, Dennis J., Raj, S. P., and Reed, Kira Kristal. Leading by Design: The Design of an Organization Has Always Been A Way Of Gaining Competitive Advantage

Received a Revise and Resubmit

Arora, Punit, Goranova, Maria and Reed, Kira. Upper Echelons and Corporate Governance:

Evidence from the Subprime Crisis.

The abstract has been accepted for presentation at the 2009 CMS Conference. A full paper is due by May 1, 2009

JOURNAL PUBLICATIONS

- Reed, Kira K. A Look at Firm-Regulator Exchanges: Friendly Enough or Too Friendly? 2009. Business and Society, 48(2).
- Reed, Kira K., Srinivasan, Narasimhan and Doty, D. Harold. 2009. Adapting Human and Social Capital to Impact Performance: Some Empirical Findings From the U.S. Personal Banking Sector. Journal of Managerial Issues, XXI(1): 36-57.
- Tschirhart, Mary, Reed, Kira Kristal, Freeman, Sarah and Anker, Alison Louie. 2008. Is the Grass Greener? Sector-Shifting and Choice of Sector by MPA and MBA Graduates. Nonprofit Voluntary Sector Quarterly, 37(4): 668-688.
- Doty, D. Harold, Bushardt, Stephen C. and Reed, Kira Kristal. 2007. An extension of the configurational fit methodology and support for a respecification of Mintzberg's theory. Journal of Current Issues in Finance, Business and Economics, 1(2/3): 53-67.
- Reed, Kira K., Lubatkin, Michael, and Srinivasan, Narasimhan. 2006. Exploring performance effects from the bundling of intellectual capital. Journal of Management Studies, 43(4): 867-893.
- Owens-Patton, Tracey M., and Reed, Kira K. 2002. City Times Newspaper: A Cross-Disciplinary Exercise in Ethical Dilemmas in Communication Teacher: Ideas and Strategies for the Classroom, Vol. 16, No. 3: 11-13.

BOOK CHAPTERS

- Reed, Kira K., and Kidder, Deborah L. 2004. "Work is its own reward (?): Employee perceptions about rewarding organizational citizenship behaviors" in the Handbook of Organizational Citizenship Behavior: A Review of 'Good Soldier' Activity in Organizations, Edited by David L. Turnipseed, Nova Publishers.
- Nishizutsumi, Yoji, Rilington, Kira K., and Handy, Femida 2003. "Strategic Management and Japanese non-profits: can it work?" in The Voluntary and Non-Profit Sector in Japan: The challenge of change, Edited by Stephen P. Osborne, Nissan Institute/Routledge Curzon.
- Senjem, Jason, and Reed, Kira K. 2002. Social Capital and Network Entrepreneurs in Paul Reynolds et al (Eds), Frontiers of Entrepreneurship Research 2002 (22 edition), Babson Park, MA.

BOOK - DISSERTATION

Reed, Kira K. 2000. The Dynamic Nature of Intellectual Capital.

PROCEEDINGS

Reed, Kira K., and Srinivasan, Narasimhan. 2005. "Responding to a Changing Environment: Adapting Human and Social Capital to Impact Performance" in 2005 Academy of Management Best Paper Proceedings.

Senjem, Jason, and Reed, Kira K. 2002. Social Capital and Network Entrepreneurs. Proceedings, Babson Kauffman Entrepreneurship Research Conference, (BKERC), University of Colorado at Boulder.

Reed, Kira K. 1998. Bargaining at the MNC-Host Country Interface: A Mode of Entry Perspective. Proceedings, IV IFSAM World Congress, Madrid, Spain, July.

Reed, Kira K. 1998. A Decision-Making Model of MNC Expansion: An Option theory Perspective. Proceedings, Eastern Academy of Management Meetings, Springfield, MA, May.

Reed, Kira K. 1997. The Dynamics of Firm-Regulator Relationships - A Management Strategy Perspective. Proceedings, Eastern Academy of Management Meetings, New Brunswick, NJ, May.

PRESENTATIONS

2008 With Dennis J. Gillen (as 1st author) and S.P. Raj (as 2nd author). Leading by Design: The Design of an Organization Has Always Been a Way of Gaining Competitive Advantage. Presented at the Irish Academy of Management Annual Meeting, Dublin Ireland.

2007 With Mary Tschirhart (as 1st author), Sarah Freeman (as 2nd author) and Alison Louie Anker (as 4th author). Evidence for Protean and Boundaryless Careers? Empirical and Critical Perspectives. Presented at the Academy of Management Annual Meetings, Philadelphia, PA.

2007 With Dennis Gillen (1st author – alphabetical) and S. P. Raj (2nd author – alphabetical). Presenter (and organizer) in Multi-Level Analysis of Organizational Decline and Recovery in both International and U.S. Firms Symposium at the Academy of Management Annual Meeting, Philadelphia, PA.

2006 Exploring the Effects of Relational Characteristics of Government and Firm Exchanges. Presented at the Academy of Management Annual Meetings, Atlanta, GA.

2006 With Dennis J. Gillen (as 1st author - alphabetical) and S.P. Raj (as 2nd author - alphabetical). Fatally Flawed. Presented at the Strategic Management Society Annual Meeting, Vienna Austria.

- 2006 Follow-up Study to “Proposing and Testing an Intellectual Capital-Based View of the Firm. Presented at Business Research Consortium of Western New York Annual Meeting, Buffalo, NY
- 2005 With Narasimhan Srinivasan. Responding to a Changing Environment: Adapting Human and Social Capital to Impact Performance. Presented at the Academy of Management Annual Meetings, Honolulu, HI
- 2003 With Jason Senjem (as 1st author) and Maria L. Goranova (3rd author). Is Profitability Linked to Social Networks in New Hollywood Film Ventures? Presented at the Academy of Management Annual Meetings, Seattle, WA.
- 2002 With Narasimhan Srinivasan. Intellectual Capital and Firm Performance: A Two Sample Test. Presented at the Academy of Management Annual Meetings, Denver, CO.
- 2002 With Jason Senjem (as 1st author). Social Capital and Network Entrepreneurs. Presented at the annual Babson Kauffman Entrepreneurship Research Conference, (BKERC), University of Colorado at Boulder.
- 1999 An Option Theory Approach to MNC Mode-of-Entry Decisions. Presented at the Academy of Management Annual Meetings, Chicago, IL.
- 1998 Creating a Competitive Advantage at the Government-Firm Interface. Presented at the Academy of Management Annual Meetings, San Diego, CA.
- 1998 With Deborah L. Kidder. Creation and Repayment of Emotional Debt. Presented at Emotions in Organizational Life Conference, San Diego State University, San Diego, CA.
- 1998 Bargaining at the MNC-Host Country Interface: A Mode of Entry Perspective. Presented at International Federation of Scholarly Associations of Management (IFSAM) bi-annual meeting, Madrid, Spain.
- 1998 A Decision-Making Model of MNC Expansion: An Option theory Perspective. Presented at Eastern Academy of Management Meetings, Springfield, MA.
- 1997 With Deborah L. Kidder (as 1st author). Work is its Own Reward(?): Nurses’ Perceptions About Rewarding Extra-role Behaviors. Presented at the Academy of Management Annual Meetings, Boston, MA.
- 1997 The Dynamics of Firm-Regulator Relationships - A Management Strategy Perspective. Presented at Eastern Academy of Management Meetings, New Brunswick, NJ.

SYMPOSIUMS

2006 Presenter in Management E-Media Visions Symposiums at the Academy of Management Annual Meetings, Atlanta, GA.

2005 Presenter in Management E-Media Visions Symposiums at the Academy of Management Annual Meetings, Honolulu, HI.

WORKING PAPERS

Reed, Kira K., Gillen, Dennis and Raj, S.P. Fatally Flawed. Empirical Paper

Reed, Kira K., Senjem, Jason and Doty, D. Harold Is profitability linked to social networks in new Hollywood film ventures? Empirical Paper

Reed, Kira K. and Byron, Kristin L. The Creation and Repayment of Emotional Debt. Originally began as a theoretical paper but has become an empirical paper (experiment)

Reed, Kira Kristal, Tschirhart, Mary, Freeman, Sarah and Senjem, Jason. The impact of Employee identity on Career and Sector Choices. Empirical Paper

Arora, Punit, Goranova, Maria and Reed, Kira. Upper Echelons and Corporate Governance: Evidence from the Subprime Crisis.

Gillen, Dennis J., Raj, S. P., Arora, Punit. and Reed, Kira Kristal. A Coevolution Based Framework of Dynamic Organizational Design Capability.

TEACHING EXPERIENCE

Syracuse University, School of Management, Syracuse, NY

Strategy and Human Resources 247 – Strategy and Leadership, renamed Introduction to Strategic Management as of the Spring 2009 – 12 semesters

Strategy and Human Resources 400 – Topics in Leadership – 2 semesters

Strategy and Human Resources 462 - Leadership and Organizational Change - 2 semesters as of the Spring 2007

Leadership and Organizational Change – MBC 639 – 1 semester as of the Spring 2007

Leadership and Organizational Change – MBC 639 (iMBA section) – 2 semesters as of the Fall 2008

Iowa State University, College of Business, Ames, IA

Management 478 - Strategic Management - 2 semesters

Management 310 - Entrepreneurship – 1 semester

University of Connecticut, School of Business Administration, Storrs, CT

Management 201 - Managerial and Interpersonal Behavior - 4 semesters

Management 290 - Strategic Management - 2 semesters

HONORS AND AWARDS

- 2005 Best Interactive Paper Award by Organizational Development and Change Division of the Academy of Management for “Responding to a Changing Environment: Adapting Human and Social Capital to Impact Performance” with Narasimhan Srinivasan. Presented at the Academy of Management Annual Meeting, Honolulu, August, 2005
- 2001 Inducted into Beta Gamma Sigma, University of Connecticut Chapter.
- 2001 VEISHA 2001, nominated as an outstanding faculty member at Iowa State University.
- 1999 Graduate Student Teaching Award for the 1998-1999 Academic Year Awarded by the Management Department at the University of Connecticut.
- 1999 Business Policy and Strategy Doctoral Student Consortium participant. Academy of Management Annual Meeting, Chicago, August 6-8, 1999.
- 1998 Doctoral International Consortium participant. Duke University CIBER, November, 1998.
- 1996 New Doctoral Student Consortium participant. Academy of Management Annual Meeting, Cincinnati, August, 1996.

SERVICE IN THE ACADEMY

Re-appointed to a 3-year term (beginning 2007) as Division Secretary/Archivist/Newsletter Editor/Web Page Manager for the Public Non-Profit Division of the Academy of Management.

Session Chair for an interactive paper session entitled: “Networked, Partnered, and Otherwise Connected: Interorganizational Relations between the Public and Private Sector” Academy of Management Annual Meeting, Philadelphia, PA, August 2007.

Responsibility for website management was added to my duties as Division Secretary for the Public Non-Profit Division of the Academy of Management in Fall 2005

Facilitator for an interactive paper session entitled: "Building Workplace Trust and Satisfaction." Academy of Management Annual Meeting, Honolulu, HI, August 2005.

Discussant for an interactive paper session entitled: "Employee Preferences & Concerns in Public & Other Sector Organizations." Academy of Management Annual Meeting, Honolulu, HI, August 2005.

Appointed to a 3-year term (beginning 2004) as Division Secretary for the Public Non-Profit Division of the Academy of Management

Simultaneously became the Editor of the PNP semi-annual newsletter as part of this 3-year appointment.

Facilitator for an interactive paper session entitled: "Person and Organizations Fit in the Nonprofit and Public Sectors." Academy of Management Annual Meeting, New Orleans, LA, August, 2004.

Facilitator for an interactive paper session entitled: "Dynamics of Innovation Networks." Academy of Management Annual Meeting, Seattle, WA, August, 2003.

Facilitator for an interactive paper session entitled: "Public and Private Sector Leadership: Creating Excellence in Government." Academy of Management Annual Meeting, Washington, D.C., August, 2001.

Facilitator for an interactive paper session entitled: "Volunteers, Volunteerism and Voluntary Organizations." Academy of Management Annual Meeting, Toronto, August, 2000.

Facilitator for an interactive paper session entitled: "Issues for Public and Nonprofit Management". Academy of Management Annual Meeting, Chicago, August, 1999.

OFFICIAL SERVICE AT SYRACUSE UNIVERSITY

Management Department representative on the Undergraduate Board (facilitated the establishment of the department major) 2007-2008

Committee Member of SEBU (Summer Experience in Business for Undergraduates) beginning 2006 to 2008 (when the program ended)

Co-Chair (one of three) of 2005 Diversity Conference in Minnowbrook hosted by Martin J. Whitman School of Management and the Management Department in Association with the Organizational Behavior Division of the Academy of Management.

Co-Advisor for student group, NABA 2004-2005 academic year.

Member of the Academic Integrity Committee in the Martin J. Whitman School of Management (2004-2005).

Speaker Coordinator for the Management Department (formerly named Strategy and Human Resources Department at the time of the appointment) in 2004 and 2005.

EDITORIAL SERVICE

Reviewer for **one** paper submitted to Journal of Managerial Issues (Summer 2008)

Reviewer for **one** paper submitted to Journal of Managerial Psychology (Fall 2005)

Reviewer for **two** papers submitted to Journal of Management Studies (Spring 2005 and Spring 2008)

Reviewer for five papers submitted to Human Resource Management Journal: a) Summer 2003; b) Winter 2004 to Spring 2005; c) Spring 2005 - Special Issue; d) Spring 2007 and e) Spring 2008 its revision Fall 2008 and subsequent 2nd revision Fall 2008

Reviewer for **two** papers submitted to the Academy of Management Journal: a) Fall 2002, and its subsequent revisions in the Summer 2003, and Winter 2003 to Spring 2004; b) Spring 2005.

Special topics reviewer for *Journal of Organizational Behavior*, Vol. 21, 123-129, 2000.

Reviewer for Academy of Management Annual Meetings since 1998
Business Policy & Strategy Division annually until 2005
Public/Non-Profit Division 1998-2000; 2002 until now
Entrepreneurship Division 2002 until 2005
Organization Behavior Division 2003 until 2007
Organizational Development and Change 2004 until now

Reviewer for Eastern Academy of Management Conferences since 1996, 1997, 1999
2 divisions (Strategy and International)

Reviewer for International Federation of Scholarly Associations of Management Conferences
1997 (International Strategy)

Reviewer for Southern Management Association Annual Meetings 1998 (Strategy)

PROFESSIONAL AFFILIATIONS

Member of Academy of Management	1996 to present
Member of Eastern Academy of Management	1996 to 2000
Member of Academy of International Business	1996 to 2000
Member of Southern Management Association	1998/1999
Member of International Federation of Scholars in Management Associations	1998-2000

HONORS AND AWARDS (NON-ACADEMIC)

- 1995 Richard J. Daley Award - Best Project Chicago Jaycees 1994-1995
- 1995 Northeast Region Illinois Jaycees - The Outstanding Financial Management Project of the 4th Quarter, 1995
- 1995 Illinois Jaycees - Outstanding Management Development Project of the 4th Quarter, 1995
- 1994 Northern Trust Bank's Quality Medallion Award for work done on Correspondent Bank Study Team
- 1994 Certified Cash Manager License - June, 1994

OTHER - PROFESSIONAL EXPERIENCE

Northern Trust Company Chicago, Illinois 1991-1996

Residential Mortgage Loan Officer June, 1995- April, 1996

- Originated, processed, and underwrote 20 Equity Credit Line loans a month. This activity represented approximately \$800,000 of the bank's monthly mortgage loan activity. The position involved credit analysis and interpersonal skills, and the cross-selling of Northern's additional personal and private banking services.

Officer - Investment Services February, 1995 to June, 1995

- Participated on Northern's Due Diligence Team for its acquisition of RCB International, Inc. Assisted senior management in searching for material risks that may have prevented the acquisition from being finalized. The position involved general risk analysis, and written communication skills.
- Cooperated with senior management on the Due Diligence Team and in Corporate Training to develop a training program to educate 200 Officer to Senior Vice President level professionals on the details of the acquisition and the marketplace in which RCB operates. This project required an in-depth knowledge of RCB International's business practices and strategy, its clients, its competitors, and the competitive strengths it provided to Northern. It also required an intimate knowledge of desktop publishing packages and PowerPoint for designing the course presentation and materials.

Correspondent Banking Officer June, 1993 to February, 1995

- Managed 50 correspondent bank client and prospect relationships located in the Chicagoland area. The total portfolio contributed \$200,000+ in annual revenue to Northern Trust in 1994. The position involved credit analysis, and the cross-selling of Northern's cash management, international, and personal and private trust services.

- Assisted Relationship Managers in administering their portfolios by evaluating the credit worthiness of correspondent bank clients, and cross-selling Cashletter and Safekeeping services.

**Money Market Coordinator
Commercial Lending Training Program**

**March, 1992 to June, 1993
July, 1991 to March, 1992**

REFERENCES

Dennis Gillen

Syracuse University
Management Department
Martin J. Whitman School of Management
721 University Avenue
Syracuse, NY 13244-2450

Telephone: (315) 443-3432
Fax: (315) 442-1449
E-mail: dgillen@syr.edu

Mary Tschirhart

Director, Institute for Nonprofits
Professor, Public Administration
NC State University
219 Oberlin Road, Campus Box 7011
Raleigh, NC 27605-7011

Telephone: (919) 513-7031
Fax: (919) 515-8806
E-mail: mary_tschirhart@ncsu.edu

D. Harold Doty

Professor of Management
College of Business
University of Southern Mississippi
118 College Drive #5021
Hattiesburg, MS 39406-0001

Telephone: (601) 266-4660
E-mail: harold.doty@usm.edu