

Felipe A. Csaszar

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Academic Positions

2016–present	Associate Professor of Strategy (with tenure) Ross School of Business, University of Michigan
2011–2016	Assistant Professor of Strategy Ross School of Business, University of Michigan
2009–2011	Assistant Professor of Strategy, INSEAD, France

Educational Background

2009	PhD, Wharton School, University of Pennsylvania Field: Strategy. Committee: Dan Levinthal (advisor), Sid Winter (chair), Nicolaj Siggelkow, Jitendra Singh
2007	MA, Management Science & Applied Economics, University of Pennsylvania
1997	MBA, University Adolfo Ibáñez, Chile
1996	Computer Science Engineering, University of Chile

Publications

- [16] Csaszar, F. A. and Steinberger, T. (2021). “Organizations as artificial intelligences: The use of artificial intelligence analogies in organization theory.” Conditionally accepted at the *Academy of Management Annals*.
- [15] Lee, S. and Csaszar, F. A. (2020). Cognitive and structural antecedents of innovation: A large-sample study. *Strategy Science*, 5(2):71–97.
- [14] Csaszar, F. A. and Ostler, J. (2020). A contingency theory of representational complexity in organizations. *Organization Science*, 31(5):1198–1219.
- [13] Csaszar, F. A. (2020). *Certum quod factum*: How formal models contribute to the theoretical and empirical robustness of organization theory. *Journal of Management*, 46(7):1289–1301.
- [12] Li, C. and Csaszar, F. A. (2019). Government as landscape designer: A behavioral view of industrial policy. *Strategy Science*, 4(3):175–192.
 - Winner of the 2018 Florida International University Best Paper Prize, SMS Special Conference, Sao Paulo.
- [11] Csaszar, F. A. (2019). Limits to the wisdom of the crowd in idea selection. *Advances in Strategic Management*, 40:275–297.

- [10] Csaszar, F. A. (2018). What makes a decision strategic? Strategic representations. *Strategy Science*, 3(4):606–619.
- [9] Csaszar, F. A. (2018). A note on how NK landscapes work. *Journal of Organization Design*, 7(15):1–6.
- [8] Csaszar, F. A. and Laureiro-Martínez, D. (2018). Individual and organizational antecedents of strategic foresight: A representational approach. *Strategy Science*, 3(3):513–532.
- [7] Csaszar, F. A. and Levinthal, D. A. (2016). Mental representation and the discovery of new strategies. *Strategic Management Journal*, 37(10):2031–2049.
- [6] Csaszar, F. A. and Enrione, A. (2015). When consensus hurts the company. *MIT Sloan Management Review*, 56(3):17–20.
- [5] Adner, R., Csaszar, F. A., and Zemsky, P. B. (2014). Positioning on a multi-attribute landscape. *Management Science*, 60(11):2794–2815.
- [4] Csaszar, F. A. and Eggers, J. P. (2013). Organizational decision making: An information aggregation view. *Management Science*, 59(10):2257–2277.
- [3] Csaszar, F. A. (2013). An efficient frontier in organization design: Organizational structure as a determinant of exploration and exploitation. *Organization Science*, 24(4):1083–1101.
- Finalist for the 2007 Glueck Best Paper Award, Business Policy & Strategy Division, Academy of Management
- [2] Csaszar, F. A. (2012). Organizational structure as a determinant of performance: Evidence from mutual funds. *Strategic Management Journal*, 33(6):611–632.
- [1] Csaszar, F. A. and Siggelkow, N. (2010). How much to copy? Determinants of effective imitation breadth. *Organization Science*, 21(3):661–676.

Papers Under Review and Work in Progress

- Csaszar, F. A., Heshmati, M., and Rosenkranz, N. “External representations in strategic decision making: Understanding strategy’s reliance on visuals.” R&R at *Strategic Management Journal*.
 - Finalist for the Best Paper Prize of the 2020 AoM Meeting STR Track “Behavioral Strategy, Process and Change.”
- Heshmati, M. and Csaszar, F. A., “Learning strategic representations: Exploring the effects of taking a strategy course.” R&R at *Organization Science*.
 - Nominated for the 2020 SMS Annual Conference PhD Paper Prize.
- Csaszar, F. A., Jue-Rajasingh, D., Jensen, M. “When does discrimination increase predictive accuracy?” R&R at *Organization Science*.
 - Finalist for the 2018 OMT Best Paper Award.
- Csaszar, F. A. and Rhee, L. “Organizations as decision boundaries: How structure can compensate for flawed mental representations.”

- Csaszar, F. A. and Eklund, J. “From micro to macro: How organizations aggregate individuals’ utility functions.”

Book Chapters

- Csaszar, F. A. (2013). Strategic decision making. In Kessler, E. H., editor, *Encyclopedia of Management Theory*, pages 775–778. SAGE Publications, Thousand Oaks, CA.

Proceedings

- Csaszar, F. A., Jue-Rajasingh, D., Jensen, M. “When does discrimination increase predictive accuracy? The costs and benefits of discrimination,” Academy of Management Meeting 2018 Best Paper Proceedings.
- Csaszar, F. A. and Levinthal, D. A. “Searching for blue oceans: Mental representation and the discovery of new strategies,” Academy of Management Meeting 2013 Best Paper Proceedings.
- Csaszar, F. A. “An efficient frontier in organization design,” Academy of Management Meeting 2007 Best Paper Proceedings.

Other Publications

- Csaszar, F. A. (2020). *Strategy 502 Lecture Notes*. University of Michigan.
- Csaszar, F. A. and Laureiro-Martinez, D. (2018). Using Brunswik’s lens model to study strategic foresight. *The Brunswik Society Newsletter*, 33:10–11.

Presentations

- “Learning strategic representations: Exploring the effects of taking a strategy course.” Harvard Business School, Strategy Unit, February 2021.
- Discussant of session on artificial intelligence and strategic decision-making. Artificial Intelligence and Strategy Consortium, Indian School of Business (online), January 2021.
- Discussant of session on artificial intelligence and strategic decision-making. STR Regional Professional Development Workshop, Santiago, Chile (online), January 2021.
- “Learning strategic representations: Exploring the effects of taking a strategy course.” Bocconi University, Department of Management & Technology, December 2020.
- “External representations in strategic decision making: Understanding strategy’s reliance on visuals.” Academy of Management Meeting (online), August 2020.
- “Learning strategic representations: Exploring the effects of taking a strategy course.” Presentations suspended due to the public health crisis:
 - Drexel University, Management Department, May 2020.
 - George Washington University, International Business Department, April 2020.

- Indian School of Business, April 2020.
- Wharton School, Management Department, March 2020.
- STR Executive Committee Research Workshop, March 2020.
- Organization Science Winter Conference, March 2020.
- “Learning strategic representations: Exploring the effects of taking a strategy course.” Ohio State University, January 2020.
- “Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation.” INSEAD, Singapore, December 2019.
- “Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation.” Academy of Management Meeting, Chicago, August 2019.
- “A few findings about innovation and adaptation in hierarchies.” Academy of Management Meeting, Chicago, August 2019.
- “Looking at the representation–performance link” in PDW “Past, present, and future of *A Behavioral Theory of the Firm*.” Academy of Management Meeting, Chicago, August 2019.
- “Coming up with research ideas on organization design” in PDW “Organization design: Established and novel methods to provide new insights to a classic problem.” Academy of Management Meeting, Chicago, August 2019.
- “External representations in strategic decision making: Understanding strategy’s reliance on visuals.” Consortium for Research in Strategy Conference, New York, May 2019.
- “A contingency theory of representational complexity in organizations.” INSEAD, France, April 2019.
- “A contingency theory of representational complexity in organizations.” Purdue University, West Lafayette, March 2019.
- “A contingency theory of representational complexity in organizations.” NYU, New York, March 2019.
- “External representations in strategic decision making: Understanding strategy’s reliance on visuals.” UC Irvine, California, February 2019.
- “Getting published.” Doctoral Consortium, AOM Specialized Conference: From Start-up To Scale-up, Tel-Aviv, Israel, December 2018.
- “Honoring Jim March’s exploration.” Commemorating James March Symposium, AOM Specialized Conference: From Start-up To Scale-up, Tel-Aviv, Israel, December 2018.
- “Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation.” ESSEC, France, November 2018.
- “Untangling the cognitive and structural antecedents of firms’ adaptation to disruptive innovations.” Symposium on “Organizational structure and innovation: Charting the way forward,” Academy of Management Meeting, Chicago, August 2018.
- “Government as a landscape designer: A behavioral view of industrial policy.” Academy of Management Meeting, Chicago, August 2018.

- “When does discrimination increase predictive accuracy? The costs and benefits of discrimination.” Academy of Management Meeting, Chicago, August 2018.
- “Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation.” Strategy Science Conference, Philadelphia, June 2018.
- “The importance of teaching strategy (or ‘Make Strategy Great Again’).” Consortium for Research in Strategy Conference, Boston, May 2018.
- “Organizing for disruptive innovation: Untangling the cognitive and structural antecedents of adoption and implementation.” Boston College, Boston, April 2018.
- “When does discrimination increase predictive accuracy? The costs and benefits of discrimination.” Nanyang Business School, Singapore, April 2018.
- “Government as a landscape designer: A behavioral perspective on industrial policy.” SMS Special Conference, Sao Paulo, Brazil, March 2018.
- “Using formal models to study strategy and organizations.” NSF workshop on “Promoting robust and reliable research practice in the science of organizations,” U. of Florida, March 2018.
- “Managing the revise & resubmit process as an author.” SMS Meeting, Houston, October 2017.
- “A contingency theory of representational complexity.” Academy of Management Meeting, Atlanta, August 2016.
- “Individual and organizational antecedents of strategic foresight.” Hosmer–Hall Interdisciplinary Research Luncheon, U. of Michigan, March 2017.
- “Teaching business strategy using video cases.” “Best of Ross” Education Workshop, U. of Michigan, February 2017.
- “A contingency theory of representational complexity.” Organization Science Winter Conference, Park City, Utah, February 2017.
- “Simple or complex rules? A contingency theory of representational complexity.” Seoul National University, South Korea, November 2016.
- “The strategy foresight exercise.” In “Beyond the case method” PDW, Academy of Management Meeting, Anaheim, August 2016.
- “Individual and organizational antecedents of strategic foresight.” Academy of Management Meeting, Anaheim, August 2016.
- “Individual and organizational antecedents of strategic foresight.” University of Illinois at Urbana–Champaign, Department of Business Administration, April 2016.
- “Individual and organizational antecedents of strategic foresight.” University of Vienna, Strategy Area, April 2016.
- “Individual and organizational antecedents of strategic foresight.” Wharton School, Management Department, November 2015.
- “Individual and organizational antecedents of strategic foresight.” Columbia University, Management Division, November 2015.

- “Limits to the wisdom of the crowd in idea selection.” Academy of Management Meeting, Vancouver, August 2015.
- “Exploring the cognition–performance link in strategy.” Strategy Research Summer Camp at Tuck, Hanover, August 2015.
- “Limits to the wisdom of the crowd in idea selection.” Organization Science Winter Conference, Park City, Utah, February 2015.
- “Bridging the gulf between executive characteristics and organizational outcomes: The intertwined roles of cognition, aggregation structure, and the environment.” Stanford GSB, OB Group, November 2014.
- “Cognition and the resource-based view of the firm.” INFORMS Meeting, San Francisco, November 2014.
- “Using formal models to study organization design.” Academy of Management Meeting, Philadelphia, August 2014.
- “Brunswick’s lens model as a psychological foundation of the Behavioral Theory of the Firm.” Academy of Management Meeting, Philadelphia, August 2014.
- “Aggregating individuals’ incentives and information: Some comments.” Academy of Management Meeting, Philadelphia, August 2014.
- “Limits to the wisdom of the crowd.” University of Oxford, Saïd Business School, June 2014.
- “Limits to the wisdom of the crowd.” TOM Society meeting, University of Southern Denmark, Odense, June 2014.
- “Foresight in strategic factor markets: The role of decision-making structure and cognition.” Atlanta Competitive Advantage Conference, May 2014.
- “My journey as a scholar.” Hosmer–Hall Interdisciplinary Research Luncheon, U. of Michigan, March 2014.
- “Searching for blue oceans: Mental representation and the discovery of new strategies.” Organization Science Winter Conference, Steamboat, Colorado, February 2014.
- “The firm as a hypothesis of its environment.” Workshop on Decision-Making in a World of Incomplete and Evolving Knowledge, Max Planck Institute for Mathematics in the Sciences, Leipzig, January 2014.
- “Models of organizational cognition.” University of Zurich, December 2013.
- “Bridging the cognition–structure gulf: How organizational structure can compensate for flawed mental representations.” Duke Strategy Conference, Durham, October 2013.
- “Bridging the cognition–structure gulf: How organizational structure can compensate for flawed mental representations.” Academy of Management Meeting, Lake Buena Vista, August 2013.
- “Searching for blue oceans: Mental representation and the discovery of new strategies.” Academy of Management Meeting, Lake Buena Vista, August 2013.
- “Bridging the gulf between individual cognition and organizational structure.” Strategy Research Summer Camp at Tuck, Hanover, July 2013.

- “How organizational structure can compensate for flawed mental representations.” Strategy Research Forum, Portland, June 2013.
- “How organizational structure can compensate for flawed mental representations.” TOM Society meeting, NYU, New York, April 2013.
- “How organizational structure can compensate for flawed mental representations.” Carnegie School of Organizational Learning, Asilomar, California, March 2013.
- “How organizational structure can compensate for flawed mental representations.” Organization Science Winter Conference, Steamboat, Colorado, February 2013.
- “Positioning on a multi-attribute landscape.” Academy of Management Meeting, Boston, August 2012.
- “BPS Doctoral Consortium.” Academy of Management Meeting, Boston, August 2012.
- “Organizing for strategy making: An information aggregation view.” Washington University in St. Louis, May 2012.
- “BPS Managing Your Dissertation workshop.” Academy of Management Meeting, San Antonio, August 2011.
- “Organizing for strategy making: An information aggregation view.” Academy of Management Meeting, San Antonio, August 2011.
- “Organizing for strategy making: An information aggregation view.” Utah-BYU Winter Strategy Conference, Park City, Utah, February 2011.
- “Organizing for strategy making: An information aggregation view.” Tuck School of Business, Dartmouth, Hanover, February 2011.
- “Organizing for strategy making: An information aggregation view.” TOM Society meeting, U. Pompeu Fabra, Barcelona, January 2011.
- “Some thoughts on information aggregation.” TOM Society meeting, U. Pompeu Fabra, Barcelona, January 2011.
- “Organizing for strategy making: An information aggregation view.” U. of Michigan, Strategy Department, Ann Arbor, December 2010.
- “Organizational structure as a determinant of organizational performance: Evidence from mutual funds.” SMJ Special Issue Conference on Strategy and Organizational Design, Harvard Business School, October 2010.
- “Positioning on a multi-attribute landscape.” Harvard Business School, Strategy Unit, October 2010.
- “Positioning on a multi-attribute landscape.” Academy of Management Meeting, Montreal, August 2010.
- “Organizational structure as a determinant of organizational performance.” Academy of Management Meeting, Montreal, August 2010.
- “Organizing for strategy making: The contingent role of structure, expertise, and environment.” NYU Economics of Strategy Mini-Conference, August 2010.
- “Positioning on a multi-attribute landscape.” Atlanta Competitive Advantage Conference,

May 2010.

- “Positioning on a multi-attribute landscape.” CRES Conference on the Foundations of Business Strategy, Washington University in St. Louis, May 2010.
- “Organizational structure as a determinant of organizational performance: Evidence from mutual funds.” Organization Science Winter Conference, Steamboat, Colorado, February 2010.
- “Simulation vs. closed-form modeling: An issue of parsimony and expressiveness.” Center for Advanced Studies, Ludwig-Maximilians-Universität München, Germany, December 2009.
- “Organizational structure as a determinant of organizational performance: Evidence from mutual funds.” Strategic Organization Design unit, University of Southern Denmark, October 2009.
- “Organizational structure as a determinant of organizational performance: Evidence from mutual funds.” Academy of Management Meeting, Chicago, August 2009.
- “An efficient frontier in organization design.” PDW on Organization Design, Academy of Management Meeting, Chicago, August 2009.
- “Organizational structure as a determinant of organizational performance: A theory and empirical evidence.” MIT Organizational Economics Lunch, April 2009.
- “Organizational structure as a determinant of organizational performance: Evidence from mutual funds”
 - Dartmouth, Strategy and Management Group, February 2009.
 - Columbia GSB, Management Division, February 2009.
 - U. of Minnesota, Strategic Management & Organization, January 2009.
 - U. of North Carolina, Strategy and Entrepreneurship Department, January 2009.
 - UCLA, Policy Area, January 2009.
 - Harvard Business School, Strategy Unit, January 2009.
 - London Business School, Strategic and International Management Area, January 2009.
 - INSEAD, Strategy Area, January 2009.
 - IESE, Strategic Management Department, January 2009.
 - U. of Toronto, Strategic Management Area, January 2009.
 - Stanford GSB, OB Group, December 2009.
 - U. of Southern California, Management & Org. Department, December 2009.
 - Ohio State U., Management & HR Department, December 2009.
- “Two new measures of relatedness.” Academy of Management Meeting, Philadelphia, August 2008.
- “An efficient frontier in organization design.” Atlanta Competitive Advantage Conference (ACAC), Atlanta, June 2008.

- “Organizational form as a determinant of performance.” 15th Annual CCC Doctoral Colloquium, Carnegie Mellon University, April 2008.
- “How much to copy? The contingent value of imitation capabilities.” Organization Science Winter Conference, Olympic Village, California, February 2008.
- “Copy if you dare: The contingent value of imitation capabilities.” SMS Meeting, San Diego, October 2007.
- “An efficient frontier in organization design.” Academy of Management Meeting, Philadelphia, August 2007.
- “Copy if you dare: The contingent value of imitation capabilities.” Academy of Management Meeting, Philadelphia, August 2007.
- “A knowledge-sharing model of conglomerates.” Santa Fe Institute, Santa Fe, December 2006.

Honors and Awards

2020	Developmental Reviewer Award, <i>Academy of Management Review</i>
2020	Finalist for the Best Paper Prize of the 2020 AoM Meeting STR Track “Behavioral Strategy, Process and Change” (for the paper “External representations in strategic decision making: Understanding strategy’s reliance on visuals” co-authored with Mana Heshmati and Nicole Rosenkranz)
2020	Nominated for the 2020 SMS Annual Conference PhD Paper Prize (for the paper “Learning strategic representations: Exploring the effects of taking a strategy course” co-authored with Mana Heshmati)
2018	Winner of the Florida International University Best Paper Prize, SMS Special Conference, Sao Paulo (for the paper “Government as a landscape designer: A behavioral perspective on industrial policy” co-authored with Cha Li)
2018	Finalist for the 2018 Best Paper Award, Organization and Management Theory Division, Academy of Management (for the paper “When does discrimination increase predictive accuracy? The costs and benefits of discrimination” co-authored with Diana Jue-Rajasingh and Michael Jensen)
2013–2016	3M Non-Tenured Faculty Award
2013	Arnold M. and Linda T. Jacob Faculty Development Award, Ross School of Business
2011	Meritorious Service Award, <i>Management Science</i>
2010	Finalist for the Best Dissertation Award, Business Policy & Strategy Division, Academy of Management
2007	Finalist for the Glueck Best Paper Award, Business Policy & Strategy Division, Academy of Management (for the paper “An efficient frontier in organization design”)
2007 & 2008	Robert R. Nathan Fellow (awarded annually to a PhD student at Wharton to recognize outstanding work in applied economics)

2007	Ackoff Award, U. of Pennsylvania
2004–2009	Doctoral Fellowship, Wharton School
2004	President of the Republic Award, Chile
2004	Fulbright Fellowship (declined due to visa constraints)
1996	Chilean Engineering Institute Award
1996	Valedictorian (Computer Science Engineering)

Teaching

2011–present	Ross School of Business, University of Michigan <ul style="list-style-type: none"> – Corporate Strategy (core MBA course; student evaluation 4.7/5.0) – World Economy (core MBA course covering international strategy; student evaluation 4.9/5.0) – World Economy (BBA elective course; student evaluation 4.7/5.0) – Doctoral Seminar in Strategy (PhD seminar; student evaluation 5.0/5.0) – Models of Organizational Cognition (PhD seminar; student evaluation 5.0/5.0)
2009–2011	INSEAD, Fontainebleau, France <ul style="list-style-type: none"> – Industrial and Competitive Analysis (MBA elective) – Competitive Strategy Research (PhD seminar)

Editorial Activities

2020–present	Member of the editorial board of <i>Strategic Organization</i>
2017–present	Senior Editor for <i>Organization Science</i>
2017–present	Member of the editorial board of <i>Academy of Management Review</i>
2014–present	Member of the editorial board of <i>Strategy Science</i>
2012–2017	Member of the editorial board of <i>Organization Science</i>
Guest associate editor for:	<i>Management Science</i>
Ad-hoc referee for:	<i>Academy of Management Discoveries; Academy of Management Journal; Academy of Management Review; Administrative Science Quarterly; Advances in Strategic Management; California Management Review; Computational and Mathematical Organization Theory; Computers & Education; IEEE Transactions on Engineering Management; Industrial and Corporate Change; Journal of Economics & Management Strategy; Journal of Law, Economics, & Organization; Journal of Management; Journal of Management Studies; Journal of Organization Design; Management Science; Organization Science;</i>

Organizational Behavior and Human Decision Processes; Strategic Entrepreneurship Journal; Strategic Management Journal; Strategic Organization; Strategy Science

Service

2021	Chair of the Editor Search Committee for <i>Strategy Science</i>
2020–2022	At-Large Member of the Board, Strategy Science Section of INFORMS
2020	Co-organizer, Organization Science Winter Conference 2020 (Monterey, CA), INFORMS
2020–2021	Co-organizer, Strategy Science Doctoral Workshop, INFORMS
2019–2021	Member, Executive Committee, STR Division, Academy of Management
2017–2018	Member, Faculty Council for MBA Programs, University of Michigan
2017	Member, MBA Core Innovation Committee, University of Michigan
2015–2017	Member, Provost’s Faculty Advisory Committee, University of Michigan
2015–2016	Member, Core Course Governance Committee, Ross School of Business, University of Michigan
2014–2017	Member, Teaching Committee, Business Policy & Strategy Division, Academy of Management
2013–present	Coordinator of the Corporate Strategy MBA core course, Ross School of Business, University of Michigan

Doctoral Advising

- Saerom Lee (University of Michigan 2020 [expected], Advisor; placement: Wharton School, University of Pennsylvania)
- Harsh Ketkar (University of Michigan 2020, Co-Advisor; placement: Bocconi University)
- Cha Li (University of Michigan 2021 [expected], Advisor; placement: University of Texas at Austin)
- Mana Heshmati (University of Michigan 2022 [expected], Advisor)

Industry Experience

2002–2004	Director of the Center for Information Technology Research. School of Engineering, PUC Chile
2000–2002	Founder and CEO of an Internet startup
1997–1999	Head of Research, Vision Advisors, Chile (investment management firm)