

MARGARET HUGHES-MORGAN
Associate Professor
Marquette University
Department of Management
College of Business Administration
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EDUCATION

University of Kentucky
Ph.D. – Strategic Management

Massachusetts Institute of Technology – Sloan School of Management
M.S. – Management – *Concentrations in Strategy and Supply Chain*

Duke University
B.A. – Economics

RESEARCH INTERESTS

Competitive Dynamics, Investor Cognition, Decision-making, Corporate Governance

JOURNAL PUBLICATIONS – PEER REVIEWED

Wangrow, D., Schwartz, E. & **Hughes-Morgan, M.** Executive Dismissal or Retention? A Study of Performance, Power and Survival for College Basketball Coaches. *In press.*

Dykes, B., **Hughes-Morgan, M.**, Kolev, K., & Ferrier, W. (2020). Responding to Covid-19 with Speed and Agility. *MIT Sloan Management Review*, October, 2020

Kolev, K., **Hughes-Morgan, M.** & Rehbein, K. (2019). Understanding Competitive Dynamics: Does Board Diversity Matter? *Business and Society*, <https://doi.org/10.1177/0007650319847477>

Dykes, B., **Hughes-Morgan, M.**, Kolev, K. & Ferrier, W. Organizational Speed as a Dynamic Capability: Towards a Holistic Perspective, *Strategic Organization*, 17, 266-278.

Wangrow, D., Kolev, K. & **Hughes-Morgan, M.** (2019). Ambiguity Tolerance and Cognitive Complexity: CEO Traits Influencing Strategic Change from Below Aspiration Performance, *Journal of General Management*, 44(2), 73-86.

Hughes-Morgan, M., Kolev, K. & McNamara, G. (2018). A Meta-Analysis of Competitive Aggressiveness Research, *Journal of Business Research*, 85, 73-82.

Hughes-Morgan, M. & Ferrier, W. (2018). Clear Signals or Ambiguity? How Long-Buyers and Short- Sellers React Differently to Competitive Actions, *Journal of Managerial Issues*, 30, 63-81.

Hughes-Morgan, M. & Ferrier, W. (2017). How Short-Interest Pressure Influences Competitive Behavior, *British Journal of Management*, 28(1), 120-134.

Uhlenbruck, K., **Hughes-Morgan, M.**, Hitt, M., Ferrier, W. & Brymer, R. (2017). Rivals' Reactions to Mergers and Acquisitions, *Strategic Organization*, 15(1), 40-66.

Hughes-Morgan, M. & Yao, B. (2016). Rent Appropriation in Strategic Alliances: A Study of Technical Alliances in Pharmaceutical Industry, *Long Range Planning*, 49(2), 186-195.

Hughes-Morgan, M. & Ferrier, W. 2014. Competitive Action Repertoires and Stock Risk, *Journal of Managerial Issues*, 26(1), 55-69.

Hughes-Morgan, M., Kendrick, J. & Morgan, F. (2010). Strategic Change in the Pharmaceutical Industry: The Impact of Direct-to-Consumer Advertising for Prescription Medicines, *International Journal of Information Systems and Change Management*, 4, 246-257.

Das, S. & **Hughes, M.** (2006). Improving Aluminum Can Recycling Rates: A Six Sigma Study in Kentucky, *Journal of Metals (JOM)*, 58(8), 27-31.
Linked to MIT Sloan Industry Studies Grant

Morgan, F. & **Hughes, M.** (2006). Understanding Recycling Behavior in Kentucky: Who Recycles and Why, *Journal of Metals (JOM)*, (58:8), 32-35.
Linked to MIT Sloan Industry Studies Grant
Nominated for MIT Sloan Paper Series Best Paper Award.

BOOK CHAPTERS

Hughes-Morgan, M., Ferrier, W. & Labianca, J. (2010). Competitive Strategy and Stock Risk: Investors' Responses to Perceived Incongruity between TMT Heterogeneity and Competitive Actions. Carpenter (Ed.) Handbook of Top Management Team Research. Edward Elgar Publishing, Ltd.

RESEARCH IN PROGRESS

Kolev, K., Dykes, B., **Hughes-Morgan, M.** & Ferrier, W. Fast or Slow? A Meta-Analysis on the Performance Implications of Organizational Speed. *Under Review at Strategic Organization. Submitted to Academy of Management Annual Conference 2020.*

Wangrow, D., Schwartz, E. & **Hughes-Morgan, M.** Survival of College Basketball Coaches: A Study of Performance, Power, and Race. *Under Review at Sport Management Review. Submitted to Academy of Management Annual Conference 2020.*

Hughes-Morgan, M. Hodges, G. & Ferrier, W. Changing Strategies in a Financial Crisis - An Attention-Based View. *Analysis complete. Manuscript preparation for Strategic Management Journal*

Hughes-Morgan, M. & Hodges, G. An Action-Based View of the Firm. *Manuscript preparation*

Webster, J., Rehbein, K., Adams, G. & **Hughes-Morgan, M.** Examining the Impact of LGBT C-suite Representation on Business Outcomes. *Data collection*

Adya, M. & **Hughes-Morgan, M.** Strategic Implications of Information Systems Security. *Data collection*

Hughes-Morgan, M. A Real Options Approach to Strategic Risk.

Hughes-Morgan, M. & Calantone, R. The Effect of Social Networks on Competitive Dynamics.

Hughes-Morgan, M. & Calantone, R. Organizational Ambidexterity in the Context of Competitive Dynamics.

Brown, B., **Hughes-Morgan, M.** & Morgan, F. Sustainable Competitive Advantage: Developing an Alternative Definition with Contemporary Applications.

CONFERENCE PROCEEDINGS

Hughes-Morgan, M. & Hodges, G. (2018). Changing Strategies in a Financial Crisis - An Attention-Based View. *In Proceedings of Academy of Management Proceedings*, Chicago, IL, p. 10510.

Hughes-Morgan, M., Kolev, K. & Rehbein, K. (2017). Understanding Competitive Dynamics: Does Board Diversity Matter? *In Proceedings of Academy of Management*, Atlanta, GA, p. 15822.

Hughes-Morgan, M. & McNamara, G. (2010). A Meta-Analysis of Competitive

Dynamics Measures. *In Proceedings of the Annual Meeting of the Decision Sciences Institute*, San Diego, CA.

CONFERENCE AND OTHER PRESENTATIONS

Better Fast or Slow? A Meta-Analysis on the Organizational Speed-Firm Performance Relationship with B. Dykes, K. Kolev & W. Ferrier. *Strategic Management Society Annual Conference*, Virtual, (2020).

Does the Executive Survive? A Study of Performance, Power and Race in College Basketball with D. Wangrow. *Strategic Management Society Annual Conference*, Virtual, (2020).

Responding to COVID with Speed and Agility with B. Dykes, K. Kolev & W. Ferrier. *MU Lightning Talk Series* August 2020.

Not All Responses Are the Same: How CEO Cognitions Impact Strategy When Performance Falls with D. Wangrow and K. Kolev. *Strategic Management Society Annual Conference*, Minneapolis (2018).

Changing Strategies in a Financial Crisis - An Attention-Based View with G. Hodges. *Academy of Management Annual Conference*, Chicago, IL, (2018).

Ambiguity Tolerance and Cognitive Complexity: CEO Traits Influencing Strategic Change from Below Aspiration Performance with D. Wangrow & K. Kolev. *Strategic Management Society Annual Conference*, Paris, France, (2018).

Changing Strategies in a Financial Crisis - An Attention-Based View of Competitive Dynamics with G. Hodges & W. Ferrier. *Competitive Dynamics Annual Conference*, Kingston Ontario, Canada, (2018).

Benefits of Board Diversity: The Impact of Female Board Representation on Competitive Dynamics with K. Kolev & K. Rehbein. *Strategic Management Society Annual Conference*, Houston, TX, (2017). **Best Paper Award Nominee**

Understanding Competitive Dynamics: Does Board Diversity Matter? with K. Kolev & K. Rehbein. *Academy of Management Annual Conference*, Atlanta, GA, (2017).

The Impact of Corporate Governance on Competitive Dynamics with K. Kolev & K. Rehbein.
IABS Corporate Governance Workshop, Park City, UT, (2016).

Organizational Speed: New Insights into Competitive Advantage with B. Dykes, K. Kolev & W. Ferrier. *Strategic Management Society Annual Conference*, Denver, CO,

(2015).

A Meta-Analysis of Competitive Dynamics Research with G. McNamara. *Strategic Management Society Annual Conference*, Denver, CO, (2015).

A Real Options Approach to Strategic Risk. *Strategic Management Society Annual Conference*, Atlanta, GA, (2013).

Changing Strategies in a Financial Crisis - An Attention-Based View with G. Hodges & B. Herring. *Strategic Management Society Annual Conference*, Prague, (2012).

How “Short-Interest Pressure” Influences Competitive Behavior with W. Ferrier. *Strategic Management Society Annual Conference*, Miami, FL, (2011). **Best Paper Award Nominee**

A Meta-Analysis of Competitive Dynamics Measures with G. McNamara. *Annual Meeting of the Decision Sciences Institute*, San Diego, CA, (2010).

Stock Returns to Mergers and Acquisitions with K. Uhlenbruck, M. Hitt, R. Brymer & W. Ferrier. *Strategic Management Society Special Conference*, Lapland, Finland, (2010).

Best Paper Award Finalist

Estimating Consumer Willingness to Supply and Willingness to Pay for Curbside Recycling with G. Blomquist, D. Hardesty, B. Koford, F. Morgan & K. Troske. *Missouri Valley Economic Association Annual Meetings*, St. Louis, MO, (2010). **Funded by MIT Sloan Industry Studies.**

The Evaluation of Competitive Strategy by Long-Buyers and Short-Sellers with W. Ferrier.

Strategic Management Society Annual Conference, Washington, DC, (2009).

Best Paper Award Nominee

Estimating Willingness of Citizens to Pay for Recycling with G. Blomquist, D. Hardesty, B. Koford, F. Morgan & K. Troske. *Industry Studies Association Conference*, Chicago, IL, (2009). **Funded by MIT Sloan Industry Studies.**

Investors’ Reactions to Competitive Actions among Rivals: A Step Toward Strategic Asset Pricing Theory with W. Ferrier. *Strategic Management Society Annual Conference*, Cologne, Germany, (2008).

Sustainable Competitive Advantage: Developing an Alternative Definition with Contemporary Applications with B. Brown & F. Morgan. *Academy of Management Annual Conference*, Anaheim, CA, (2008).

Estimating the Willingness of Citizens to Pay for Recycling with G. Blomquist, D.

Hardesty, B. Koford, F. Morgan & K. Troske. *Sloan Industry Studies Annual Conference*, Boston, MA, (2008). **Funded by MIT Sloan Industry Studies.**

Estimating Willingness of Citizens to Pay for Recycling with G. Blomquist, D. Hardesty, B. Koford, F. Morgan & K. Troske. *Southern Economics Association*, Washington, DC, (2008). **Funded by MIT Sloan Industry Studies.**

The Dark Side of Competitive Dynamics. An Empirical Study of Competitive Strategies and Short Interest with W. Ferrier. *Academy of Management Annual Conference*, Philadelphia, PA, (2007).

Telecommunications Deregulation: Good Public Policy? with D. McFaddin & F. Morgan. *American Marketing Association Summer Educators' Conference*, Chicago, IL, (2006).

Competitive Strategy and Stock Risk: Investors' Responses to Perceived Incongruity Between TMT Heterogeneity and Competitive Actions with W. Ferrier & J. Labianca. *Academy of Management Annual Conference*, Atlanta, GA, (2006).

Improving Aluminum Can Recycling Rates: A Six Sigma Study in Kentucky with S. Das. *Center for a Sustainable Aluminum Industry Annual Conference*, Massachusetts Institute of Technology, Cambridge, MA (2006). **Funded by MIT Sloan Industry Studies.**

Understanding Recycling Behavior in Kentucky: Who Recycles and Why, with F. Morgan, *Center for a Sustainable Aluminum Industry Annual Conference*, Massachusetts Institute of Technology, Cambridge, MA (2006). **Funded by MIT Sloan Industry Studies.**
Nominated for MIT Sloan Paper Series Best Paper Award

A Contingency Theory and Transaction Cost Analysis of Sales Force Specialization. *Midwest Academy of Management Annual Conference*, Louisville, KY, (2006).

The Social Networks of Institutional Investor Rankings. *Midwest Academy of Management Annual Conference*, Louisville, KY, (2006).

Social Capital and Value Appropriation: A Study of Technology Alliances in the Pharmaceutical Industry with E. Yao & J. Prescott. *Strategic Management Society Annual Conference*, Orlando, FL, (2005).

Strategic Lucidity or Mixed Signals? An Empirical Study of Competitive Maneuvering and Stock Return Risk with W. Ferrier. *Strategic Management Society Annual Conference*, Orlando, FL, (2005).
Best Paper Award Nominee
Winner – Best Student Paper Award

GRANTS, HONORS AND AWARDS

- EMBA Class of 2020 graduation keynote speaker.
- Winner *Miles Research Fellow* 2019.
- Winner *Excellence in Executive Education Award* 2019.
- Winner *Brennan Master Teacher Award* 2018.
- Nominated for *Miles Research Award* 2017, 2019.
- *Miles Research Grant* recipient 2017, 2018.
- Nominated for overall conference *Best Paper Award*, 2017 Strategic Management Society Annual Conference, Houston, TX.
- EMBA Class of 2014 elected graduation keynote speaker.
- Selected *Professor of Excellence* by the 2012 class Michigan State Executive MBA.
- Nominated for overall conference *Best Paper Award*, 2011 Strategic Management Society Annual Conference, Miami, FL.
- *Finalist* for overall conference *Best Paper Award*, 2010 Strategic Management Society Special Conference, Lapland, Finland.
- Nominated for overall conference *Best Paper Award*, 2009 Strategic Management Society annual conference, Washington, D.C.
- Winner, *Booz-Allen Hamilton Fellowship* for best doctoral student paper. 2005 Strategic Management Society Annual Conference, Orlando, Florida.
- Nominated for overall conference *Best Paper Award*, 2005 Strategic Management Society Annual Conference, Orlando, Florida.
- Winner *Outstanding Teaching Assistant Award* for Gatton College, University of Kentucky, 2005-2006.
- Winner *Kentucky Opportunity Fellowship* (non-service) 2006-2007.
- Nominated for MIT Sloan paper series *Best Paper Award* 2007.
- Awarded \$15,000 research grant from the MIT Sloan Industry Foundation to study recycling behaviors. Instrumental in securing \$150,000 additional funding.
- Selected as a participant in the BPS Doctoral Consortium, *Academy of Management*, Atlanta, Georgia, 2006.
- Selected as a participant in the Doctoral Consortium, *Strategic Management Society*, Vienna, Austria, 2006.

DISSERTATION

Investors' Reactions to Competitive Actions among Rivals: A Step Toward Strategic Asset Pricing Theory

Dissertation Committee

Walter J. Ferrier – *University of Kentucky* (Chair)

Jeffrey J. Reuer – *University Of North Carolina – Chapel Hill*

Joe Labianca - *University of Kentucky*

Ajay Mehra *University of Kentucky*

B. Emery Yao - *University of Kentucky*

SERVICE

Elected for *at-large* position – COBA Executive Council
Innovation Alley Development Committee, Committee Member April 2020 – Present
Strategic Planning Committee 2018 – present
College Administrative Shared Services Committee, September 2020 - May 2021
Faculty Hearing Committee, Committee Member May 2020 - May 2023
Honors Student Mentor, Faculty Mentor May 2020 - May 2021
Building Planning Committee - Classroom Subcommittee, Committee Member April 2020 - Present
MBA Committee – 2016 – present
Master’s of Leadership Redesign Committee 2016 – 2017
Bridge to Business for Engineers Development Committee 2016 – 2017
Diversity Advocate 2016 – present
EMBA curriculum committee –2015 – 2017
LEAD 2000 facilitator, 2016
Keynote Speaker – Wisconsin Association of Financial Professionals – 2014
MBA curriculum committee – 2013-2016
Graduation name reader – 2013, 2015, 2016
Ad-hoc reviewer – Journal of Business Research
Ad-hoc reviewer – Academy of Management Perspectives
Ad-hoc reviewer – Journal of Management Studies
Ad-hoc reviewer – Administrative Science Quarterly
Ad-hoc reviewer – Journal of Management Studies
Ad-hoc reviewer – Academy of Management Journal
Ad-hoc reviewer – Managerial and Decision Economics
Ad-hoc reviewer - Strategic Management Journal
2012 – MBA case competition judge – Michigan State University
2011 – MBA case competition judge – Michigan State University
2010 – MBA case competition judge – Michigan State University
2009 – MBA case competition judge – Michigan State University
2008 – MBA case competition judge – University of Kentucky
2006 – MBA case competition judge – University of Kentucky
2006 – Guest speaker to Investment Club – University of Kentucky
2004 – MBA case competition judge – University of Kentucky

DOCTORAL STUDENT TRAINING

Olga Kozlova – Dissertation Committee Member (2016-present)
Kalin Kolev – Dissertation Committee Member (2010)

PROFESSIONAL EXPERIENCE

Marquette University

Associate Professor, 2019 - present

Marquette University

Assistant Professor, 2012 - 2018

Michigan State University

Assistant Professor, 2008-2012

Maximax Pharmaceutical Research, Inc., Farmington Hills, Michigan

Board of Directors 2010-present

United Bank of Switzerland, New York City

Director – Global Healthcare Sales

Lehman Brothers, Inc., New York City

Salesperson – Global Healthcare Sales

Wall Street Consulting Group, Cambridge, Massachusetts

Analyst
