



Tiona Žužul

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Harvard Business School
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EDUCATION

- 2014 D.B.A., Strategy, Harvard Business School, Allston, MA
Dissertation: *Entrepreneurship and Innovation in Nascent Industries*
Committee: Professor Amy Edmondson (chair)
Professor Mary Tripsas
Professor Jan Rivkin
- 2006 M.S., *Distinction*, European Politics and Governance, London School of Economics, London
- 2005 B.A., *Cum Laude*, Psychology, Harvard University, Cambridge, MA

TEACHING AND COURSE DEVELOPMENT

2017-2021 *Off tenure clock 2017-18, 2019-20, 2020-21*

Assistant Professor of Management and Organization, Foster School of Business, University of Washington, Seattle, WA

Entrepreneurship 522: Innovation Strategy (MBA), 2018-2021

Entrepreneurship 579: Innovation (MBA), 2019-2020

Entrepreneurship 422: Innovation Strategy (BA), 2018-2021

Management 430: Strategic Management (BA), 2017-2019

Tsinghua AMP Global Immersion Program (Executive), 2018

2014 – 2017

Assistant Professor of Strategy and Entrepreneurship, London Business School, London

Strategy (MBA), 2014-2017

Behavioral Foundations of Strategy (PhD), 2016-2017

Strategic Management (Executive MBA), 2017

IBM Business and Industry Insights Programme (Executive), 2017

Graduate Studies: Facilitated Courses

2011 – 2013

Lecturer, Libertas International University, Dubrovnik, Croatia
Decision-Making (MA), 2013
Methods of Research (MA), 2011-2012
Organizational Behavior (MA/BA), 2011-2012

2012

Course Assistant, JFK School of Government, Harvard University, Cambridge, MA
Judgement and Decision-Making (MPP)

2009

Facilitator, Harvard Business School, Allston, MA
Women's Leadership Forum (Executive)

HARVARD BUSINESS SCHOOL

Appointments

07/2021 – present Assistant Professor of Business Administration

Assignments

First year RC Strategy (MBA), 2022 – 2023
Strategy: Building and Sustaining Competitive Advantage (Executive), 2022 – 2024
Capgemini: NEXUS (Executive), 2024
Senior Executive Leadership Program – China (Executive), 2023
Advances in Management Research (Executive), 2022
Brigham Leadership Program (Executive), 2022

WORK EXPERIENCE

2006 – 2008 Advisor for European Affairs, Four Corners Global Consulting, Washington, D.C.
 Advised clients expanding into or investing in European Markets

2006 – 2008 Co-Founder and Executive Secretary, Mediterranean Education Institute,
Washington, D.C.
 Led founding of the first private university in Croatia

AWARDS AND HONORS

2024 Best 40 Under 40 Business School Professors, Poets & Quants
2022 Radar Thinker, Thinkers-50
2019 Research Methods Paper Prize, Strategic Management Society
2019 Best Conference Paper Finalist, Strategic Management Society
2019 PhD Faculty Mentor Award, Foster School of Business
2019 Professor of the Quarter, MBA Program, Foster School of Business
2018 Best Paper Runner-Up, Academy of Management Discoveries
2015 Wiley Blackwell/BPS Dissertation Award Finalist, Academy of Management

- 2015 Heizer Dissertation Award Finalist, Academy of Management
2014 Grigor McClelland Dissertation Award Honorable Mention, Society for the Advancement of Management Studies
2012 Best Conference Paper Honorable Mention, Strategic Management Society
2012 Best PhD Paper Finalist, Strategic Management Society
2006 Paul Taylor Prize for Best Overall Performance, London School of Economics
2005 Elizabeth Cary Agassiz Award for Academic Achievement, Harvard University

FELLOWSHIPS AND GRANTS

- 2008 – 2013 Doctoral Fellowship, Harvard Business School
2001 – 2005 John Harvard Scholarship, Harvard University

PUBLICATIONS

Journal Articles

Žužul, Tiona, Emily Cox Pahnke, Jonathan Larson, Patrick Bourke, Nicholas Caurvina, Neha Parikh Shah, Fereshteh Amini, Youngser Park, Joshua Vogelstein, Jeffrey Weston, Christopher White, and Carey E. Priebe, “Dynamic Silos: Increased Modularity and Decreased Stability in Intra-Organizational Communication Networks During the Covid-19 Pandemic.” *Management Science* (Forthcoming).

Majzoubi, Majid, Eric Zhao, Tiona Žužul, and Greg Fisher, “The Double-Edged Sword of Exemplar Similarity.” *Organization Science* 0(0): (2024).

Žužul, Tiona, and Mary Tripsas, “Start-up Inertia versus Flexibility: The Role of Founder Identity in a Nascent Industry.” *Administrative Science Quarterly* 65(2): 395-433 (2020).

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities.” *Academy of Management Journal* 62(3): 739-764 (2019).

Žužul, Tiona and Amy C. Edmondson, “The Advocacy Trap: How leaders’ legitimacy-building inhibits organizational learning.” *Academy of Management Discoveries* 3(3): 302-321 (2017).

Best Paper, 2018 *Academy of Management Discoveries*, Runner-Up

Best Conference Paper, 2012 *Strategic Management Society Conference*, Honorable Mention

Best PhD Paper, 2012 *Strategic Management Society Conference*, Finalist

Gao, Cheng, Tiona Žužul, Geoffrey Jones, and Tarun Khanna, “Overcoming institutional voids: A Reputation-based view of long run survival.” *Strategic Management Journal* 38(11): 2147-2167 (2017).

“Preparing for the Worst: Defensive Pessimism in Romantic Relationships,” *Suvremena Psihologija /Contemporary Psychology* 11(2) 77-209 (2008).

Chapters

Edmondson, Amy C., and Tiona Žužul, “Teaming Routines in Complex Innovation Projects,” J. Howard-Grenville, A. Langley, C. Rerup, H. Tsoukas, eds. *Perspectives on Process Organization Studies*. Oxford University Press (2016).

Edmondson, Amy C., Martine Haas, John Macomber, and Tiona Žužul, “Leading Change for Sustainability: The Role of Megaprojects and Multiplier Firms.” R. Henderson, R. Gulati, M. Tushman, eds. *Leading Sustainable Change: An Organizational Perspective*. Oxford University Press (2015).

Edmondson, Amy C. and Tiona Žužul, “Blending Quantitative and Qualitative Methods of Research.” D. Teece, M. Augier, eds. *Encyclopedia of Strategic Management* Palgrave (2014).

Žužul, Tiona and Constance Helfat, “Capability Lifecycle.” D. Teece, M. Augier, eds, *Encyclopedia of Strategic Management*. Palgrave (2014).

Alusi, Annissa, Robert G. Eccles, Amy C. Edmondson, and Tiona Žužul, “Sustainable Cities: Oxymoron or the Shape of the Future?” S. Pollalis, D. Schodek, A. Georgoulis, S. Ramos, eds. *Infrastructure Sustainability and Design*. Taylor & Francis/Routledge (2012).

Cases, Teaching Notes, and Notes

Žužul, Tiona, Kisha Lashley, and Gamze Yucaoglu, “Compass Pathways: Pioneering Psychedelic Treatment.” Harvard Business School Case 724-457 (2024) [23].

“Compass Pathways: Pioneering Psychedelic Treatment.” Harvard Business School Teaching Note 5-724-412 (2024) [22].

Žužul, Tiona and Susan Pinckney, “Frank Cornelissen and the Great Sulfite Debate (A).” Harvard Business School Case 724-391 (2024) [16].

Žužul, Tiona and Susan Pinckney, “Frank Cornelissen and the Great Sulfite Debate (B).” Harvard Business School Case 724-398 (2024) [6].

“Frank Cornelissen and the Great Sulfite Debate.” Harvard Business School Teaching Note 724-391 (2024) [19].

“How Do You Keep Winning? Strategy Across Technological and Industry Lifecycles.” Harvard Business School Module Note 723-409 (2022) [11].

Roche, Maria, Tiona Žužul, Exequiel Hernandez, and Amy Klopfenstein, “The Globalization of Manchester City Football Group.” Harvard Business School Case 723-391 (2022) [25].

Žužul, Tiona, Maria Roche, and Exequiel Hernandez, “The Globalization of Manchester City Football Group.” Harvard Business School Teaching Note 723-391 (2024) [21].

Edmondson, Amy C., Sydney Ribot, and Tiona Žužul, “Designing a Culture of Collaboration at Lake Nona Medical City.” Harvard Business School Case 613-022 (2012) [17].

Piskorski, Mikolaj J., Andreea Gorbatai, and Tiona Žužul, “Wikipedia: Project Esperanza.” Harvard Business School Case 712-943 (2012) [24].

Eccles, Robert, Amy C. Edmondson, Susan Thyne, and Tiona Žužul, “Living PlanIT.” Harvard Business School Case 410-081 (2010) [29].

Ethiraj, Sendil, Keyvan Vakili, and Tiona Žužul, “The Petroleum Industry in the UK.” London Business School Teaching Case (2015) [33].

Ethiraj, Sendil, Keyvan Vakili, and Tiona Žužul, “RedBull Enters the United States.” London Business School Teaching Case (2015) [24].

Ethiraj, Sendil, Keyvan Vakili, and Tiona Žužul, “Tesco and the UK Food and Grocery Retail Industry in 2015.” London Business School Teaching Case (2015) [26].

WORKING PAPERS

Raffaelli*, Ryan, Tiona Žužul*, Jan Rivkin, and Ranjay Gulati, (*indicates shared first authorship) “Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation.” (2nd R&R, *Strategic Management Journal*).

Research Methods Paper Prize, 2019 Strategic Management Society Conference, Winner
Best Conference Paper, 2019 Strategic Management Society Conference, Finalist

Chai, Sen, Anil Doshi, Luciana Silvestri, and Tiona Žužul, “Managing the Promise-Risk Tension: Recrafting Framings of Innovations after Catastrophic Failure.” (R&R, *Administrative Science Quarterly*).

Cohen Mohliver, Aharon, and Tiona Žužul, “Dominant Deceptions: Explaining the Tenacity of Deceit in Entrepreneurial Ventures.” (R&R, *Organization Science*).

Pahnke, Emily Cox, Michael Howard, and Tiona Žužul, “Originals vs. Sequels: Dynamic Strategic Positioning and Accelerating Product Launches.” (Under review, *Academy of Management Journal*).

ONGOING RESEARCH

Wolffolds, Sarah and Tiona Žužul, “When Worlds Collide: Oppositional Framing as a Catalyst and a Constraining on Collaboration.” (Data analysis stage).

“Framing and the Emergence of Nascent Psychedelic Therapy Industry.” (Data collection stage).

“Oppositional Framing in the Natural Wine Market.” (Data collection stage).

Lashley, Kisha and Tiona Žužul, “Moving Beyond Founder Stigma: Reframing “Who We Are” and “What We Do” in Ashtanga Yoga.” (Data collection stage).

PRESENTATIONS

“Managing the Promise-Risk Tension: Recrafting Framings of Innovations after Catastrophic Failure,” University of Michigan, Ann Arbor, MI, March 2024.

“Industry Emergence and the Strategic Use of Identity,” Academy of Management Annual Conference, Boston, MA, August 2023.

“Pivoting and Identity Management,” Academy of Management Annual Conference, Boston, MA, August 2023.

“Joining Forces: Leveraging Independently Collected Field Data for Comparative Analysis,” Academy of Management Annual Conference, Boston, MA, August 2023.

“Eliciting Identity Through Qualitative Archival Methods,” Academy of Management Annual Conference, Boston, MA, August 2023.

“Demystifying Ethnography,” Academy of Management Annual Conference, Boston, MA, August 2023.

“Cutting Through Clutter: A Discussion,” Strategy Research Forum, Seville Spain, June 2023.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” New York University, New York, NY, October 2022.

“New Opportunities and Old Challenges from Qualitative Research in Unusual Settings,” Academy of Management Annual Conference, Seattle, WA, August 2022.

“Failure in New Industry Emergence,” Academy of Management Annual Conference, Seattle, WA, August 2022.

“The Downsides of Shaping,” Academy of Management Annual Conference, Seattle, WA, August 2022.

“The Role of History in Strategy: A Discussion,” Strategy Research Forum, Porto, Portugal, June 2022.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” Strategy Innovation & Entrepreneurship Workshop, Online, June 2022.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” Strategy Innovation & Entrepreneurship Workshop, London Business School Sumantra Ghoshal Conference, London, UK, May 2022.

“Imagining the Future of Mobility,” Strategic Management Society & Bocconi Special Conference, Milan, Italy, May 2022.

“Market Emergence,” UNC / TIM Emergence Workshop, Durham, NC, August 2021.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” University of Southern California, Los Angeles, CA, February 2021.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” Qualitative Research Conference, University of California: Davis, Online, February 2021.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” Online, Cornell University, September 2020.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” Harvard Business School, Online, September 2020.

“Watershed Moments and Market Emergence: The Rise of the New Space Market,” Academy of Management Annual Conference, Boston, MA, August 2019.

“Building Support for Strategic Renewal: Outcome and Process Frames at the Federal Bureau of Investigation,” Stanford University, Palo Alto, CA, May 2019.

“A (Brief) History of Entrepreneurship and the CCC,” The Consortium on Competitiveness and Cooperation, Berkely, CA, March 2018.

“Emotions and Field Work: The Role of the Researcher,” Academy of Management Annual Conference, Atlanta, GA, August 2017.

“Founder Identity and Firm Flexibility in Nascent Industries,” Yale School of Management, New Haven, CT, November 2016.

“Founder Identity and Firm Flexibility in Nascent Industries,” University of Washington, Seattle, WA, November 2016.

“Watershed Moments and Market Emergence: The Rise of the New Space Market,” Strategic Management Society Annual Conference, Berlin, DE, September 2016.

“Emotions and Fieldwork: Navigating Emotionally-Laden Field Sites,” Academy of Management Annual Conference, Anaheim, CA, August 2016.

“Founder Identity and Firm Flexibility in Nascent Industries,” Smith Entrepreneurship Conference, University of Maryland, Prince George’s County, MD, May 2016.

“Founder Identity and Firm Flexibility in Nascent Industries,” The West Coast Research Symposium, Seattle, WA, September 2015.

“Identity & Industry Emergence,” Academy of Management Annual Conference, Vancouver, BC, CN, August 2015.

“Emotions and Fieldwork: Navigating Emotionally-Laden Field Sites,” Academy of Management Annual Conference, Vancouver, BC, CN, August 2015.

“Theorizing Organizational from Unusual Settings,” Academy of Management Annual Conference, Vancouver, BC, CN, August 2015.

“Founder Identity and Firm Flexibility in Nascent Industries,” Academy of Management Annual Conference, Vancouver, BC, CN, August 2015.

“Theorizing the Maha Kumbh Mela,” Academy of Management Annual Conference, Vancouver, BC, CN, August 2015.

“Entrepreneurship and Innovation in Nascent Industries,” Academy of Management Annual Conference, Vancouver, BC, CN, August 2015.

“Entrepreneurship and Innovation in Nascent Industries,” EGOS Colloquium, Athens, Greece, July 2015.

“Founder Identity and Firm Flexibility in Nascent Industries,” Strategic Management Society Annual Conference, Philadelphia, PA, August 2014.

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities,” London Business School, London, UK, January 2014.

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities,” Georgetown University, Washington, DC, January 2014.

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities,” University of Chicago, Chicago, IL, December 2013.

“The Advocacy Trap: How Leaders’ Legitimacy-Building Inhibits Organizational Learning,” Santa Clara University, Santa Clara, CA, November 2013.

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities,” Allston, MA, Harvard Business School, November 2013.

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities,” Strategic Management Society Annual Conference, Atlanta, GA, October 2013.

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities,” Academy of Management Annual Conference, Orlando, FL, August 2013.

“Matter Battles: Cognitive Representations, Boundary Objects and the Failure of Collaboration in Two Smart Cities,” The Consortium on Competitiveness and Cooperation, Kauffman Foundation, Kansas City, MO, March 2013.

“The Advocacy Trap: How Leaders’ Legitimacy-Building Inhibits Organizational Learning,” Wharton Technology Conference, University of Pennsylvania, Philadelphia, PA, November 2012.

“The Advocacy Trap: How Leaders’ Legitimacy-Building Inhibits Organizational Learning,” Strategic Management Society Annual Conference, Prague, CZ, November 2012.

“The Advocacy Trap: How Leaders’ Legitimacy-Building Inhibits Organizational Learning,” Academy of Management Annual Conference, Boston, MA, August 2012.

“The Advocacy Trap: How Leaders’ Legitimacy-Building Inhibits Organizational Learning,” Organization Science Winter Conference, Phoenix, AZ, December 2011.

PROFESSIONAL ACTIVITIES

2021 – present	Research Committee, OMT Division, Academy of Management
2020 – 2022	Representative-at-Large, TIM Division, Academy of Management
2021 – present	Emeritus Alumni Board Member, Harvard Business School
2022 – present	Editorial Board Member, Administrative Science Quarterly
2018 – present	Editorial Board Member, Organization Science
2016 – present	Editorial Board Member, Strategic Management Journal
2015 – present	Ad-hoc Reviewer, Academy of Management Journal, Management Science, Strategic Entrepreneurship Journal, Strategy Science