

GUY SHANI

PhD., Strategy

Eli Broad College of Business, Management Department

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EDUCATION

PHD.

Strategy Group – Stephen M. Ross School of Business, University of Michigan - 2018
Dissertation committee chair: Prof. James D. Westphal

MBA

Technion, Israel Institute for Technology - 2008
Area of focus: Business Strategy and Marketing.

MSC, BEHAVIORAL SCIENCES AND MANAGEMENT, INDUSTRIAL PSYCHOLOGY:

Technion, Israel Institute for Technology, Dept. of Industrial Engineering and Management 2007
Thesis title: "Mitigating the Detrimental Effect of Menus and Wizards on the Use of Programming Interfaces: Observational Learning Within the Wider Context" (Thesis Advisor: Prof. Daniel Gopher)

BA, PSYCHOLOGY:

Haifa University, Department of Psychology - 2001

ACADEMIC APPOINTMENTS

ELI BROAD COLLEGE OF BUSINESS, MICHIGAN STATE UNIVERSITY

2017 -

Assistant Prof. of Strategy at the Department of Management (8/2019 -)

Assistant Prof. (fixed term) at the Department of Management (2017-2019)

RESEARCH INTERESTS

- Corporate governance; Strategic decision making; Psychological and sociological processes among corporate leaders; Upper-Echelons; shareholder activism; Innovation; knowledge sharing; modeling.

DISSERTATION

Our Fates Entwined: Socio-cognitive Sources of Control in Corporate Governance

In my dissertation I examine how the exercise of board control at one firm can influence governance at other firms by affecting the social cognitions of other corporate leaders about their own board. Existing corporate governance research has focused on the dyad-level relationship between management and the board or other constituencies of the same firm, and has raised a variety of questions about the efficacy of boards as a control mechanism. I develop a novel theoretical framework in which the actions of a single board, such as the dismissal of a CEO, can reverberate across multiple firms and affect the behavior of other CEOs that are likely to be aware of the dismissal. The theory developed in the first chapter suggests that a CEO is likely to experience sanctions against a fellow CEO in a way which generates deterrence by increasing the salience of the board's power over management, and describes contingencies under which such CEOs are likely to preemptively alter their behavior in order to avoid similar sanctions. This perspective uncovers a much broader effect of boards than has been identified in prior research by considering how a single act of control by a board at one firm can bolster control at multiple other firms, while incurring costs only at the originating firm. Whereas existing governance literature emphasizes reactive forms of control, such as dismissing a CEO at a firm that is already in decline, the theoretical perspective introduced here suggests a proactive form of control in which CEOs react to control at other firms by engaging in behaviors aimed at preempting a similar fate. In the second chapter, I extend this theoretical framework by considering how subjective feelings of common fate among CEOs can cause sanctions aimed at one CEO to have unintended consequences for strategic preferences due to intergroup biases that are activated by relatively automatic cognitive processes of self-categorization. Overall this dissertation develops a cross-level perspective on governance that suggests how micro level socio-cognitive sources of control can affect corporate governance across industry boundaries, at the field level.

Committee: Prof. James D. Westphal (Chair); Prof. Gautam Ahuja; Prof. Michael Jensen; Prof. Seth Carnahan; Prof. Jerry Davis; Prof. Mark Mizruchi

PUBLICATIONS

Shani, G., & Westphal, J. D. 2016. Persona non grata? Determinants and consequences of social distancing from journalists who engage in negative coverage of firm leadership. *Academy of Management Journal*, 59(1): 302–329.

Westphal, J. D., & Shani, G. 2016. Psyched-up to suck-up: Self-regulated cognition, interpersonal influence, and recommendations for board appointments in the corporate elite. *Academy of Management Journal*, 59(2): 479–509.

CONFERENCE PAPERS

Shani, G., & Westphal, J.D. 2013. Social distancing from journalists who engage in negative coverage of firm leadership. *Academy of Management Proceedings*, 2013(1): 14146.

Westphal, J.D., & Shani, G. 2013. Self-regulated cognition, interpersonal influence, and recommendations for board appointments. *Academy of Management Proceedings*, 2013(1): 14093.

WORK IN PROGRESS

1. Shani, G. “Indirect social control: How dismissals reverberate to affect governance across firms.” Data collection and analysis complete, finalizing manuscript for submission (*revising for resubmission*) (Job market paper).
2. Shani, G. “Our fates entwined: The impact of fellow CEO dismissals on strategic decision making.” - Second chapter of dissertation - Data collection and analysis complete, preparing manuscript for submission (*target submission - Summer 2019*) (Paper based on the 2nd dissertation chapter).
3. Shani, G., “Social cognitive perspective on control in corporate governance.” - Theory paper based on the dissertation - Manuscript in preparation (*target submission - Fall 2019*).
4. Chen, J., Shani, G. and Tandon, V. “Asymmetric interdependence between organizational subunits.” (*Data analysis complete - target submission - Spring 2019*).
5. Lee, J., Shani, G., and McNamara, G. “The ripple effects of activism: How firms respond to activist actions against neighboring firms.” (*drafting paper – target Spring 2019*).
 - Shani, G. & Pan, L. “Shaping verbal strategies in accounting for underperformance.” (*Coauthored project – data collection and coding in progress*).
 - Shani, G., Chen, J. and Tandon, V. “Pied pipers of innovation: Shaping technological trajectories through intentional knowledge spillovers.” (*Data analysis stage*).
 - Shani, G., “The effect of CEO familiarity on analyst bias towards future firm performance.” (*Project at the conceptual stage*).

PRESENTATIONS AND CONFERENCES

- Paper presentation. Chen, J., Shani, G. & Tandon, V. “Asymmetric interdependence between organizational subunits.” Wisconsin Organization Modeling Mini Meeting, University of Wisconsin-Madison, August 2018
- Symposium presentation. Lee, J., Shani, G. & McNamara, G. “The ripple effects of activism: How firms respond to activist actions against other firms.” Annual Meeting of the Academy of Management, Chicago, IL. August 2018
- Paper presentation. Shani, G. “Indirect social control: How dismissals reverberate to affect governance across firms.” *INSEAD Conference on Behavioral Perspectives on Corporate Governance*, INSEAD, June 2017
- Paper presentation. Shani, G. “Our fates entwined: The consequences of board-CEO role-relationship equivalence for strategic decision making and corporate governance across firms”, *Economic Sociology workshop, Department of Sociology, University of Michigan*, April 2016

- Paper presentation. Shani, G. "Our fates entwined: The consequences of board-CEO role-relationship equivalence for strategic decision making and corporate governance across firms." - *Strategy Brown Bag. Stephen M. Ross School of Business, University of Michigan, October 2015*
- Paper presentation. Shani, G. "Social distancing from journalists who engage in negative coverage of firm leadership", *Annual Meeting of the Academy of Management, Orlando, FL. August 2013*
 - OMT division best paper - *Academy of Management, 2013*
- Paper presentation. Shani, G. "Self-regulated cognition, interpersonal influence, and recommendations for board appointments", *Annual Meeting of the Academy of Management, Orlando, FL. August 2013*
 - *Academy of Management Best Paper Proceedings, 2013*
- Paper presentation. Shani, G. "The right person for the Job: Institutionalized sources of legitimacy and CEO post-succession survival", *Strategy Brown Bag. Stephen M. Ross School of Business, University of Michigan, March 2013*
- Paper presentation. Shani, G. "Beyond categorization: Influencing analyst perceptions of firm conformity", *Strategy Brown Bag. Stephen M. Ross School of Business, University of Michigan, May 2012*

INVITED PARTICIPATION

- Business Policy and Strategy Division Dissertation Consortium, *Annual meeting of the Academy of Management, Anaheim, CA, August 2016*
- Paper presentation. "Our fates entwined: A social and psychological perspective of control in corporate governance", *Consortium for Cooperation and Competition, 23rd Annual conference for doctoral student research, Bocconi University, June 2016*
- Organization and Management Theory Division Doctoral Student Consortium, *Annual meeting of the Academy of Management, Vancouver, Canada, August 2015*
- SMS Initiative for Academic Collaboration in the Middle East and North Africa (IACMENA) Cambridge workshop, *Judge Business School, Cambridge University, Cambridge UK, April 2015*
 - *Winner first prize in the research proposal competition (\$4000 research proposal seed funding)*
- Business Policy and Strategy Division Doctoral Consortium, *Annual meeting of the Academy of Management, Philadelphia, PA, August 2014*

HONORS AND AWARDS

- The W. Allen Spivey/Valerie and William Hall Family Fellowship 2015-2016.
- Winner of the SMS Initiative for Academic Collaboration in the Middle East and North Africa (IACMENA), 2015 Cambridge workshop research proposal competition (1st place - \$4000 research proposal seed funding).
- OMT division best paper - *Academy of Management, 2013*, for the paper "Social distancing from journalists who engage in negative coverage of firm leadership."

TEACHING EXPERIENCE

ELI BROAD COLLEGE OF BUSINESS, MICHIGAN STATE UNIVERSITY –

Executive MBA program (developed the course)

PIM873F: Global Strategy, Fall 2017 – Spring 2019 – Recent rating: 4.63/5.00

Management undergraduate capstone strategy course:

MGT409: Business Policy and Strategic Management, Spring 2018 - 2019 – Recent rating: 4.44/5.00.

ROSS SCHOOL OF BUSINESS, UNIVERSITY OF MICHIGAN –

Strategy 310: The World Economy, Winter 2014 - Rating: 4.5/5.0

ACADEMIC SERVICE AND AFFILIATIONS

Reviewing: Administrative Science Quarterly (Ad Hoc) – 2017-Present
Strategic Management Journal (Ad Hoc) – 2015-Present
Leadership Quarterly (Ad Hoc) – 2018-Present
Academy of Management Meetings: OMT, STR – 2014-Present
Strategic Management Society annual mtg.: Strat. Leadership & Mgmt. IG – 2015-Present
Stephen M. Ross School of Business Doctoral Studies Grants Committee 2012-2014

Membership: Academy of Management, Strategic Management Society

Service: Stephen M. Ross School of Business PhD. Forum officer, 2012-2014
Stephen M. Ross School of Business AoM reception organizing committee, 2012
ASQ Blog Contributor

WORK EXPERIENCE

CONSULTANT - HUMAN COMPUTER INTERACTION (HCI) AND PROJECT MANAGEMENT <i>Web based product development, usability, HCI and project management.</i>	2009 - 2010
INTEL MOBILITY WIRELESS GROUP (MWG) - INTEL DEVELOPMENT CENTER, HAIFA, ISRAEL <i>MWG Develops wireless components for personal computers and mobile devices Program Analyst</i>	2005 - 2009
HUMAN-COMPUTER INTERFACE DESIGN CONSULTANT	2001 - 2005
INTERNSHIP AT IBM WATSON RESEARCH CENTER – HAWTHORNE, NY	2002 - 2002
NETVISION LTD., HAIFA, ISRAEL (an ISP in Israel) <i>Public Complaints Officer</i>	1999 - 2001
TOWER RECORDS ISRAEL, HAIFA, ISRAEL <i>IT Manager for the Israeli Chain</i>	1994 - 1999

REFERENCES

Dr. James D. Westphal

Donald C. Cook Professor of Business Administration
Professor of Strategy
Stephen M. Ross School of Business
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