Proceedings, addressing potential endogeneity. We discuss implications for future research and practice.

We theorize that a wider gap between internal and external actions accumulation of intangible firm resources and therefore are associated with better performance. Importantly, though, Drawing from the neo-legitimacy perspective, we argue that internal and external CSR actions jointly contribute to the legitimacy, leading to greater likelihood of and faster deal completion (vice versa for negative CSR).

BRICS EMMs from 1990 to 2011. The results show that positions of M&A deals by border M&A deals by firms in 3 countries from 2002 to 2008. We find support for our hypotheses in the main analyses and robustness tests addressing potential endogeneity. We discuss implications for future research and practice. 2012 AoM Best Paper Proceedings, SIM Division Best Paper Award 2012, 3rd round R&R at SMJ.
HOW DO FINANCIAL MARKETS VALUE CORPORATE SOCIAL RESPONSIBILITY? INVESTOR PERCEPTIONS OF ADDITIONS AND DELETIONS BY THE DOW JONES SUSTAINABILITY INDEX (WITH AARON CHATTERJI AND WILL MITCHELL) We examine how financial markets value corporate social responsibility (CSR) through the prism of organizational status and social evaluation literatures. While investors are important stakeholders of the firm, relatively little is known about how they form their perception of CSR, which can help understand when CSR pays off more or not at all. Using a large-scale financial event study of additions and deletions by the DJSI, we address potential endogeneity and capture direct benefits and detriments of CSR through changes in status. We argue that firm performance moderates investor perceptions of CSR: firms with lower performance benefit more from gaining sustainability leadership status and suffer more for losing it. Furthermore, we find that investors punish firms doing well for doing good. Revising to resubmit

THE EFFECT OF MARKET AND NONMARKET COMPETITION ON FIRM AND INDUSTRY CSR (WITH HYOUNGGOO KANG, HANYANG UNIVERSITY) We contribute to the emerging literature on strategic CSR and its antecedents by undertaking a systematic analysis of the effect of rivalry on firm and industry CSR. We deal with the co-determination of competition and CSR by using instrumental variables in firm-level analysis and by modeling it directly in industry-level analysis. We find that higher intensity of rivalry and CSR of competitors increase firm CSR, ceteris paribus; however, in a more dynamic setting, when firms can change their production output, more competition in fact decreases aggregate industry CSR. While seemingly contradictory, these findings suggest interesting implications for both managers and public policy makers. Reject & Resubmit at SMJ, 2014 ARCS Best Paper Award

SOCIAL PERCEPTION OF ORGANIZATIONAL PRACTICES: ASYMMETRIC REWARDS AND PENALTIES OF CORPORATE SOCIAL RESPONSIBILITY AND IRRESPONSIBILITY (WITH CATHERINE SHEA, KELLOGG) This study examines how social perception of corporate social responsibility (CSR) and irresponsibility (CSI) affects organizational outcomes. Drawing from the social psychology literature on stereotypes, we argue that two fundamental dimensions of social perception—warmth and competence—mediate and moderate the effects of socially responsible and irresponsible practices. We propose that firms engaging in CSR are perceived as higher in warmth and, by default, competence than firms engaging in CSI; moreover, different perceptions of warmth and competence of the organization explain the asymmetric rewards and penalties for CSR and CSI. We conduct two experiments: Experiment 1 links CSR with perceptions of warmth and competence, and shows that warmth perceptions mediate the relationship between CSR and important organizational outcomes, such as sales and reputation. Experiment 2 adds information on firms’ countries of origin to show that CSR rewards and CSI penalties will differ depending on the (mis)alignment of CSR strategy with country stereotypes. We find that firms from high-warmth countries (USA, Portugal) receive lower benefits for CSR and pay higher penalties for CSI than firms from low-warmth countries (Germany, Pakistan); furthermore, this effect reverses when combined with high competence. This micro-macro study extends social evaluation, strategic CSR, and international management literatures. Under review, nominated for AIB Haynes Prize for the Most Promising Scholar (under 40 before reaching 30)

TOWARD A BEHAVIORAL THEORY OF CSR: HOW UNCERTAINTY AND STAKEHOLDER CONFLICT DETERMINE DIFFERENT CSR STRATEGIES (WITH HYOUNGGOO KANG, HANYANG UNIVERSITY) How can firms most effectively engage with stakeholders on controversial social issues? We seek to answer this question by using two central concepts from the behavioral theory of the firm—conflict and uncertainty—in addition to Aristotelian virtue ethics and the literature on social capital, the social contract, and justice. We develop a behavioral theory of corporate social responsibility (CSR) by categorizing four different stakeholder-engagement strategies that can be used under different conditions: in particular, we argue that depending on the levels of stakeholder conflict and Knightian uncertainty, firms can pursue such CSR strategies as creating shared value, corporate stakeholder capital, the social contract, and strategic CSR. We contribute to the CSR and strategy literatures by developing a behavioral theory of nonmarket strategy. Under review
THE NATURE AND STRATEGIC IMPACT OF CORPORATE SOCIAL RESPONSIBILITY IN EMERGING MARKETS: THE CASE OF RUSSIA

While most studies on corporate social responsibility (CSR) are conceptualized and conducted in the context of developed countries, there is little understanding of what CSR means both in terms of the nature and strategic impact on firms in emerging markets, where most of the current commercial activity takes place. This inductive paper seeks to understand and explain the implications of CSR for Russian firms by asking what it means in that context, how it affects their international expansion efforts and performance back at home. The results suggest significant differences by the nature of the firm (i.e. large or small-and-medium sized) as well as by relations with the state (i.e. mutual benefit or barrier). Implications for scholars and managers are discussed as to the drivers of CSR heterogeneity, and its importance in overcoming liabilities in international expansion. In preparation for submission

BUSINESS INCUBATORS ANDpire in MARKET-BASED INSTITUTIONS: THE ROLE OF OPEN SYSTEM INTERMEDIARIES (WITH NILANJANA DUTT, ELENA VIDAL, GREGORY DISTELHORST, AARON CHATTERJI, WILL MITCHELL, AND ANITA MCGAHAN) This paper examines business incubators in emerging markets as a form of intermediary that has the potential to address voids in market-based institutions. Incubators are a type of open system intermediary, a category of institution with the ability to create benefits for a wide range of actors. We compare two forms of open system intermediation that incubators undertake: services that provide infrastructure for clients and services that undertake advocacy for infrastructure development. The paper advances the study of institutional intermediation, comparing closed system intermediaries, which provide benefits to a restricted set of actors, to various forms of open system intermediaries. Revising to resubmit

WHEN DO FIRMS NOT GREENWASH? (WITH RODOLPHE DURAND AND IOANNIS IOANNOU) SMS Proposal

INVITED PRESENTATIONS
  ▪ 2014 SMS
  ▪ 2014 AIB (nominated for Haynes Prize for the Most Promising Scholar)
  ▪ 2014 SMS
Hawn, O. and Kang, H. “The Effect of Market and Nonmarket Competition on Firm and Industry CSR”
  ▪ 2014 ARCS Cornell (best paper award)
Hawn, O. “Strategic Role of Corporate Social Responsibility in International Expansion of Emerging Market Multinationals”
  ▪ 2014 AIB
  ▪ 2013 ARCS Berkley
  ▪ 2013 AoM
  ▪ 2013 SMS
  ▪ 2012-2013 Boston University, Ivey School of Business, Georgetown University, NUS, HKUST, LBS, Wharton School of Business, USC Marshall, University of Minnesota, HEC Paris and George Washington University
Hawn, O. “The Nature and Strategic Impact of Corporate Social Responsibility in Emerging Markets: The Case of Russia”
  ▪ 2013 AoM PDW
  ▪ 2012 AoM
  ▪ 2012 AIB
  ▪ 2011 INFORMS
Hawn, O., Mitchell, W. and Chatterji, A. “Two Coins in One Purse? The Interaction between Market and Social Legitimacy in the Dow Jones Sustainability Index”
  ▪ 2011 AoM
OLGA HAWN
Assistant Professor
Strategy & Innovation Department, Boston University School of Management
Phone: 704.530.5521  Email: olga.hawn@gmail.com  Website: people.bu.edu/olgahawn

INVITED PRESENTATIONS CONTD.

- Medici Summer School in Management Studies “Beyond Performance: Business Sustainability in question” Florence, Italy. 2011
- 15th International Conference on Corporate Reputation, Brand, Identity and Competitiveness by Reputation Institute. 2011
- 2010 SMS. Nominated for Best Conference Paper (old title “Pride and Prejudice: Dow Jones Sustainability Index Additions and Deletions”) and selected for the Writing Workshop for Doctoral Students and Junior Faculty (Gerry McNamara as a reviewer)

Hawn, O. “Organizational Legitimacy: Different Sources, Different Outcomes?” Dissertation Proposal

- AIB Doctoral Consortium (2012)
- CCC. University of Maryland (2012)
- Organized and chaired a symposium with this theme. AoM (2011)
- EABIS St. Petersburg, Russia (2010)

Fabrizio, K. and Hawn, O. “Enabling Diffusion: The Overlooked Role of Complementary Inputs”

- 2011 AoM
- 2011 Mid-Atlantic Strategy Conference, UNC Kenan-Flagler Business School


- 2012 AoM Meeting – selected for Best Paper Proceedings and SIM Division Best Paper Award
- 2011 SMS

Hawn, O. and Kang, H. “Market Structure and Strategic Corporate Social Responsibility: What if we don't boycott irresponsible firms?”

- 2011 SMS, selected for the Writing Workshop for Doctoral Students and Junior Faculty (by Gerry McNamara)
- 2011 INFORMS


- 2011 INFORMS
- 2011 SMS


Voronina, O. “Green acquisitions” Fondazione IRI V Summer School in Management Studies. Italy (2008)


INVITED CONSORTIA PARTICIPATION

SMS Competitive Strategy Junior Faculty and Paper Development Workshop (2014)
AoM International Management Division Junior Faculty Consortium (2014)
Academy of International Business Junior Faculty Consortium (2014)
AoM BPS Junior Faculty Consortium (2013)
Academy of International Business Doctoral Consortium (2012)
Medici Summer School in Management Studies “Beyond Performance: Business Sustainability in question” (2011)
OLGA HAWN
Assistant Professor
Strategy & Innovation Department, Boston University School of Management
Phone: 704.530.5521  Email: olga.hawn@gmail.com  Website: people.bu.edu/olgahawn

INVITED CONSORTIA PARTICIPATION CONT'D.
Academy of Management Organizations and Management Theory Division Doctoral Consortium (2011)
Academy of Management International Management Division Doctoral Consortium (2010)
EABIS Doctoral Colloquium on Corporate Responsibility and Emerging Markets (GSOM, 2010)
Fondazione IRI V Summer School in Management Studies “Managing Organizational Learning and Change” (2008)
GWU-CIBER Faculty Development Workshop “Succeeding in Emerging and Developing Markets” (2008)
Center for the Advancement of Research Methods and Analysis at Virginia Commonwealth School of Business (2008)
Duke Center for International Business Education and Research (2008)

ADDITIONAL CONFERENCE PARTICIPATION
Academy of Management Annual Meetings (2009-2014)
Academy of International Business (2012, 2014)
Alliance for Research on Corporate Sustainability ARCS (HBS, 2010; Wharton, 2011; Berkeley, 2013; Cornell, 2014)
EABIS Colloquium on Corporate Responsibility and Emerging Markets (GSOM, 2010)
Transatlantic Doctoral Conference (London Business School, 2011)
Research Colloquium on Social Entrepreneurship (Said Business School, University of Oxford, 2010)
Global Business Ethics Symposium (Bentley University, 2010)
Mid-Atlantic Strategy Colloquium (2009-2011)
First Inaugural Duke Strategy Conference (Duke University, 2008)
Institutions for Industry Self-Regulation Conference (Duke University, 2008)
Scaling Social Impact (Duke University, 2008-2009)
Skoll Social Entrepreneurship Forum (Oxford University, 2006)

RESEARCH EXPERIENCE
2007-2013  Duke University, Fuqua School of Business  Durham, US

- Research Assistant to Greg Dees. Literature review, data collection and feedback on chapters of his new book on Social Entrepreneurship (SE), research assistance for attendance and promotion of SE at the World Economic Forum.
- Research Assistant to Aaron Chatterji. Research on Corporate Social Responsibility, compiling data from Dow Jones Sustainability Index, KLD and FTSE4Good. Help with papers on CSR metrics and their comparative analysis.
- Research Assistant to Bennet Zelner: International Business Research. Compiling various indexes for cross-country comparison. Sources include Transparency International Corruption Index, Hofstede’s Cultural Dimensions, Schleifer’s Quality of Government Index, The GLOBE Study, World Development Indicators (WDI), Global Insight’s World Overview.
- Research Assistant to Michael Lennox: Environmental Strategy Research. Data collection from multiple Environmental Protection Agency (EPA) databases to draw an online geographic map of the distribution of various polluting firms across USA according to such measures as hazardous waste or toxic releases (MapEcos.org). This research has implications for studying public policy and industry self-regulation, relationships among geographic location, industry and firm strategy.
OLGA HAWN
Assistant Professor
Strategy & Innovation Department, Boston University School of Management
Phone: 704.530.5521  Email: olga.hawn@gmail.com  Website: people.bu.edu/olgahawn

TEACHING EXPERIENCE

2013-present  Boston University School of Management  Boston, MA
■ Senior undergraduate core course in Strategy and Policy (4.4/5 evaluation in the first year)

2007-2013  Duke University, Fuqua School of Business  Durham, US
■ MBA/MEM class in Sustainable Business Strategy (Daniel Vermeer). Help designing the course, organizing a facility tour of John Deere, providing teaching assistance and teaching introduction to strategy pre-classes for the course, 2010
■ MBA classes in Entrepreneurial Strategy for Innovation-Based Companies and Intellectual Capital, CC MBA class in Technology Strategy (Wes Cohen). Teaching Assistant, 2008-2013
■ MBA core class in Foundations of Strategy (Mike Lennox, Bennet Zelner and John Joseph). Teaching Assistant, 2007-present
■ MBA Curricular Practical Training (William Sax). Grading of summer internship reports and assistance in improving course materials, 2009
■ WEMBA core class in Corporate Strategy (Bennet Zelner). Teaching Assistant, 2007, 2011
■ PhD class in Macro-Organizational Behavior (Rich Burton): helped design the syllabus and conducted research of the current literature on specific topics, 2007

2006-2007  Plekhanov Academy of Economics  Moscow, RU
■ Masters-level class in Management Research (designed the course and taught it in English)
■ Undergraduate-level classes in Foundations of Management (2nd) and Strategic Management (4th year)

PREVIOUS WORK EXPERIENCE

2006-2007  Plekhanov Russian Academy of Economics  Moscow, RU
Assistant Professor in State Governance and Management Department
■ Taught and designed classes for Bachelors and Masters students

2005  KPMG, Audit Department  Moscow, RU
Intern
■ Compiled figures, interpreted and recorded data, completed part of the Association of Chartered Certified Accountants (ACCA) training (3 exams with a 75 average, 50 is pass)

2004  IAESTE  Dresden, GER
Trainee, IAESTE provides international students with job placements globally
■ Running a local branch, managing budgets, planning events, advising individuals.

Previous  DOMM, family business  Kolomna, RU

HONORS AND AWARDS

2014 Outstanding SMJ Editorial Board Member
Nominated for Haynes Prize for the Most Promising Scholar under 40 (2014 AIB)
2014 ARCS Best Paper Award
Selected for AoM Best Paper Proceedings (2012) and SIM Division Best Paper Award (2012)
Nominated for SMS Best Paper Award (2010, 2013)
Grant from CASE for the 2010 Research Colloquium on Social Entrepreneurship ($1,400 2010)
State Street Foundation's grant for the Next Generation ESG Workshop at Bentley University ($2,250 2010)
Grant from Strategy Department for summer school in Italy ($1,500 2008)
Duke CIBER grant to attend The George Washington University Center for International Business Education and Research Faculty Development Workshop “Succeeding in Emerging and Developing Markets” ($1,300’08)
Duke University PhD scholarship for five years ($60,000 a year, from 2007)
US Education grant for PhD program travel expenses ($3,000 2007)
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Assistant Professor
Strategy & Innovation Department, Boston University School of Management
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HONORS AND AWARDS

Distinction for qualitative research paper and nomination for the best thesis of the year at the MSc program (University of Oxford, 2006)
Plekhanov Academy Scholarship for MSc in Management Research at the University of Oxford (28,000 UK pounds, 2005)
Distinction (“Red Diploma”) for the Bachelor and Master’s Degrees in Russia (2001-2007)
Distinction (“Golden Medal”) and Honorable Member of the First School Council (gymnasium #2 “Kvantor”, 1999-2001)

COMMUNITY AND PROFESSIONAL SERVICE

Editorial Board Member: Strategic Management Journal (since July 1st, 2013)
SIM Best Paper Committee Member, 2013
Board member of a non-profit Unique Places to Save
Invited to serve on a panel, SMS (2011)
Chair and organizer of a symposium, Academy of Management (2011, 2012), SMS (2013)
Chair and Discussant: Research Colloquium on Social Entrepreneurship, University of Oxford (2010)
Case Bowl judge for Fuqua MBA internal case competition (2007-2011)
Representative of Fuqua PhD Students at Graduate and Professional Students Committee (Duke University, 2007-2009)
Campus Sustainability Initiative (Communications Committee 2008-present)
Lobbying the Russian President to change immigration laws (my request helped amend the Federal Law) 2010
Lobbying on behalf of graduate and professional students (Washington, DC, 2008)
Participation in Critical Mass Bike Ride (Durham, NC, 2008)
Volunteering for Charity Aid Foundation and UN Global Compact Initiative (Moscow, Russia, 2007)
Advisor for International Graduate Students (Plekhanov Russian Academy, 2001-2005)

OTHER SKILLS AND INTERESTS

Personal: Married with a son; Nationality – Russian; Citizenship – USA and Russia
Languages: Russian (native), English (fluent), German, Spanish and Italian (advanced beginner)
Interests: Art (graduated from art school), travel, yoga, climbing, biking

REFERENCES

Will Mitchell, Fuqua School of Business and Rotman School of Management, will.mitchell@duke.edu
Aaron (Ronnie) Chatterji, Duke University, Fuqua School of Business, ronnie@duke.edu
Kira Fabrizio, Boston University School of Management, kfab@bu.edu