

Benjamin L. Hallen

Curriculum Vita (March 20th, 2011)

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EDUCATION

Ph.D. in Strategy, Organizations, and Entrepreneurship, Stanford University, Department of Management Science and Engineering, June 2007

- Dissertation: "The Origin of Network Positions: How Entrepreneurs Raise Funds"
- Winner of Technology and Innovation Management (TIM) Division's Best Dissertation Competition (2008)
- Finalist in Business Policy and Strategy (BPS) Division's Dissertation Competition (2008) and Organization Science Dissertation Proposal Competition (2006)
- Dissertation Committee: Kathleen Eisenhardt (chair), Riitta Katila, Thomas Byers, Pamela Hinds

Master of Computer Science, University of Virginia, 2002

Bachelor of Science in Electrical Engineering (with highest distinction), University of Virginia, 2000

ACADEMIC EMPLOYMENT

Robert H. Smith School, University of Maryland

July 2007 – Present Assistant Professor of Management and Organization

RESEARCH, METHODS, AND TEACHING INTERESTS

My *research interests* focus on the strategies by which entrepreneurs and other low-power actors “break in” to market networks. Through this research, I seek to contribute to organizational theory and the dynamics of networks, as well as to work on strategy and entrepreneurship.

My *methodological interests* focus on the complementary combination of inductive field-based methods and statistical, quantitative methods. Specifically, I am interested in the use inductive field-studies to develop insights that extend and push extant theories in unexpected ways. Then, using my computer science background, I seek to construct, integrate, and manipulate novel and complex relational databases to further develop and test these insights using statistical analyses.

My *teaching interests* include entrepreneurship (both core courses and venture finance), strategy, organizational behavior, and the management of technology.

AWARDS, GRANTS, AND FELLOWSHIPS

Kauffman Firm Survey Grant (\$12,000) for studying “Regional Variance in Entrepreneur Approaches to Venture Building,” Ewing Marion Kauffman Foundation, 2010.

Teaching Award for Top 15% Teaching Performance (based on student evaluations), R. H. Smith School of Business, University of Maryland, for teaching undergraduate strategy (BMGT 495) in Spring 2009.

Winner of Technology and Innovation Management (TIM) Division's Best Dissertation Competition, 2008.

Finalist in Business Policy and Strategy (BPS) Division's Dissertation Competition, 2008.

Dingman Center for Entrepreneurship Research Competition (University of Maryland): Best Published Paper, 2008.

Graduate Research Board Summer Support Award (\$8,750) from the University of Maryland, 2008.

Distinguished Student Paper Award from the Business Policy and Strategy Division at the Academy of Management Annual Meeting, 2007.

Finalist in Organization Science Dissertation Proposal Competition, 2006.

Ewing Marion Kauffman Foundation Dissertation Fellowship, 2006.

Heitz Fellowship at Stanford University, 2005.

Stanford School of Engineering Fellowship, 2002.

Recipient of Dean's Fellowship for Masters at University of Virginia, 2000-2001.

1st Place finish in Darden School of Business Fall 2000 Business Concept Competition, 2000.

Selected as one of 50 Lawn Residents at University of Virginia. Awarded to 4th year undergraduates based on academic record and community involvement. Declined in order to graduate a year early. 2000.

Miller Award for Outstanding Electrical Engineering Student at the University of Virginia. 2000.

Tau Beta Pi (Engineering Honors Society), 1999.

Virginia Engineering Foundation's Biomimicry Research Award, 1999.

Rodman Scholar (Engineering Honors Program) at the University of Virginia.

PUBLICATIONS

Hallen, Benjamin and Kathleen Eisenhardt (2011) “Catalyzing Strategies and Efficient Tie Formation: How Entrepreneurs Obtain Venture Capital Ties” *Academy of Management Journal*, Forthcoming.

- An early version of this paper was published in the Academy of Management Meeting 2008 best paper proceedings under the title of “How Entrepreneurs Form Relationships.”

Rory McDonald, Benjamin Hallen, and Emily Cox (2010) “Institutional Beacons as Alternative Paths to Cognitive Legitimacy: The Rise of Venture Capital, IPOs, and Yale.” *Academy of Management OMT Division Best Paper Proceedings*.

Hallen, Benjamin (2009) “The Purchase of Embeddedness: Can venture capital firms buy network embeddedness?” *Academy of Management OMT Division Best Paper Proceedings*.

Hallen, Benjamin (2008) “The Causes and Consequences of the Initial Network Positions of New Organizations: From Whom do Entrepreneurs Receive Investments” *Administrative Science Quarterly* 53: 685–718.

- This paper had been previously presented as “The Origin of the Network Positions of New Organizations.”

Hallen, Benjamin and Kathleen Eisenhardt. (2008) “How Entrepreneurs Form Relationships: The Securing of Investments from Venture Capitalists.” *Academy of Management OMT Division Best Paper Proceedings*.

Hallen, Benjamin (2007) “The Origin of the Network Positions of New Organizations.” *Academy of Management BPS Division Best Paper Proceedings*.

- Received a distinguished student paper award from the BPS division at the 2007 AOM conference.

Sullivan, Kevin., Griswold, William., Cai, Yuanfang., and Hallen, Benjamin. (2001) “The Structure and Value of Modularity in Software Design”, *ACM SIGSOFT Symposium on the Foundations of Software Engineering*, Vienna.

Luebke, David and Hallen, Benjamin. (2001) “Perceptually Driven Simplification for Interactive Rendering”, Rendering Techniques, Ed. Steven Gortler and Karol Myszkowski, Springer-Verlag, London.

WORKING PAPERS

Rory McDonald, Benjamin Hallen, and Emily Cox (2010) “Entrepreneurial Beacons as Singular Triggers of Foundings: The Yale Endowment, IPOs, and the Rise of Venture Capital” (In preparation for Revise and Resubmit, Organization Science)

Hallen, Benjamin, Riitta Katila, and Jeff Rosenberger (2010) “The Interplay of Legal, Temporal, and Social Defenses in Network Tie Formation: How Laws, Owners, and Villages Influence Entrepreneur Use of Corporate Venture Capital” (In preparation for submission)

Hallen, Benjamin (2010) “How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” (In preparation for submission)

Hallen, Benjamin and Rory McDonald (2010) “A Comparison of Super Angels and Venture Capitalists as Entrepreneurial Investors” (In preparation for submission)

RESEARCH IN PREPARATION

Hallen, Benjamin, Brent Goldfarb, and Robert Vesco (2010) “Regional Variance in Entrepreneur Approaches to Venture Building” (Data collection is underway; Supported by Kauffman Firm Survey Grant)

Hallen, Benjamin and David Waguespack (2010) “Open Source and Structural Changes in Entrepreneurship within High Tech Industries.” (Data collection is underway)

PRESENTATIONS

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” **INSEAD Entrepreneurship Seminar**, Singapore, May 16, 2011

“How Audiences Vary in Using Past Performance and Status-Affiliation Signals: A Study of Entrepreneurs Evaluating Venture Capitalists’ Quality” Mid-Atlantic Strategy Colloquium, **University of Maryland**, College Park, MD, November 12-13, 2010

“Catalyzing Strategies and Efficient Tie Formation: How Entrepreneurs Obtain Venture Capital Ties,” Sumantra Ghoshal Conference on Managerially Relevant Research, **London Business School**, London, UK, May 16-17, 2010

“Individuals and Organizations as Competing Economic Actors: A Comparison of ‘Super’ Angels and Venture Capitalists as Early-Stage Venture Investors.” Darden Entrepreneurship and Innovation Research Conference, **University of Virginia (Darden)**, Charlottesville, VA, April 30 - May 1, 2010

“Individuals and Organizations as Competing Economic Actors: A Comparison of ‘Super’ Angels and Venture Capitalists as Early-Stage Venture Investors.” Smith Entrepreneurship Research Conference, **University of Maryland**, College Park, MD, April 9-10, 2010

“Entrepreneurs, Cross-Market Partner Evaluations, and Network Routers: How do Entrepreneurs Identify High-Quality Venture Capitalists?” Winter Research Conference, **Brigham Young University and University of Utah**, Park City, UT, February 25-27, 2010 (Invited Presenter)

“Catalyzing Strategies and Efficient Network Tie Formation: How Entrepreneurs Obtain Venture Capital,” **University of Chicago Seminar**, Chicago, IL, February 24, 2010 (Invited presenter)

“Institutional Beacons as Alternative Paths to Cognitive Legitimacy: The Rise of Venture Capital, IPOs, and Yale,” Strategic Management Society Conference, Washington, DC, September 11-14, 2006

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Strategic Management Society Conference, Washington, DC, September 11-14, 2006

“Institutional Beacons as Alternative Paths to Cognitive Legitimacy: The Rise of Venture Capital, IPOs, and Yale,” West Coast Research Symposium, **University of Washington**, Seattle, WA, September 11-12, 2006

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Academy of Management Annual Conference, Chicago, IL, August 7-12, 2009

“The Purchase of Embeddedness: Can Venture Capitalists Buy Prominent Network Positions?” Academy of Management Annual Conference, Chicago, IL, August 7-12, 2009

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Atlanta Competitive Advantage Conference, **Emory University, Georgia Tech, and Georgia State**, Atlanta, GA, May 19-21, 2009

“Can Entrepreneurs Believe Their Impressions of Venture Capitalists? Does it Matter? Entrepreneur Evaluations and Network Safety Nets,” Smith Entrepreneurship Conference, **University of Maryland**, College Park, MD, May 1, 2009

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” **Northwestern Management and Organizations (MORS) Seminar**, Evanston, IL, December 8, 2008 (Invited presenter)

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” Network Evolution Conference, **INSEAD**, Fontainebleau, France October 24-25, 2008 (Invited presenter)

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” **Wharton Entrepreneurship Seminar**, Philadelphia, PA, October 7, 2008 (Invited presenter)

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” West Coast Research Symposium, **Stanford University**, Palo Alto, CA, September 5-6, 2008

“Catalyzing Strategies: How Entrepreneurs Accelerate Inter-Organizational Relationship Formation to Secure Professional Investments,” Academy of Management Annual Conference, Anaheim, CA, August 10-13, 2008

“How Entrepreneurs Form Relationships with Other Organizations: The Securing of Investments from Venture Capital and Corporate Investors”, Greif Research Symposium, **University of Southern California**, Los Angeles, CA, March 20-22, 2008 (Invited presenter)

“How Entrepreneurs Form Relationships with Other Organizations: The Securing of Investments from Venture Capital and Corporate Investors”, Mid-Atlantic Strategy Colloquium, **University of Virginia (Darden)**, Charlottesville, VA, November 30-December 1, 2007

“The Origin of the Network Positions of New Organizations”, Academy of Management Annual Conference, Philadelphia, PA, August 3-8, 2007

“The Origin of the Network Positions of New Organizations”, West Coast Research Symposium, **University of Washington**, Seattle, WA, September 7-9, 2007

“How Entrepreneurs Form Relationships with Other Organizations”, Smith Entrepreneurship Conference, University of Maryland, College Park, MD, April 19-21, 2007

“The Origin of the Network Positions of New Organizations”, Annual Conference on Entrepreneurship, Venture Capital and Initial Public Offerings Harvard Business School, Boston, MA, December 8-9, 2006 (One of 10 papers selected out of over 140 submissions)

“The Origin of the Network Positions of New Organizations”, Stanford Technology Ventures Program Research Seminar, Stanford Management University, Stanford, CA, November 16, 2006

“The Origin of the Network Positions of New Organizations” (Poster), West Coast Research Symposium, University of Washington, Seattle, WA, September 7-9, 2006

“The Origin of the Network Positions of New Organizations”, Atlanta Competitive Advantage Conference, Emory University, Georgia Tech, and Georgia State, Atlanta, GA, June 15-17, 2006

“The Origin of the Network Positions of New Organizations”, Smith Entrepreneurship Conference, University of Maryland, College Park, MD, April 22, 2006

TEACHING EXPERIENCE

University of Maryland

MBA Curriculum

BUSI 660 (Fall 2009, Spring 2011): Entrepreneurship and New Ventures. Core selective course that introduces students to entrepreneurship and low-power strategies in both new ventures and in established organizations. Course covered opportunity identification and analysis, building outside support, and managing the venture. (Note: Spring 2011 section was moved into the MBA core and was taken by all 1st year MBAs in full-time program)

- Fall 2009: (2 Sections of 43 and 50 students. Evaluations: 4.34/5.00, 4.33/5.00; School mean for MBA core courses: 4.18).
- Spring 2011 (3 Sections of 50, 50, and 51 students; taken by all 1st year MBAs in full-time program)

Undergraduate

BMGT 495 (Spring 2008, Spring 2009): Introduction to Business Policy. Strategy capstone course for senior undergraduate business majors. Taught using case methodology. Course covered strategic decision making, five forces, resource-based view, alliances.

- Spring 2009 (3 sections of 30 students each. Evaluations: 4.49/5.00, 4.60/5.00, and 4.62/5.00; Received Top 15% Teaching Performance Award)
- Spring 2008 (2.5 sections of 30 students each. Evaluations: 4.54/5.00 and 4.51/5.00).

Stanford University, Teaching Assistantships

MS&E 270: Strategy in Technology-based Companies. Head teaching assistant for Kathleen Eisenhardt. Course covered the foundations of strategy, including industry structure, resource-based view, competitive interaction, and strategy as opportunity capture. Responsible for conducting classes (e.g., Standards and Network Effects), student review sessions, and company projects. Fall 2006.

MS&E 272: Venture Entrepreneurship. Head teaching assistant for Doug Mackenzie (Partner at Kleiner Perkins Caulfield and Byers and Adjunct Professor of Entrepreneurship). Course covered the valuation of ventures, the structuring of venture investments, staged investments, and liquidity events. Responsible for conducting classes (e.g., the valuation of ventures), student review sessions, and grading. Spring 2006.

MS&E 180: Organizational Behavior. Teaching assistant for Kathleen Eisenhardt. Course covered individual motivation, group dynamics, organizational decision making, and organizational design. Responsible for conducting classes (e.g., effective team decision making), student review sessions, and grading. Fall 2003, Fall 2004.

E145: High-Technology Entrepreneurship. Head teaching assistant for Thomas Byers and Randy Komisar (Partner at Kleiner Perkins Caulfield and Byers and Adjunct Professor of Entrepreneurship). Course covered opportunity recognition and evaluation, gathering resources, and managing ventures. Responsible for conducting classes (e.g., team effectiveness, finance and valuations, and effective presentations), student review sessions, and grading. Winter 2004, Winter 2005.

University of Virginia, Teaching Assistantships

CS 216: Program and Data Representation. Head teaching assistant for Ruth Anderson. Coordinated 11 other teaching assistants for a 150 student class. Lead weakly lab section for 30 students. Spring 2001.

CS 414: Operating Systems. Teaching assistant for Sang Son. Fall 2000.

INDUSTRY EXPERIENCE

Electronic Arts. Redwood City, California

June 2003 – September 2003

Assistant to Director of Development

Performed an internal analysis of the effectiveness and value of Electronic Art's corporate executive development program. Analysis presented to CEO and other members of senior management. Work won national corporate university award (CUBIC Award, 2005).

Topik Solutions, Inc. Charlottesville, Virginia

November 2000 – August 2002

Co-founder, Chief Technology Officer, Interim CEO

Co-founder of company pioneering context-based advertising in email newsletters. Oversaw product design and development. Promoted by board to interim CEO after founding CEO and COO were released. Company went onto secure nearly \$1M in venture financing and reached profitability before being wound-down in 2007.

Eye Response Technologies, Inc. Charlottesville, Virginia

Summer Developer

Summer 1999, Summer 2000

Early employee of start-up commercializing "eye-mouse" technology developed at the University of Virginia. Drafted early corporate business plan for CEO as it transitioned from a university research project to a technology and service-based startup. Also assisted with technology development. Company received angel backing and was acquired in 2010.

PROFESSIONAL AND SERVICE ACTIVITIES

University of Maryland

Smith Entrepreneurship Research Conference, Co-Chair (Spring 2010, Spring 2011)

Undergraduate "Entrepreneurship and Innovation" Honors College (through the Engineering school), Advisory Board (2010)

MBA Business Plan Competition, Judge (2010)

University of Maryland \$75K Business Plan Competition, Judge (2010)

Faculty Search Committee (Fall 2009)

Co-organizer of Strategy Brown Bag (Spring 2009, 2009-2010, 2010-2011)

Strategy PhD Admissions Coordinator (2007-2008, 2008-2009)

Co-organizer of Department Research Day (Fall 2008)

Stanford University

Coordinator, Stanford Technology Ventures Speaker Series

Organized, invited, and hosted academic speakers presenting research on strategy, organizational theory, and entrepreneurship.

Professional Activities and Associations

Member of Academy of Management BPS Research Committee 2009-2011 (1 of 10 New Members nominated and selected in 2009 by BPS executive committee).

Membership in the Academy of Management, BPS, OMT, and ENT divisions (2005-Present).

Symposium / Conference Organization

Symposium co-organizer for 2009 AOM / BPS Division: “Entrepreneurial Networks.” Co-organized with Balagapol Vissa (INSEAD). Participants include Martin Kilduff (Oxford), Toby Stuart (Harvard), and Felipe Santos (INSEAD).

Workshop participant for 2009 AOM / BPS “Managing Your Dissertation Workshop.”

Ad hoc Reviewer for

Administrative Science Quarterly (2008, 2009, 2010)

Academy of Management Journal (2010, 2011)

Organization Science (2009)

Research Policy (2009, 2010)

Management Science (2009)

Strategic Entrepreneurship Journal (2009, 2010)

Strategic Management Journal (2008)

Academy of Management Annual Meetings (2005, 2006, 2007, 2008, 2009, 2010, 2011)

Strategic Management Society Annual Meetings (2010, 2011)

Academy of Management BPS Best Dissertation Competition (2009, 2010)

Academy of Management TIM Best Dissertation Competition (2009)

Organization Science Dissertation Competition (2009, 2010)