

DEVAKI RAU

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EDUCATION

- 1995- 01 Carlson School of Management, University of Minnesota
Ph.D. in Business Administration, August 2001
- 1990-92 Indian Institute of Management, Ahmedabad, India
Post-Graduate Diploma in Management
- 1987-90 University of Delhi, India
B.Sc (Hons.) Chemistry

PRIMARY RESEARCH INTERESTS

Strategic decision making, top management teams, risk, cognition.

PUBLICATIONS

- Rau, D., Flores, L., & Simha, A. (2020). A moderated-mediated examination of the relations among strategic planning, organizational learning, slack, and firm performance”, *Management Decision*, <https://doi.org/10.1108/MD-02-2020-0171>
- Bromiley, P., & Rau, D. (forthcoming). Some problems in using prospect theory to explain strategic management issues. *Academy of Management Perspectives*.
- Bromiley, P., Rau, D., & Zhang, Y. (2017). Is R&D risky? *Strategic Management Journal*, 38:876-891.
- Bromiley, P., & Rau, D. (2016). Missing the point of the practice based view. *Strategic Organization*, 14(3):260-269.
- Bromiley, P., & Rau, D. (2016). Social, behavioral, and cognitive influences on upper echelons during strategy process: A literature review. *Journal of Management*, 42: 174-202.
- Bromiley, P., & Rau, D. (2016). Operations management and the resource based view: Another view. *Journal of Operations Management*, 41:95-106.
- Bromiley, P., & Rau, D. (2016). A better way of managing strategic risks. *IESE Insight*,

28: 15-22.

- Rau, D., Haerem, T., & Fredericks, E. (2015). The influence of centralization and cross functional team usage on senior managers' risk-related perceptions. *Group and Organization Management*, 40(5): 657-684.
- Bromiley, P., & Rau, D. (2014). Towards a practice-based view of strategy. *Strategic Management Journal*, 35:1249-1256.
- Bromiley, P., & Rau, D. (2014). How would behavioral strategy scholarship lead to prescription? *Journal of Business Economics*, 84(1), 5-25.
- Flores, L., Zheng, W., Rau, D., & Thomas, C. (2012). Organizational learning: Subprocess identification, construct validation, and an empirical test of cultural antecedents. *Journal of Management*, 38(2), 640-667.
- Rau, D. & Haerem, T. (2010). Applying an organizational learning perspective to new technology deployment by technological gatekeepers: A theoretical model and key issues for future research. *Information Systems Frontiers*, 12, 287 – 297.
- Rau, D., Haerem, T., Ray, G., & Zheng, W. (2010). Guest editorial for the special section on “Technology acceptance, usage, and competitive advantage”. *Information Systems Frontiers*, 12, 235 – 237.
- Flores, L., Catalanello, R. F., Rau, D., & Saxena, N. (2008). Organizational learning as a moderator of the effect of strategic planning on company performance. *International Journal of Management*, 25, 3, 569 – 577.
- Rau, D. (2008). Top management team social processes and changes in organizational strategy. *Journal of Business and Management*, 14, 1, 25-42.
- Haerem, T., & Rau, D. (2007). The influence of degree of expertise and objective task complexity on perceived task complexity and performance. *Journal of Applied Psychology*, 92, 5, 1320 – 1331.
- Rau, D. (2006). Top management team transactive memory, information gathering, and perceptual accuracy. *Journal of Business Research*, 59, 416-424.
- Rau, D. (2005). The influence of relationship conflict and trust on the transactive memory – performance relation in top management teams. *Small Group Research*, 36, 6, 746-771.
- Fredericks, E., and Rau, D. (2004). The role of senior managers in new product development: A theoretical model. *PDMA Research Forum Proceedings* [pp. 50-55].
- Rulke, D., & Rau, D. (2000). Examining the encoding process of transactive memory in group training. *Group and Organization Management*, 25, 4, 373-396.

This paper received the 1997 *Best Paper Award* from the Organizational Behavior Division of the Academy of Management. An abridged version appeared in the 1997 *Academy of Management Best Paper Proceedings* [pp. 349-353].

BOOKS

- Bromiley, P., & Rau, D. (2018). *Behavioral Strategic Management*. New York, NY: Routledge.

BOOK CHAPTERS

- Bromiley, P., & Rau, D. (2013). "Decision making". In R. W. Griffin (Ed.), *Oxford Bibliographies Online in Management*. New York: Oxford University Press. Spring 2013. <http://www.oxfordbibliographies.com/view/document/obo-9780199847640/obo-9780199846740-0004.xml>. Updated 2017.
- Bromiley, P., Rau, D., and McShane, M. K. (2016). "Can strategic risk management contribute to enterprise risk management? A strategic management perspective." In T. J. Andersen (Ed.) *The Routledge Companion to Strategic Risk Management*. Routledge (pp. 140-156). Available at SSRN (2014).
- Bromiley, P., & Rau, D. (2014). "Looking under the lamppost? A research agenda for increasing enterprise risk management's usefulness to practitioners." In T. J. Andersen (Ed.), *Contemporary Challenges in Risk Management: Dealing with Risk, Uncertainty and the Unknown* (pp. 50-62). Hampshire, England: Palgrave Macmillan.
- Bromiley, P., & Rau, D. (2013). "Prospect theory". In E. H. Kessler (Ed.), *Encyclopedia of Management Theory*, Volume 2 (pp. 628-632). Sage Publications, Inc.
- Bromiley, P., & Rau, D. (2012). "Strategic decision making". McGraw-Hill Yearbook of Science and Technology (pp. 261-263). New York: McGraw-Hill.
- Bromiley, P., Rau, D., & St. John, C. H. (2012). "Managing an entrepreneur's risk taking propensity". In D. L. Bodde & C. H. St. John (Eds.), *Chance and Intent* (pp. 7-18). New York: Routledge.
- Bromiley, P., and Rau, D. (2011). "Strategic decision making". In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology* (pp. 161-182). American Psychological Association.
- Bromiley, P., & Rau, D. (2010). Risk taking and strategic decision making. In P. Nutt & D. Wilson (Eds.), *Handbook of Decision Making* (pp. 307 – 326). John Wiley & Sons, Ltd.

- Chakravarthy, B., Doz, Y., McEvily, S. & Rau, D. (2002). Knowledge, learning, and strategic advantage. In M. Easterby-Smith & M. A. Lyles (Eds.), *The Blackwell Handbook of Organizational Learning and Knowledge Management*, (pp. 305-323). Blackwell Publishers Ltd.: Oxford, U.K.
- Bromiley, P., Miller, K., & Rau, D. (2001). Risk in strategic management research. In M. A. Hitt, R. E. Freeman, and J. S. Harrison (Eds.). *The Blackwell Handbook of Strategic Management*, (pp. 259-288). Blackwell Publishers Ltd.: Oxford, U.K.

PRESENTATIONS

- Rau, D., Flores, L., and Simha, A. (2019). An empirical examination of best practices that moderate the planning-performance relationship. Academy of Management Annual Meetings, Boston, MA
- Rau, D., and Simha, A. (2018). More of less accurate: An analysis of group forecasting accuracy over time. Academy of Management Annual Meetings, Chicago, IL
- Rau, D., Flores, L., and Simha, A. (2017). A moderated-mediated examination of the relations among strategic planning, organizational learning, slack, and firm performance. Academy of Management Annual Meetings, Atlanta, GA
- Bromiley, P., and Rau, D. (2014). Toward a research based view of strategy. Presented at a research seminar at the Indian Institute of Management, Bangalore, India, June 2014.
- Bromiley, P., and Rau, D. (2012). How would behavioral strategy scholarship lead to prescription? 5th International Corporate Social Responsibility Conference, Berlin.
- Bromiley, P., and Rau, D. (2012). Toward a behavioral understanding of strategic management. Presented at Tel Aviv University, Tel Aviv, Israel.
- Bromiley, P., and Rau, D. (2012). Toward a behavioral understanding of strategic management. Academy of Management Annual Meetings, Boston, MA.
- Rau, D., Haerem, T., and Fredericks, E. (2011). Cross functional teams and risk taking during new product development. Academy of Management Annual Meetings, San Antonio, TX.
- Rau, D., Flores, L. G., and Thomas, C. (2011). Organizational learning processes and relative firm orientations toward exploration and exploitation. Academy of Management Annual Meetings, San Antonio, TX.
- Rau, D., and Haerem, T. (2009). The role of gatekeeper expertise and cognition in the design of routines: A conceptual model. Academy of Management Annual Meetings, Chicago, IL.

- Flores, L., Rau, D., Zheng, W., and Thomas, C. (2009). What the books don't tell you about questionnaire development. Professional Development Workshop presented at the Academy of Management Annual Meetings, Chicago, IL.
- Haerem, T., Bakken, B., and Rau, D. (2008). The influence of cognitive styles and expertise on task performance. Academy of Management Annual Meetings, Anaheim, CA.
- Flores, L., Rau, D., and Zheng, W. (2008). What the books don't tell you about questionnaire development. Professional Development Workshop presented at the Academy of Management Annual Meetings, Anaheim, California.
- Flores, L., Rau, D., and Zheng, W. (2008). Validation of a multi-dimensional measure of organizational learning. Academy of Management Annual Meetings, Anaheim, CA.
- Haerem, T., and Rau, D. (2006). Should we ask an expert? The influence of level of expertise and objective task complexity on perceived task complexity and performance. Academy of Management Annual Meetings, Atlanta, GA.
- Marsh, S., & Rau, D. (2005). Transformational leadership, consensus, and firm performance. 25th Annual International Conference of the Strategic Management Society, Orlando, FL.
- Rau, D., Fredericks, E., & Haerem, T. (2005). Differences between expert and novice product developers' use of information during new product development. Academy of Management Meetings, Hawaii.
- Fredericks, E., & Rau, D. (2004). The role of senior managers in new product development. PDMA Research Forum, Chicago, IL, and published in the *PDMA Research Forum Proceedings*.
- Rau, D. (2004). The influence of interpersonal conflict and trust on transactive memory in top management teams. Academy of Management Annual Meetings, New Orleans, LA.
- Rau, D. (2004). Top management team transactive memory, environmental volatility, and performance. Academy of Management Annual Meetings, New Orleans, LA.
- Rau, D. (2004). An organizational learning perspective on the development of new software products. Proposal presented at the 7th Annual Cognition in the Rough Workshop at the Academy of Management Meetings, Seattle, Washington. The proposal received an award for *Runner Up to Best Proposal Submitted by North American Faculty*.
- Rau, D. (2003). A longitudinal study of the influence of top management team information processing on firm performance in different environments. Proposal presented at the 6th Annual Cognition in the Rough Workshop at the Academy of Management Meetings, Seattle, Washington. This proposal received an award and

scholarship for the *Best Proposal Submitted by North American Faculty* at the workshop.

- Rau, D. (2000). The effect of transactive memory on the relationship between expertise diversity and performance in top management teams. Paper presented at the Academy of Management Annual Meetings, Toronto, Canada.

TEACHING EXPERIENCE

- Instructor with full course responsibility for graduate course *Strategic Management and Policy* at Northern Illinois University.
- Instructor with full course responsibility for undergraduate course *Managing Organizations in Competitive Environments* at Northern Illinois University.
- Instructor with full course responsibility for undergraduate course *Business Policy: Strategy Formulation and Implementation* at Northern Illinois University, and at the University of Minnesota (Summer 2000 & Spring 1999).
- Instructor with full course responsibility for undergraduate course *Fundamentals of Management* at the University of Minnesota (Fall 2000 & Fall 1998).
- Teaching Assistant for MBA *Strategic Management* (Professor Philip Bromiley instructor), undergraduate *International Business*, and *Fundamentals of Management* (University of Minnesota).

PROFESSIONAL EXPERIENCE

2009 - Present	Department of Management, College of Business, Northern Illinois University Associate Professor
2001 - 2009	Department of Management, College of Business, Northern Illinois University Assistant Professor
1995-2001	Department of Strategic Management and Organization, University of Minnesota Research Associate: 1995-97 for Professor Diane Rulke. Research Associate: 1995-97 for Professor Bala Chakravarthy.
1994-95	CMC Ltd., Bangalore, India

Senior Business Development Executive

Responsible for developing and marketing specialized software training programs to software development corporations.

1992-94 CMC Ltd., New Delhi
Business Development Executive

Initiated and coordinated meetings between State Electricity Board officials and software developers. Prepared proposals for Supervisory Control And Data Acquisition (SCADA) systems for electricity boards in North India.

June-July 1991 ANZ Grindlays Bank plc, New Delhi
Management Trainee

AWARDS, GRANTS, AND SCHOLARSHIPS

Academic

- 2016 Summer Research Funding from the College of Business, Northern Illinois University
- 2007 Summer Research and Artistry Funding from the Graduate School, Northern Illinois University.
- 2006 Summer Research and Artistry Funding from the Graduate School, Northern Illinois University.
- 2004 Award for runner up to Best Proposal Submitted by North American Faculty to the 7th Annual Cognition in the Rough Workshop, Academy of Management Meetings, Seattle.
- 2003 Award and Scholarship for Best Proposal Submitted by North American Faculty to the 6th Annual Cognition in the Rough Workshop, Academy of Management Meetings, Seattle.
- 2003 Summer Research and Artistry Funding from the Graduate School, Northern Illinois University.
- 2002 Summer Research and Artistry Funding from the Graduate School, Northern Illinois University.
- 2000 Doctoral Dissertation Special Grant, University of Minnesota
- 1999 Graduate School Dissertation Fellowship, University of Minnesota. (One of fifty awarded across the University).

1999 R. K. Gaumnitz Scholarship, University of Minnesota

Teaching

2016 Most Valuable Professor Award from Student-Athlete Academic Support Services, NIU

Professional

2016-17 Outstanding Reviewer Award from *Group and Organization Management* Journal

2015-16 Outstanding Reviewer Award from *Group and Organization Management* Journal

OTHER PROFESSIONAL ACTIVITIES

- Associate Editor for *Group and Organization Management*, 2017-present
- Representative at large for the Strategy Process Interest Group at the *Strategic Management Society* 2016-2017
- Coordinating editor for submissions to *Information Systems Frontiers*.
- Editorial Board Member for *Strategic Management Journal*, 2017-2019.
- Reviewer for a number of journals including *Organization Science*, *Journal of Applied Psychology*, *Journal of Management*, *Journal of Product Innovation Management*, *Journal of Business Research*, and *Small Group Research*
- Reviewer for the Managerial and Organizational Cognition and the Business Policy and Strategy Divisions of the Academy of Management.
- Session chair for the Managerial and Organizational Communication Division at the 2009 Academy of Management Annual Meeting, Chicago, IL. Paper session titled “Methodological advances in managerial and organizational cognition.”
- Session chair for the Managerial and Organizational Communication Division at the 2008 Academy of Management Annual Meeting, Anaheim, CA. Paper session titled “Top management team: Identity, scanning, power, knowledge structures.”
- Session chair at the INFORMS 2008 Annual Meeting in Washington, D.C. Paper session titled “Technology acceptance, usage, and competitive advantage.”
- Session chair for the Managerial and Organizational Communication Division at the 2007 Academy of Management Annual Meeting, Philadelphia. Paper session titled “Teams:

emergence, task focus, resilience, efficacy, and persistence.”

- Program committee member of an academia-industry working conference & industrial expo: Next Generation Enterprises: Virtual Organizations and Mobile/Pervasive Technologies. April 2000. Co-sponsored by SUNY, Buffalo, IEEE, & INFORMS. Track co-chair of a session "Next Generation Enterprises: Organization & Group Level Issues". (<http://www.som.buffalo.edu/isinterface/AIWORC>).