

**MARGARET HUGHES-MORGAN**  
**Associate Professor**  
**Marquette University**  
Department of Management  
College of Business Administration  
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## **EDUCATION**

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### **University of Kentucky**

Ph.D. – Strategic Management (2008)

### **Massachusetts Institute of Technology – Sloan School of Management**

M.S. – Management – *Concentrations in Strategy and Operations* (1991)

### **Duke University**

B.A. – Economics (1987)

## **RESEARCH INTERESTS**

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Competitive Dynamics, Investor Cognition and Short Selling, Decision-making, Boards of Directors

## **JOURNAL PUBLICATIONS – PEER REVIEWED**

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Kolev, K. D., Dykes, B., Hughes-Morgan, M., Kang, S. & Ferrier, W. Fast or Slow? A Meta Analysis on the Performance Implications of Organizational Speed. (2024). *Journal of Management Scientific Reports*– *in press*.

Wangrow, D., Hughes-Morgan, M., & Kolev, K. (2023). Disparities in Minority Executive Dismissal: A Contingency Perspective. *Strategic Organization* – *in press*.

Dykes, B., Kolev, K., Hughes-Morgan, M., & Ferrier, W. (2023). Beware the Pitfalls of Agility - *MIT Sloan Management Review*, March 2023.

Wangrow, D., Schwartz, E. & Hughes-Morgan, M. (2021). Executive Dismissal or Retention? A Study of Performance, Power and Survival for College Basketball Coaches. *Journal of General Management*, 47(1), 56-68.

- Kolev, K., Hughes-Morgan, M. & Rehbein, K. (2021). Understanding Competitive Dynamics: Does Board Diversity Matter? *Business and Society*, 60 (4):811-843.
- Dykes, B., Hughes-Morgan, M., Kolev, K., & Ferrier, W. (2020). Responding to Covid-19 with Speed and Agility. *MIT Sloan Management Review*, October, 2020.
- Dykes, B., Hughes-Morgan, M., Kolev, K. & Ferrier, W. (2019). Organizational Speed as a Dynamic Capability: Towards a Holistic Perspective, *Strategic Organization*, 17, 266-278.
- Wangrow, D., Kolev, K. & Hughes-Morgan, M. (2019). Ambiguity Tolerance and Cognitive Complexity: CEO Traits Influencing Strategic Change from Below Aspiration Performance, *Journal of General Management*, 44(2), 73-86.
- Hughes-Morgan, M., Kolev, K. & McNamara, G. (2018). A Meta-Analysis of Competitive Aggressiveness Research, *Journal of Business Research*, 85, 73-82.
- Hughes-Morgan, M. & Ferrier, W. (2018). Clear Signals or Ambiguity? How Long-Buyers and Short- Sellers React Differently to Competitive Actions, *Journal of Managerial Issues*, 30, 63-81.
- Hughes-Morgan, M. & Ferrier, W. (2017). How Short-Interest Pressure Influences Competitive Behavior, *British Journal of Management*, 28(1), 120-134.
- Uhlenbruck, K., Hughes-Morgan, M., Hitt, M., Ferrier, W. & Brymer, R. (2017). Rivals' Reactions to Mergers and Acquisitions, *Strategic Organization*, 15(1), 40-66.
- Hughes-Morgan, M. & Yao, B. (2016). Rent Appropriation in Strategic Alliances: A Study of Technical Alliances in Pharmaceutical Industry, *Long Range Planning*, 49(2), 186-195.
- Hughes-Morgan, M. & Ferrier, W. 2014. Competitive Action Repertoires and Stock Risk, *Journal of Managerial Issues*, 26(1), 55-69.
- Koford, B., Blomquist, G., Hardesty, D., Troske, K., Hughes-Morgan, M., & Morgan, F. 2012. Estimating Consumer Willingness to Supply and Willingness to Pay for Curbside Recycling. *Land Economics*, 88(4), 745-763.
- Hughes-Morgan, M., Kendrick, J. & Morgan, F. (2010). Strategic Change in the Pharmaceutical Industry: The Impact of Direct-to-Consumer Advertising for Prescription Medicines, *International Journal of Information Systems and Change Management*, 4, 246-257.
- Das, S. & Hughes, M. (2006). Improving Aluminum Can Recycling Rates: A Six Sigma Study in Kentucky, *Journal of Metals (JOM)*, 58(8), 27-31.

*Linked to MIT Sloan Industry Studies Grant*

Morgan, F. & Hughes, M. (2006). Understanding Recycling Behavior in Kentucky: Who Recycles and Why, *Journal of Metals (JOM)*, (58:8), 32-35.

*Linked to MIT Sloan Industry Studies Grant*

*Nominated for MIT Sloan Paper Series Best Paper Award.*

## **BOOK CHAPTERS**

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**Hughes-Morgan, M.**, Ferrier, W. & Labianca, J. (2010). Competitive Strategy and Stock Risk: Investors' Responses to Perceived Incongruity between TMT Heterogeneity and Competitive Actions. Carpenter (Ed.) *Handbook of Top Management Team Research*. Edward Elgar Publishing, Ltd.

## **CONFERENCE PROCEEDINGS**

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Kolev, K. D., Dykes, B., **Hughes-Morgan, M.**, & Ferrier, W. Fast or Slow? (2022). A Meta-Analysis on the Performance Implications of Organizational Speed. *In Proceedings of Academy of Management*, Seattle, WA.

Wangrow, D., **Hughes-Morgan, M.**, & Kolev, K. (2022). When Are Minority Executives Fired? Examining Four Factors Using Sport Coaches and Survival Analysis. *In Proceedings of Academy of Management*, Seattle, WA.

**Hughes-Morgan, M.** & Hodges, G. (2018). Changing Strategies in a Financial Crisis - An Attention-Based View. *In Proceedings of Academy of Management*, Chicago, IL.

**Hughes-Morgan, M.**, Kolev, K. & Rehbein, K. (2017). Understanding Competitive Dynamics: Does Board Diversity Matter? *In Proceedings of Academy of Management*, Atlanta, GA.

**Hughes-Morgan, M.** & McNamara, G. (2010). A Meta-Analysis of Competitive Dynamics Measures. *In Proceedings of the Annual Meeting of the Decision Sciences Institute*, San Diego, CA.

## **CONFERENCE AND OTHER PRESENTATIONS**

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Kolev, K. D., Dykes, B., Hughes-Morgan, M., & Ferrier, W. Fast or Slow? A Meta-Analysis on the Performance Implications of Organizational Speed. *Academy of Management Annual Conference*, Seattle, WA, (2022).

Wangrow, D., Hughes-Morgan, M., & Kolev, K. When Are Minority Executives Fired? Examining Four Factors Using Sport Coaches and Survival Analysis. *Academy of Management Annual Conference*, Seattle, WA, (2022).

Kolev, K. D., Dykes, B., Hughes-Morgan, M., & Ferrier, W. Fast or Slow? A Meta-Analysis on the Performance Implications of Organizational Speed. *Competitive Dynamics Annual Conference*, (2021).

Kolev, K. D., Dykes, B., Hughes-Morgan, M., & Ferrier, W. 2021. Fast or Slow? A Meta-Analysis on the Performance Implications of Organizational Speed. *Strategic Management Society Annual Conference*, (2020).

Wangrow, D., Schwartz, E. & Hughes-Morgan, M. Does the Executive Survive? A Study of Performance, Power and Race in College Basketball. *Strategic Management Society Annual Conference*, (2020).

Dykes, B., Hughes-Morgan, M., Kolev, K., & Ferrier, W. (2020). Responding to Covid-19 with Speed and Agility. *Marquette University Lightning Talk Series*, (2020).

Wangrow, D., Kolev, K., & Hughes-Morgan, M. Not All Responses Are the Same: How CEO Cognitions Impact Strategy When Performance Falls. *Strategic Management Society Conference*, Paris, France, (2018).

Changing Strategies in a Financial Crisis - An Attention-Based View with G. Hodges. *Academy of Management Annual Conference*, Chicago, IL, (2018).

Ambiguity Tolerance and Cognitive Complexity: CEO Traits Influencing Strategic Change from Below Aspiration Performance with D. Wangrow & K. Kolev. *Strategic Management Society Annual Conference*, Paris, France, (2018).

Changing Strategies in a Financial Crisis - An Attention-Based View of Competitive Dynamics with G. Hodges & W. Ferrier. *Competitive Dynamics Annual Conference*, Kingston Ontario, Canada, (2018).

Benefits of Board Diversity: The Impact of Female Board Representation on Competitive Dynamics with K. Kolev & K. Rehbein. *Strategic Management Society Annual Conference*, Houston, TX, (2017). **Best Paper Award Nominee**

Understanding Competitive Dynamics: Does Board Diversity Matter? with K. Kolev & K. Rehbein. *Academy of Management Annual Conference*, Atlanta, GA, (2017).

The Impact of Corporate Governance on Competitive Dynamics with K. Kolev & K. Rehbein. *IABS Corporate Governance Workshop*, Park City, UT, (2016).

Organizational Speed: New Insights into Competitive Advantage with B. Dykes, K. Kolev & W. Ferrier. *Strategic Management Society Annual Conference*, Denver, CO, (2015).

A Meta-Analysis of Competitive Dynamics Research with G. McNamara. *Strategic*

*Management Society Annual Conference*, Denver, CO, (2015).

A Real Options Approach to Strategic Risk. *Strategic Management Society Annual Conference*, Atlanta, GA, (2013).

Changing Strategies in a Financial Crisis - An Attention-Based View with G. Hodges & B. Herring. *Strategic Management Society Annual Conference*, Prague, (2012).

How “Short-Interest Pressure” Influences Competitive Behavior with W. Ferrier. *Strategic Management Society Annual Conference*, Miami, FL, (2011). **Best Paper Award Nominee**

A Meta-Analysis of Competitive Dynamics Measures with G. McNamara. *Annual Meeting of the Decision Sciences Institute*, San Diego, CA, (2010).

Stock Returns to Mergers and Acquisitions with K. Uhlenbruck, M. Hitt, R. Brymer & W. Ferrier. *Strategic Management Society Special Conference*, Lapland, Finland, (2010).

**Best Paper Award Finalist**

The Evaluation of Competitive Strategy by Long-Buyers and Short-Sellers with W. Ferrier.

*Strategic Management Society Annual Conference*, Washington, DC, (2009).

**Best Paper Award Nominee**

Estimating Willingness of Citizens to Pay for Recycling with G. Blomquist, D. Hardesty, B. Koford, & K. Troske. *Industry Studies Association Conference*, Chicago, IL, (2009). **Funded by MIT Sloan Industry Studies.**

Investors’ Reactions to Competitive Actions among Rivals: A Step Toward Strategic Asset Pricing Theory with W. Ferrier. *Strategic Management Society Annual Conference*, Cologne, Germany, (2008).

Sustainable Competitive Advantage: Developing an Alternative Definition with Contemporary Applications with B. Brown & F. Morgan. *Academy of Management Annual Conference*, Anaheim, CA, (2008).

Estimating the Willingness of Citizens to Pay for Recycling with G. Blomquist, D. Hardesty, B. Koford, F. Morgan & K. Troske. *Sloan Industry Studies Annual Conference*, Boston, MA, (2008). **Funded by MIT Sloan Industry Studies.**

Estimating Willingness of Citizens to Pay for Recycling with G. Blomquist, D. Hardesty, B. Koford, F. Morgan & K. Troske. *Southern Economics Association*, Washington, DC, (2008). **Funded by MIT Sloan Industry Studies.**

The Dark Side of Competitive Dynamics. An Empirical Study of Competitive Strategies

and Short Interest with W. Ferrier. *Academy of Management Annual Conference*, Philadelphia, PA, (2007).

Telecommunications Deregulation: Good Public Policy? with D. McFaddin & F. Morgan. *American Marketing Association Summer Educators' Conference*, Chicago, IL, (2006).

Competitive Strategy and Stock Risk: Investors' Responses to Perceived Incongruity Between TMT Heterogeneity and Competitive Actions with W. Ferrier & J. Labianca. *Academy of Management Annual Conference*, Atlanta, GA, (2006).

Improving Aluminum Can Recycling Rates: A Six Sigma Study in Kentucky with S. Das. *Center for a Sustainable Aluminum Industry Annual Conference*, Massachusetts Institute of Technology, Cambridge, MA (2006). **Funded by MIT Sloan Industry Studies.**

Understanding Recycling Behavior in Kentucky: Who Recycles and Why, with F. Morgan, *Center for a Sustainable Aluminum Industry Annual Conference*, Massachusetts Institute of Technology, Cambridge, MA (2006). **Funded by MIT Sloan Industry Studies.**  
**Nominated for MIT Sloan Paper Series Best Paper Award**

A Contingency Theory and Transaction Cost Analysis of Sales Force Specialization. *Midwest Academy of Management Annual Conference*, Louisville, KY, (2006).

The Social Networks of Institutional Investor Rankings. *Midwest Academy of Management Annual Conference*, Louisville, KY, (2006).

Social Capital and Value Appropriation: A Study of Technology Alliances in the Pharmaceutical Industry with E. Yao & J. Prescott. *Strategic Management Society Annual Conference*, Orlando, FL, (2005).

Strategic Lucidity or Mixed Signals? An Empirical Study of Competitive Maneuvering and Stock Return Risk with W. Ferrier. *Strategic Management Society Annual Conference*, Orlando, FL, (2005).  
**Best Paper Award Nominee**  
**Winner – Best Student Paper Award**

## **RESEARCH IN PROGRESS**

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Kolev, K. D., Dykes, B., **Hughes-Morgan**, M., & Ferrier, W. Fast or Slow? A Meta-Analysis on the Performance Implications of Organizational Speed. *Revise and resubmit – Journal of Management*

**Hughes-Morgan**, M. Hodges, G. & Ferrier, W. Changing Strategies in a Financial

Crisis - An Attention-Based View. *Analysis complete. Manuscript preparation for Strategic Management Journal*

**Hughes-Morgan, M.** & Hodges, G. An Action-Based View of the Firm. *Manuscript preparation*

Webster, J., Rehbein, K., Adams, G. & **Hughes-Morgan, M.** Examining the Impact of LGBT C-suite Representation on Business Outcomes. *Data collection*

Adya, M. & **Hughes-Morgan, M.** Strategic Implications of Information Systems Security. *Data collection*

Kolev, K., Dykes, B. & **Hughes-Morgan, M.** Organizational Speed – A Meta-Analytic Review. *Data collection*

**Hughes-Morgan, M.** A Real Options Approach to Strategic Risk.

**Hughes-Morgan, M.** & Calantone, R. The Effect of Social Networks on Competitive Dynamics.

**Hughes-Morgan, M.** & Calantone, R. Organizational Ambidexterity in the Context of Competitive Dynamics.

Brown, B., **Hughes-Morgan, M.** & Morgan, F. Sustainable Competitive Advantage: Developing an Alternative Definition with Contemporary Applications.

## GRANTS, HONORS AND AWARDS

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- Winner *Excellence in Executive Education Award* awarded by the EMBA class, 2021.
- EMBA Class of 2020 elected graduation keynote speaker.
- Winner *Miles Research Fellow* 2019.
- Winner *Excellence in Executive Education Award* awarded by the EMBA class, 2019.
- Winner *Brennan Master Teacher Award* 2018.
- Nominated for *Miles Research Award* 2017, 2019.
- *Miles Research Grant* recipient 2017, 2018.
- Nominated for overall conference *Best Paper Award*, 2017 Strategic Management Society Annual Conference, Houston, TX.
- EMBA Class of 2014 elected graduation keynote speaker.
- Selected *Professor of Excellence* by the 2012 class Michigan State Executive MBA.
- Nominated for overall conference *Best Paper Award*, 2011 Strategic Management Society Annual Conference, Miami, FL.
- *Finalist* for overall conference *Best Paper Award*, 2010 Strategic Management

- Society Special Conference, Lapland, Finland.
- Nominated for overall conference **Best Paper Award**, 2009 Strategic Management Society annual conference, Washington, D.C.
- Winner, **Booz-Allen Hamilton Fellowship** for best doctoral student paper. 2005 Strategic Management Society Annual Conference, Orlando, Florida.
- Nominated for overall conference **Best Paper Award**, 2005 Strategic Management Society Annual Conference, Orlando, Florida.
- Winner **Outstanding Teaching Assistant Award** for Gatton College, University of Kentucky, 2005-2006.
- Winner *Kentucky Opportunity Fellowship* (non-service) 2006-2007.
- Nominated for MIT Sloan paper series **Best Paper Award** 2007.
- Awarded \$15,000 research grant from the MIT Sloan Industry Foundation to study recycling behaviors. Instrumental in securing \$150,000 additional funding.
- Selected as a participant in the BPS Doctoral Consortium, *Academy of Management*, Atlanta, Georgia, 2006.
- Selected as a participant in the Doctoral Consortium, *Strategic Management Society*, Vienna, Austria, 2006.

## DISSERTATION

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### **Investors' Reactions to Competitive Actions among Rivals: A Step Toward Strategic Asset Pricing Theory**

#### *Dissertation Committee*

Walter J. Ferrier – *University of Kentucky* (Chair)

Jeffrey J. Reuer – *University Of North Carolina – Chapel Hill*

Joe Labianca - *University of Kentucky*

Ajay Mehra *University of Kentucky*

B. Emery Yao - *University of Kentucky*

## SERVICE

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University Executive Committee 2024-present

University Faculty Council 2023-2026 Chair 2024-present

Academic Senate 2024-present

Title IX Hearing Officer 2022-present

Dean Search Committee 2022-2023

Elected for *at-large* position – COBA Executive Council 2020-2023

Faculty Hearing Committee, - *Chair* 2021- 2024. Committee Member May 2020 - May 2026

Academic Senate 2021-2022

Innovation Alley Development Committee, Committee Member April 2020 – 2021

Strategic Planning Committee 2018 – 2019

College Administrative Shared Services Committee, September 2020 - May 2021



Honors Student Mentor, Faculty Mentor May 2020 - May 2021  
Building Planning Committee - Classroom Subcommittee, Committee Member April 2020 - 2022  
Graduate Committee – 2016 – present  
Master’s of Leadership Redesign Committee 2016 – 2017  
Bridge to Business for Engineers Development Committee 2016 – 2017  
Diversity Advocate 2016 – present  
Chair, Journal Ranking Revision committee - 2016  
EMBA curriculum committee –2015 – 2017  
LEAD 2000 facilitator, 2016  
Keynote Speaker – Wisconsin Association of Financial Professionals – 2014  
MBA curriculum committee – 2013-2016  
Graduation name reader – 2013, 2015, 2016, 2022  
Ad-hoc reviewer – Strategic Organization  
Ad-hoc reviewer – Journal of Business Research  
Ad-hoc reviewer – Academy of Management Perspectives  
Ad-hoc reviewer – Journal of Management Studies  
Ad-hoc reviewer – Administrative Science Quarterly  
Ad-hoc reviewer – Journal of Management Studies  
Ad-hoc reviewer – Academy of Management Journal  
Ad-hoc reviewer – Managerial and Decision Economics  
Ad-hoc reviewer - Strategic Management Journal  
2012 – MBA case competition judge – Michigan State University  
2011 – MBA case competition judge – Michigan State University  
2010 – MBA case competition judge – Michigan State University  
2009 – MBA case competition judge – Michigan State University  
2008 – MBA case competition judge – University of Kentucky  
2006 – MBA case competition judge – University of Kentucky  
2006 – Guest speaker to Investment Club – University of Kentucky  
2004 – MBA case competition judge – University of Kentucky

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## **DOCTORAL STUDENT TRAINING**

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Olga Kozlova – Dissertation Committee Member (2016-present)  
Kalin Kolev – Dissertation Committee Member (2010)

## **PROFESSIONAL EXPERIENCE**

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**Marquette University**  
Associate Professor, 2019 - present

**Marquette University**  
Assistant Professor, 2012 - 2018

**Michigan State University**  
Assistant Professor, 2008-2012

**Maximax Pharmaceutical Research, Inc.**, Farmington Hills, Michigan  
Board of Directors 2010-present

**United Bank of Switzerland**, New York City  
Director – Global Healthcare Sales

**Lehman Brothers, Inc.**, New York City  
Institutional Salesperson – Global Healthcare Sales

**Wall Street Consulting Group**, Cambridge, Massachusetts  
Analyst