

Puay Khoon (PK) Toh

McCombs School of Business, University of Texas at Austin.
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EDUCATION & QUALIFICATION

Ph.D. in Strategy

- Ross School of Business, University of Michigan at Ann Arbor

BBA (1st-class Honors, Finance)

- Business Administration, National University of Singapore

Fellowship of Trinity College, London (FTCL)

- Advanced diploma in piano performance

Licentiate of Trinity College, London (LTCL)

- Diploma in piano performance

WORK EXPERIENCE

- | | |
|-----------|---|
| 2015- | Associate Professor, Management, McCombs School of Business, University of Texas at Austin |
| 2022 | Visiting Scholar, INSEAD Singapore |
| 2007-2015 | Assistant Professor, Strategic Management and Entrepreneurship, Carlson School of Management, University of Minnesota |
| 2006-07 | Member, patent-space project team (funded by NSF Grant: IIS 0534903) |
| 2001-06 | Research assistant, Ross School of Business, University of Michigan at Ann Arbor |
| 2003 | Instructor, Ross School of Business, University of Michigan |
| 1998-2001 | FX Options Trader, JPMorgan Chase |

RESEARCH

PUBLICATIONS

Toh PK, Agarwal S. The option value in complements within platform-based ecosystems. *Forthcoming at Strategic Management Journal*.

Miller C, Toh PK. 2022. Complementary components and returns from coordination within ecosystems via standard setting. *Strategic Management Journal, Special issue on Platform and Ecosystems*. 43:627–662

Toh PK, Ahuja G. 2022. Interdependence and appropriability: a study of product and process innovations. *Strategic Management Journal*, 43(6): 1075-1109

- Earlier version won the Best Student Paper Award, Booz Allen Hamilton/Strategic Management Society PhD Fellowship 2006.

Tandon V, Toh PK. 2022. Who deviates? Technological opportunities, career concern, and inventor's distant search. *Strategic Management Journal*, 43(4):724-757.

Ganco M, Miller C, Toh PK*. 2020. From litigation to innovation: Firms' ability to litigate and technological diversification through human capital. *Strategic Management Journal*, 41:2436–2473. *Authors listed alphabetically by last names.

Toh PK, Miller C. 2017. Pawn to save a chariot, or drawbridge into the fort? Firms' disclosure during standard setting and complementary technologies within ecosystems. *Strategic Management Journal*, 38(11):2213-2236.

Toh PK. 2014. Chicken, or the egg, or both? The interrelationship between a firm's inventor specialization and scope of technologies. *Strategic Management Journal*, 35(5): 723–738.

Toh PK, Kim TK. 2013. Why put all your eggs in one basket? A competition-based view of how technological uncertainty affects a firm's technological specialization. *Organization Science*, 24:1214-1236.

Toh PK, Polidoro F. 2013. A competition-based explanation of collaborative invention within the firm. *Strategic Management Journal*, 34(10):1186-1208.

Toh PK. 2013. The paradox of collaboration in inventive activities. *Academy of Management Best Paper Proceedings, BPS Division*. Distinguished Paper Award (Best Paper), BPS Division, Academy of management 2013.

Polidoro F, Toh PK. 2011. Letting rivals come close or warding them off? The effects of substitution threat on imitation deterrence. *Academy of Management Journal*, 54(2): 369-392.

Clarkson G, Toh PK.* 2010. 'Keep out' signs: the role of deterrence in the competition for resources. *Strategic Management Journal*, 31(11):1202-1225.

*Authors' names in alphabetical order

Toh PK. 2008. The mutually-reinforcing interrelationship between organization structure and firm resource. *Academy of Management Best Paper Proceedings, TIM Division*.

Ahuja G, Toh PK. 2005. Three entries: "Innovations", "Radical Innovations", and "Disruptive Innovations" in Hitt M. A. and Ireland R. D., (Ed) 2005. *The Blackwell Encyclopedia of Management – Entrepreneurship*

DISSERTATION

Structure-Scope Matching: A Study of the Interrelationship between Organization Structure and Innovation in the Communications Industry. *Dissertation Committee: Gautam Ahuja (Chair), Jan Svejnar, Arvids Ziedonis, Gavin Clarkson*

AWARDS & FELLOWSHIPS

- | | |
|------------------------|---|
| 2022 | Research Excellence Award for Associate Professors 2021-22, McCombs School of Business |
| 2022 | Houston MBA Class of 2022 McCombs Amplifier Award for Diversity and Inclusion |
| 2018- present | Juanita Dreibelbis Fellowship in Business |
| 2021 | Finalist, Best Proposal Award for Rigor in Research, Competitive Strategy Interest Group (CSIG), Strategic Management Society (SMS) |
| 2020 | EMBA Class of 2020 McCombs Amplify Award for Diversity and Inclusion |
| 2020, 2021 | Faculty Honor Roll, EMBA, McCombs School of Business |
| 2018, 2019, 2020, 2021 | Faculty Honor Roll, Houston MBA, McCombs School of Business |
| 2018 | Distinguished Paper Award, STR Division, Academy of Management 2018. |
| 2017 | Strategic Management Journal Outstanding Reviewer Award 2017 |
| 2016 | Strategic Management Journal Outstanding Reviewer Award 2016 |
| 2014 | Carlson School of Management Annual Teaching Award 2014 |
| 2013 | Carlson School of Management Annual Faculty Research Award 2013 |

- 2013 Distinguished Paper Award (Best Paper), BPS Division, Academy of Management
- 2010-13 3M Corporation non-tenured faculty grant.
- 2008 Finalist, Best Dissertation Award, TIM Division, Academy of Management.
- 2006 Booz Allen Hamilton/Strategic Management Society PhD Fellowship for Best Student Paper Award, for the paper: "Performance Effects of Resource Interdependence: A Study of Firms' Products and Process Innovations" (with Gautam Ahuja)
- 2005-6 Best Reviewer Award, BPS Division, Academy of Management
- 2005, 2008 Best Reviewer Award, TIM Division, Academy of Management
- 2005 Ross School of Business at University of Michigan Research Award
- 2005 Charles H. Gessner Fellowship, Michigan
- 2005 Center for International Business Education (CIBE) Fellowship, Michigan
- 1998 First-class Honors in Business (Finance)
- 1998 Dean's List, Business Administration - National University of Singapore

TEACHING

- 2022 (Spring) EMBA 288T Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2022 (Spring) BA 288T Strategic Management (MBA sections II, III and IV). McCombs School of Business, University of Texas at Austin.
- 2021 (Fall) Houston MBA 388T (Cohorts I and II) Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2021 (Spring) EMBA 388T Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2021 (Spring) BA 388T Strategic Management (MBA sections II, III and IV). McCombs School of Business, University of Texas at Austin.
- 2020 (Fall) Houston MBA 388T (Cohorts I and II) Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2020 (Spring) EMBA 388T Strategic Management. McCombs School of Business, University of Texas at Austin.

- 2020 (Spring) MAN 285 Corporate Strategy and Firm Growth, McCombs School of Business, University of Texas at Austin.
- 2020 (Spring) BA 388T Strategic Management (MBA sections II and IV). McCombs School of Business, University of Texas at Austin.
- 2019 (Fall) Houston MBA 388T (Cohorts I and II) Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2019 (Fall) MSTC 391 Technology Transfer Global Economy (Portugal). McCombs School of Business, University of Texas at Austin.
- 2019 (Spring) EMBA 388T Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2019 (Spring) BA 388T Strategic Management (MBA sections II and IV). McCombs School of Business, University of Texas at Austin.
- 2018 (Fall) Houston MBA 388T (Cohorts I and II) Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2018 (Fall) MSTC 391 Technology Transfer Global Economy (Portugal). McCombs School of Business, University of Texas at Austin.
- 2018 (Spring) EMBA 388T Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2018 (Spring) BA 388T Strategic Management (MBA sections II and IV). McCombs School of Business, University of Texas at Austin.
- 2017 (Fall) Executive Training. Turku – Developing Business Competence in a Global Environment. McCombs School of Business, University of Texas at Austin.
- 2017 (Fall) MSTC 391 Technology Transfer Global Economy (Colombia). McCombs School of Business, University of Texas at Austin.
- 2017 (Spring) EMBA 388T Strategic Management. McCombs School of Business, University of Texas at Austin.
- 2017 (Spring) BA 388T Strategic Management (MBA sections II and IV). McCombs School of Business, University of Texas at Austin.
- 2016 (Fall) MSTC 391 Technology Transfer Global Economy (China). McCombs School of Business, University of Texas at Austin.

- 2016 (Spring) BA 388T Strategic Management (MBA sections II and IV). McCombs School of Business, University of Texas at Austin.
- 2014 (Fall) MBA 6300 Strategic Management (sections 90, 91, 92). Carlson School of Management, University of Minnesota.
- 2013 (Fall) MBA 6300 Strategic Management (sections 90, 91). Carlson School of Management, University of Minnesota.
- 2013 (Fall) MGMT 8401 PhD Seminar in Strategy Content. Carlson School of Management, University of Minnesota.
- 2012 (Fall) MBA 6300 Strategic Management (sections 90, 91, 92). Carlson School of Management, University of Minnesota.
- 2011 (Fall) MGMT 8401 PhD Seminar in Strategy Content. Carlson School of Management, University of Minnesota.
- 2011 (Fall) MBA 6300 Strategic Management (sections 91, 92). Carlson School of Management, University of Minnesota.
- 2011 (Spring) MBA 6300 Strategic Management (sections 90, 91, 92). Carlson School of Management, University of Minnesota.
- 2010 (Spring) MBA 6300 Strategic Management (sections 90, 91, 92, 93). Carlson School of Management, University of Minnesota.
- 2009 (Spring) MBA 6300 Strategic Management (sections 90, 91, 92). Carlson School of Management, University of Minnesota.
- 2008 (Spring) MBA 6300 Strategic Management (sections 90, 91, 92). Carlson School of Management, University of Minnesota.
- 2003(Spring) Undergraduate CSIB 310 World Economy. Ross School of Business, University of Michigan at Ann Arbor

SERVICE & PROFESSIONAL ACTIVITIES

Senior Editor:

Organization Science 2017-

Editorial Review Board:

Strategic Management Journal 2013-

Organization Science 2013-2016

Strategy Science 2014-

Strategic Organization 2014-

Ad-Hoc Reviewer:

Administrative Science Quarterly
Academy of Management Journal
Management Science
Research Policy
Strategic Entrepreneurship Journal
Industrial and Corporate Change
SMS Best Conference Paper Award 2020, 2021
SMS Best PhD Paper Award 2020, 2021
SMS Competitive Strategy Interest Group Best Proposal Award for Creativity in Research 2020
SMS Competitive Strategy Interest Group Best Proposal Award for Rigor in Research 2020
SRF Dissertation Research Program, 2019, 2020, 2021
SRF Research in Strategic Management Program, 2019, 2020, 2021
STR Best Paper Award 2019
STR Best Dissertation Award 2018, 2020, 2021
TIM Best Paper Award 2019
TIM Best Dissertation Award 2018
SMS Best Paper Award 2017, 2018
TIM Division Best Paper Award 2016
TIM Division Best Dissertation Award 2009, 2013
SRF Dissertation proposal funding 2011
INFORMS Dissertation Proposal Competition 2010
Strategic Management Society Conferences
Academy of Management Conferences, STR (BPS) division
Academy of Management Conferences, TIM division

PhD Dissertation Committees:

Eugene Pyun. McCombs School of Business, University of Texas at Austin (Chair)
Usha Ramanathan. McCombs School of Business, University of Texas at Austin (Chair)
Cameron Miller. 2017. Carlson School of Management, University of Minnesota (Chair)
Taekyu Kim. Carlson School of Management, University of Minnesota (Chair)
Jiyoon Chung. 2018. University of Illinois at Urbana Champagne (Committee member)
Youngeun Chu. Carlson School of Management, University of Minnesota (Committee member)
Nachiket Bhawe. 2011. Carlson School of Management, University of Minnesota (Committee member)

External Services and Committees:

<i>Faculty Panel 2022</i>	STR Division Symposium on ‘Theory of the Firm and Competitive Advantage in Ecosystems’
<i>Interest Group Chair 2020</i>	Strategic Management Society (SMS) Competitive Strategy IG
<i>Program Chair 2019</i>	Strategic Management Society (SMS) Competitive Strategy IG
<i>Associate Program Chair 2018</i>	Strategic Management Society (SMS) Competitive Strategy IG
<i>Founder / Organizer 2016-</i>	Consortium of Research for Strategy (CRS)

<i>Faculty Panel 2021</i>	Academy of Management (AOM), TIM Division, Junior Faculty Consortium
<i>Faculty Panel 2020-21</i>	CCC Round-Table BrownBags Seminars
<i>Faculty Panel 2020</i>	Strategic Management Society (SMS) Platform Ecosystem Symposium
<i>Faculty Panel 2020</i>	Strategic Management Society (SMS) Junior Faculty Consortium for Process Research
<i>Senior Faculty Discussant 2020</i>	Platform Ecosystem Special Issue Virtual Conference for Research Policy
<i>Faculty Panel 2020, 2021</i>	Academy of Management (AOM), STR Division, PhD Networkshop
<i>Faculty Panel 2020</i>	Academy of Management (AOM), STR Division, Junior Faculty Virtual Coffee Wish Conversations
<i>Faculty Panel 2019</i>	Academy of Management (AOM) ‘Managing Your Dissertation’ Doctoral Consortium
<i>Faculty Panel 2017, 2018</i>	Strategic Management Society (SMS) Doctoral Consortium
<i>Organizing Committee 2018</i>	Organization Science Winter Conference (OSWC)
<i>Research Committee 2017, 2018, 2019</i>	STR and TIM Divisions, Academy of Management
<i>Representative-at-large 2016, 2017</i>	Competitive Strategy Interest Group, Strategic Management Society (SMS)
<i>Organizer 2016, 2017</i>	Junior Faculty Professional Development Workshop, Competitive Strategy Interest Group, Strategic Management Society (SMS)
<i>Organizer 2015, 2016</i>	BPS Dissertation Consortium, Academy of Management (AOM), Vancouver
<i>Faculty Panel 2014</i>	BPS Doctoral Consortium, Academy of Management (AOM), Philadelphia
<i>Faculty Panel 2014</i>	Doctoral Consortium, Midwest Strategy Meeting (MSM), Madison, Wisconsin
<i>Organizer 2012, 2013</i>	PDW Junior Faculty Paper Development Workshop ‘What should I do with this paper?’ Academy of Management (AOM) Conference, Boston

Internal Services and Committees:

<i>Strategy Coordinator, 2016–</i>	Management Department, McCombs School of Business, University of Texas at Austin
<i>Chair 2016–</i>	Strategy Recruitment Search Committee. Management Department, McCombs School of Business, University of Texas at Austin
<i>Committee Member 2020–</i>	McCombs Diversity and Inclusiveness Committee, McCombs School of Business, University of Texas at Austin
<i>Committee Member 2020–</i>	McCombs Faculty Research Committee (FRC)
<i>Committee Member 2021</i>	McCombs Faculty Research Awards Committee
<i>Committee Member 2020</i>	3 rd year review for Prof. Douglas Hannah. Management Department, McCombs School of Business, University of Texas at Austin

<i>Committee Member</i> 2020	Promotion (Full Professor) review for Prof. Francisco Polidoro. Management Department, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2017-20	MBA Curriculum Committee, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2019-	Teaching Review Committee, Management Department, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2019-	Faculty Advisory Committee, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2019	Promotion and Tenure review for Prof. Ram Ranganathan. Management Department, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2019	3 rd year review for Prof. Douglas Hannah. Management Department, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2016-17	Teaching Review Committee, Management Department, McCombs School of Business, University of Texas at Austin
<i>Coordinator</i> 2016-	MBA Strategy Core Coordinator, Management Department, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2016	3 rd year review for Prof. Ram Ranganathan. Management Department, McCombs School of Business, University of Texas at Austin
<i>Committee Member</i> 2013-15	PhD Program Committee. Strategic Management and Entrepreneurship Department, Carlson School of Management, University of Minnesota
<i>Committee Member</i> 2010-12	PhD Program Committee. Strategic Management and Entrepreneurship Department, Carlson School of Management, University of Minnesota
<i>Committee Member</i> 2009	Recruitment Committee. Strategic Management and Entrepreneurship Department, Carlson School of Management, University of Minnesota

Professional Workshops:

2013-	Dartmouth Strategy Bootcamp.
2005, 2014-	CCC Doctoral Consortium, U.C. Berkeley, California
2012-16	Strategic Research Forum Conference (SRF)
2006	BPS Doctoral Consortium, Academy of Management, Atlanta
2004	TIM Doctoral Consortium, Academy of Management, New Orleans

Professional Memberships:

Consortium of Research in Strategy (CRS)
Strategic Research Forum (SRF)
Consortium on Competitiveness and Cooperation (CCC)
Academy of Management, BPS & TIM Divisions
Strategic Management Society

SCHOLARLY PRESENTATIONS

- 2022 Competition-based network effect and heterogeneity in participation within platform-based ecosystems. Presented at:
INSEAD
National University of Singapore
Singapore Management University
Nanyang Technological University
- 2021 Complementarity Capture Theory of the Firm in Ecosystems. Presented at:
Consortium of Research in Strategy (CRS) Conference, virtual.
- 2021 Risky Business: How Standardization as Coordination Tool in Ecosystems Impacts Firm-Level Uncertainty. Presented at:
Imperial College London
- 2021 Generative or exclusionary? How ecosystems evolve with coordination and standardization. Presented at:
Bocconi
University of Southern California
University of North Carolina at Chapel Hill
Ohio State University
Nanyang Technological University
Wharton Technology Conference
Academy of Management Conference
Strategic Management Conference
- 2019 The optionality in complements within platform-based ecosystems. Presented at:
London Business School
University of Tulsa
Consortium for Research in Strategy, New York 2019
- 2018 The joint roles of complementary components and coordination via standard setting on firm value within ecosystems. Presented at:
University of Connecticut
Strategic Management Journal Special Issue Conference, Minneapolis
Wharton Technology Conference
Academy of Management, Chicago
- 2018 The dark side of standards: technological standards and uncertainty. Presented at:
Strategic Management Society Conference, Paris
- 2018 Competition and Innovation. Symposium panelist at:
Academy of Management Conference, Chicago
- 2017 Complementary technologies and returns to disclosure during standard setting. Presented at:

Purdue
Temple
Strategic Management Society Annual Conference, Houston

- 2017 Value Appropriation in Ecosystems. Presented at: *Consortium of Research in Strategy (CRS) Conference, Philadelphia.*
- 2016 Firm Value of Standard Setting. Presented at:
University of California at Riverside.
- 2016 Technologies and social inequality. Presented at: *Dartmouth Strategy Bootcamp*
- 2015 Complementary Technologies: Firm's strategies for value creation and appropriation. Presented at: *Dartmouth Strategy Bootcamp*
- 2014 To disclose or not to disclose: firms' technological scope and disclosure inclinations during standard setting. Presented at:
University of Texas at Austin
University of Michigan at Ann Arbor
Wharton Technology Conference
Midwest Strategy Meeting (MSM), Madison, Wisconsin 2014
Carlson School of Management, University of Minnesota, SME Seminar Series
- 2014 Collaboration and Innovation. Presented at: *Dartmouth Strategy Bootcamp*
- 2014 The paradox of collaboration in inventive activities. Presented at:
Strategic management Society Special Conference Israel
- 2013 The paradox of collaboration in inventive activities. Presented at:
National University of Singapore, Seminar Series
Ivey School of Business, Seminar Series
University of Wisconsin at Madison, Seminar Series
London Business School, Seminar Series
Annual Academy of Management Conference, Orlando Florida 2013
Atlanta Competitive Advantage Conference (ACAC) 2013
Midwest Strategy Meeting (MSM), Urbana-Champaign, Illinois 2013
Carlson School of Management, University of Minnesota, SME Seminar Series
Carlson School of Management, University of Minnesota, Junior Faculty Brownbag Series
- 2013 Creating New Technologies. Presented at: *Dartmouth Strategy Bootcamp*
- 2012 Pushed to explore: the deterrence effect of rivals' litigations on a firm's search for distant innovations. Presented at: *Strategic Management Society Conference, Prague.*

- 2012 Why put all eggs in one basket: a competition-based view of how technological uncertainty affects a firm's technological specialization. Presented at: *Academy of Management Conference, Boston.*
- 2012 A competition-based explanation of collaborative invention within the firm. Presented at:
Strategic Research Forum, Charleston, South Carolina.
Midwest Strategy Conference, Ohio State University.
- 2011 Why put all eggs in one basket: a competition-based view of how technological uncertainty affects a firm's technological specialization. Presented at:
College of Business, University of Illinois at Urbana-Champaign, Seminar Series Midwest Strategy Conference, Purdue 2011
Carlson School of Management, University of Minnesota, SMO Departmental Seminar Series 2011
- 2010 Reversing the streams: the effect of downstream product-market competition on upstream internal R&D collaboration, *Academy of Management Conference, Montreal.*
- 2010 Chicken, or the egg, or both? The mutually-reinforcing interrelationship between resource heterogeneity and differences in R&D organization. *Midwest Strategy Conference, Kellogg.*
- 2009 All eggs in one basket: an alternative view of how uncertainty affects firms' scope of innovative activities, *Strategic Management Conference, Washington DC.*
- 2008 'Keep Out' Signs: The Role of Deterrence in the Competition for Resources. Presented at:
Strategic Management Conference, Cologne, Germany 2008
Carlson School of Management, University of Minnesota, SMO Departmental Seminar Series 2008
- 2008 When do firms explore new grounds? The differential effects of competition on collaboration, *Strategic Management Conference, Cologne, Germany.*
- 2008 The Mutually-Reinforcing Interrelationship between Organization Structure and Firm Resource, *Academy of Management Conference, TIM Division, Anaheim.*
- 2008 Lowering the Guard against Competitors: The Effects of Intergroup Rivalry on Firms' Deterrence of Intragroup Rivalry, *Academy of Management Conference, BPS Division, Anaheim*
- 2007 Letting Rivals Come Close or Warding Them Off? The Effects of Distant Competition on Firm's Propensity to Deter Local Competition, *Strategic Management Society Conference, San Diego*

- 2006 Structure-scope matching: a study of the interrelationship between organization structure and innovation. Presented at:
Carlson School of Management, University of Minnesota
Washington University at St Louis
UC Irvine
Georgetown University
HEC Paris
National University of Singapore
Singapore Management University
HongKong University of Science and Technology
- 2006 Posting ‘Keep Out’ Signs on Intellectual Properties: Strategies for Warding Off Competitors’ Search, *Academy of Management Conference, BPS Division, Atlanta*
- 2006 Performance Effects of Resource Interdependence: A Study of Firms’ Products and Process Innovations, *Strategic Management Society Conference, Vienna, Austria*
- 2005 Complementarities or Complexities? Examining the Performance Effects of Combining Capabilities, *Academy of Management Conference, TIM Division, Honolulu, Hawaii*
- 2005 The Contractibility Paradox in Markets for Knowledge. Presented at
CCC Doctoral Consortium, UC Berkeley, California
ICOS Poster Presentation, University of Michigan, Ann Arbor, Michigan