

RENE M. BAKKER

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Indiana University
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ACADEMIC POSITIONS

- 2015— Assistant Professor of Management and Entrepreneurship
Kelley School of Business, Indiana University
- 2011—2015 Postdoctoral Research Fellow in Management and Entrepreneurship
Australian Centre for Entrepreneurship Research, Queensland University of Technology
- Spring 2011 Visiting Scholar
 Eller College of Management, University of Arizona

EDUCATION

- 2011 Ph.D. in Organization Studies
Tilburg University
- 2007 M.Phil. in Organization Studies (w. Honors/ Cum Laude)
Tilburg University

RESEARCH INTERESTS

My research is situated at the cross-section of the fields of entrepreneurship and strategy. I study temporary organizations, strategic alliances, and new firm survival and growth.

PUBLICATIONS

[Total citations: 886 (Google Scholar); h-index = 12; i10-index = 14]

Journal articles

- [11] Bakker, R.M. & Josefy, M. (2018). More than just a number? The conceptualization and measurement of firm age in an era of temporary organizations. *Academy of Management Annals*, Forthcoming.
- [10] Bakker, R.M. & Shepherd, D.A. (2017). Pull the plug or take the plunge: Multiple opportunities and the speed of venturing decisions in the Australian mining industry. *Academy of Management Journal*, 60(1), 1-26.
- [9] Bakker, R.M. (2016). Stepping in and stepping out: Strategic alliance partner re-configuration and the unplanned termination of complex projects. *Strategic Management Journal*, 37(9): 1919-1941.
- [8] Bakker, R.M., DeFillippi, R., Schwab, A., & Sydow, J. (2016). Temporary organizing: Promises, processes, problems. *Organization Studies*, 37(12), 1703-1719.
- [7] Bakker, R.M., & Knoben, J. (2015). Built to last or meant to end: Intertemporal choice in strategic alliance portfolios. *Organization Science*, 26(1): 256-276.

- [6] Söderlund, J. & Bakker, R.M. (2014). Editorial: The case for good reviewing. *International Journal of Project Management*, 32(1): 1-6.
- [5] Bakker, R.M., Boros, S., Kenis, P. & Oerlemans, L.A.G. (2013). It's only temporary: Time frame and the dynamics of creative project teams. *British Journal of Management*, 24(3): 383-397.
- [4] Bakker, R.M., Raab, J. & Milward, H.B. (2012). A preliminary theory of dark network resilience. *Journal of Policy Analysis and Management*, 31(1): 33–62.
- [3] Bakker, R.M., Knoben, J., De Vries, N. & Oerlemans, L.A.G. (2011). The nature and prevalence of temporary inter-organizational projects. Evidence from a large scale field study in the Netherlands 2006-2009. *International Journal of Project Management*, 29(6): 781-794.
- [2] Bakker, R. M., Cambré, B., Korlaar, L., & Raab, J. (2011). Managing the project learning paradox: A set-theoretic approach toward knowledge transfer. *International Journal of Project Management*, 29(5): 494-503.
- [1] Bakker, R.M. (2010). Taking stock of temporary organizational forms: A systematic review and research agenda. *International Journal of Management Reviews*, 12(4): 466-486.
 - Among the 10 most impactful papers on the topic of temporary organizations, according to Marques (2018)
 - Reprinted in: Geraldi, J. & Söderlund, J. (Eds.) (2013). *Project management: Critical Perspectives on Business and Management*. Oxford: Routledge

Book chapters

- [5] Oerlemans, L.A.G., Bakker, R.M., & Kenis, P. (2015). Learning processes in temporary project alliances formed by SMEs: A typology. Forthcoming in T. K. Das (Ed.), *Research in Strategic Alliances*. Charlotte, NC: Information Age Publishing.
- [4] Janowicz, M.K., Bakker, R. M., & Kenis, P. N. (2009). Research on temporary organizations: The state of the art and distinct approaches toward “temporariness”. In P. N. Kenis, M.K. Janowicz & B. Cambré (Eds.), *Temporary organizations: Prevalence, logic and effectiveness* (pp. 56-85). Cheltenham: Edward Elgar.
- [3] Bakker, R.M., & Janowicz, M.K. (2009). Time matters: The impact of “temporariness” on the functioning of organizations. In P.N. Kenis, M.K. Janowicz, & B. Cambre (Eds.), *Temporary organizations: Prevalence, logic and effectiveness* (pp. 121-141). Cheltenham: Edward Elgar.
- [2] Bakker, R.M. Cambre, B. & Provan, K.G. (2009). The resource dilemma of temporary organizations: A dynamic perspective on temporal embeddedness and resource discretion. In P.N. Kenis, M.K. Janowicz, & B. Cambre (Eds.), *Temporary organizations: Prevalence, logic and effectiveness* (pp. 201-217). Cheltenham: Edward Elgar.
- [1] Curseu, P.L., Vermeulen, P.A.M. & Bakker, R.M. (2008). The psychology of entrepreneurial strategic decisions. In Vermeulen, P.A.M. & Curseu, P.L. (Eds.) *Entrepreneurial strategic decision-making: A cognitive perspective* (pp. 41-67). Cheltenham: Edward Elgar.

Best paper proceedings

- [2] Bakker, R.M., Shepherd, D.A., & Davidsson, P. (2014). When to pull the plug and when to take the plunge: Timing strategic decisions about new ventures. *Academy of Management Annual Meeting Best Paper Proceedings*.
- [1] Bakker, R.M. & Knoben, J. (2012). Built to last versus meant to end: Time bounds specification in strategic alliances. *Academy of Management Annual Meeting Best Paper Proceedings*.

WORK IN PROGRESS

- [8] Bakker, R.M. & Knoben, J. The Guppy and the whale: Relational pluralism and start-ups' expropriation dilemma in partnership formation. Revise and Resubmit at *Journal of Business Venturing*.
- [7] Wood, M.S. & Bakker, R.M. Back to the future: Time variant thinking in entrepreneurial opportunity pursuit. Under review at *Academy of Management Review*.
- [6] Krause, R. & Bakker, R.M., & Knoben, J. Let it go! Board chair relinquishment and firm survival in entrepreneurial ventures. Working paper targeted at *Academy of Management Journal*.
- [5] Bakker, R.M. & Aguinis, H. Time is of the essence: The conceptualization and measurement of time in management research. Working paper targeted at *Academy of Management Annals*.
- [4] Bakker, R.M. & McMullen, J.S. & Gonzalez-Mule. Better with age? A meta-analysis and life-cycle theory of the relation between age and entrepreneurship. Working paper targeted at *Journal of Business Venturing*.
- [3] Wood, M.S., McMullen, J.S. & Bakker, R.M. The role of uncertainty in the theory of the entrepreneur revisited. Working paper targeted at special issue on uncertainty at *Academy of Management Review*.
- [2] Josefy, M., Neubert, E., Bakker, R.M. & Fisher, G. The emergence of open categories: Time and timing in the emergence of mud runs. Working paper targeted at *Administrative Science Quarterly*.
- [1] Krause, R., Knoben, J. & Bakker, R.M. Executive departures and entrepreneurial start-up ventures. Data analysis stage.

AWARDS AND RECOGNITIONS

- 2016 Kelley School of Business Research Award—Assistant Professor, Indiana University.
- 2016 Innovative Teaching Award (Finalist). Kelley School of Business, Indiana University.
- 2014 Entrepreneurship Division Best Empirical Paper Award. Academy of Management Annual Meeting—"When to pull the plug and when to take the plunge: Timing strategic decisions about new ventures"
- 2013 Vice Chancellor's Performance Award. Queensland University of Technology.
- 2013 Award for Outstanding Paper on Small Enterprise Research. ACERE conference—"Alternative modes of entrepreneurial opportunity exploitation: The case of inter-organizational projects"
- 2011 Best Dissertation Award (finalist). Academy of Management, TIM Division.
- 2011 Outstanding Research Contribution of a Young Researcher. International Project Management Association (IPMA).
- 2011 Organization Studies Research Impact Award. Tilburg University—"Taking stock of temporary organizational forms: A systematic review and research agenda"
- 2010 Best Paper Award. European Academy of Management (EURAM) Doctoral Consortium—"Putting learning into context: The role of project variation in project-based learning"

EDITORIAL BOARD MEMBERSHIPS

Journal of Business Venturing (since September 2017)

Organization Studies (since January 2015)

RESEARCH GRANTS AND OTHER EXTERNAL FUNDING

- 2013 Linkage Grant, Australian Research Council—\$283,000.
To support my research into the Australian mining industry (Grant number LP130100415, 2013-2016).
- 2012 Queensland Resources Council—\$100,000.
The Queensland Resources Council is the peak industry association representing the commercial developers of Queensland's minerals and energy resources. Their generous financial support to my research highlights my aim to undertake research that matters to the real world, and ability to co-develop research projects with industry.
- 2012 Somars Research Grant—\$15,000.
QUT Business School.

MEDIA COVERAGE OF RESEARCH FINDINGS

“Exploration success depends on stability”

Story featured by *Australia's Mining Monthly*, May 25, 2015.

<http://miningmonthly.com/equipment/exploration/exploration-success-depends-on-stability-qut/?adfesuccess=0>, retrieved June 30, 2015.

“Wrong partner can be the death knell for mine projects”

Story featured by over 30 online and in-print media outlets, including *The Chronicle*, *NewsMail*, *The Daily Examiner*, *The Morning Bulletin*, *Daily Mercury*, and *CQ News*.

E.g., <http://www.dailyexaminer.com.au/news/wrong-partner-research-mining-projects/2646588/>, retrieved June 30, 2015.

“A JV's Common Enemy”

Story featured by *Australia's Mining Monthly*, July 2015 issue

“New JV partners a business risk to exploration”

Story featured by *Mining Australia*, May 22, 2015.

<http://www.miningaustralia.com.au/news/new-jv-partners-a-business-risk-to-exploration>, retrieved June 30, 2015.

“Choose your partner carefully”

Story featured by the *Morning Bulletin*, and *APN Newsdesk*, May 22, 2015.

“Money not the key: Wealthy companies not always successful”

Story featured by the *Daily Mercury*, Mackay, May 22, 2015.

“Digging deep to unearth success in mining ventures”

Story featured by *Mining.com*, May 21, 2015.

<http://www.mining.com/web/digging-deep-to-unearth-success-in-mining-ventures>, retrieved 30 June, 2015.

“Research helps small mining companies survive”

Story featured by the *Australian Broadcasting Corporation* (ABC), 22 August 2013.

SUMMARY OF TEACHING EXPERIENCE (Full information in separate teaching statement)

Strategy

- *Kelley Direct online MBA*, Indiana University Kelley School, 2016+2017: Team coaching and case judging [No student evaluation]
- *Honors i-Core Strategic Management* (Honors Undergraduate course), Indiana University Kelley School/ Hutton Honors College, 2016 [Student evaluation 6.11/7.00]
- *Strategic Management* (Undergraduate course), Indiana University Kelley School, 2015 [Student evaluation 6.14/7.00]
- *Contemporary Strategy Analysis* (Graduate course), Queensland University of Technology, 2013 [No student evaluation]

Organization Theory

- *Inter-organizational Relationships and Networks* (Graduate course), Tilburg University, 2010 + 2011 [Student evaluation 4.20/5.00]
- *Advances in Organization Studies* (Part of graduate course) Tilburg University, 2010 + 2011 [No student evaluation]
- *Master Thesis Organization Studies* (Graduate course), Tilburg University, 2009 [Student evaluation 4.00/5.00]
- *Organization Theory* (Graduate course), Tilburg University, 2009 [Student evaluation 4.10/5.00]
- *Bachelor Thesis Organization Studies* (Undergraduate course), Tilburg University, 2008 [Student evaluation 4.80/5.00]
- *Master Thesis Organization Studies* (Graduate course), Tilburg University, 2007 [Student evaluation 4.50/5.00]

Project Management

- *Toward A Theory of Temporary Organization* (MBA seminar), TiasNimbas Business School, 2010 [Student evaluation 4.20/5.00]
- *Project Management in the Construction Industry* (MBA guest seminar), TiasNimbas Business School, 2009 [No student evaluation]

Research Methods

- *Research Methodology* (Graduate course), Queensland University of Technology, 2014 [Student evaluation 4.60/5.00]
- *Organizational Research Methods to study (Dark) Networks*, (PhD elective guest seminar), University of Arizona, 2011 [No student evaluation]

TEACHING-RELATED PUBLICATIONS

Books

Fisher, G., Wisneski, J. & Bakker, R.M. 2018. *Strategy in 3D: Essential tools to diagnose, decide, and deliver*. Bloomington, IN: Indiana University.

Journal articles

Bakker, R.M., Wisneski, J., & Fisher, G., What do stakeholders want in strategy courses? Under review at *Academy of Management Learning and Education*.

Teaching cases

Bakker, R.M. 2018. *Ready now for what's next? A growth strategy for DQE Inc.* Kelley School of Business Teaching Case. Bloomington, IN: Indiana University.

Bakker, R.M. 2018. *We bought a store! An initial expansion strategy for Goods for Cooks.* Kelley School of Business Teaching Case. Bloomington, IN: Indiana University.

PHD SUPERVISION AND EXAMINATION

- External examiner, PhD thesis of Darius Gilani. University of Bath, UK (May, 2015)
- QUT Business School representative, confirmation seminar of Mr. Abdallah AL-Zoubi (April, 2013)

SERVICE ACTIVITIES

- Regular reviewer for *Academy of Management Journal*, *Organization Science*, *Strategic Management Journal*, *Journal of Business Venturing*, *Journal of Management Studies*, *Organization Studies*, *British Journal of Management*, *Entrepreneurship Theory and Practice*, *International Journal of Management Reviews*, *International Journal of Project Management* (and some others)
- Academic reviewer for the *National Science Foundation* (NSF) and *Australian Research Council* (ARC)
- Facilitator of the *Journal of Business Venturing* editorial board meeting, Indiana University, May 2017
- Guest editor for Special Issue on Temporary Organizing in *Organization Studies*, 2015.
- Coordinator of animated video research impact program (Kelley School of Business, 2016 onward)
- Coordinator of the Visiting Scholar Program (Kelley School of Business, 2015 onward)
- Chair of the Paper Development Session Program at the ACERE conference Adelaide, 2015
- Track Chair of the Theme “Rethinking Project-Based Organizing: Adopting a Temporal Lens” at the 2014 EGOS conference (July 2014)
- Elected Seat on the Faculty Research, Development and External Relations Committee (QUT Business School, 2013-2015; from 2014-2015 served as Deputy Chair)
- Member of the AOM Best Paper Awards committee for the Technology and Innovation Management (TIM) division (Aug., 2013)
- Session Chair of the paper session “Opportunity Development and Exploitation” at the 2013 Academy of Management Annual Meeting (August, 2013)
- Invited Expert Reviewer for the 2013 ACERE conference Paper Development Workshop (Feb., 2013)
- Panellist and Facilitator of the PDW “The Links between Operations Management and Entrepreneurial Decision Making, Process and Resource Management” at the 2012 Academy of Management Annual Meeting (August, 2012).
- Session Chair of the paper session “Innovation and Leadership” at the 2012 Academy of Management Annual Meeting (August, 2012).
- Organizer of the Tilburg Conference on Temporary and Project-based Organization (June, 2011).

RECENT INVITED TALKS / CONFERENCE PRESENTATIONS

- The Guppy and the whale: Relational pluralism and start-ups' expropriation dilemma in partnership formation. Paper presented at Rotterdam School of Management and VU Vrije Universiteit Amsterdam, February 2018.
- Respect your elders! A nascent research program on senior entrepreneurs. Paper presented at Imperial College London, November 2017.
- The Guppy and the whale: Relational pluralism and start-ups' expropriation dilemma in partnership formation. *2017 Academy of Management Annual Meeting*. Atlanta, GA: August 2017.
- Tapping multiple sources: Relational pluralism, start-up performance, and the moderating effects of space and time. Paper presented at Tilburg University, January 2017.
- Disposable organizations: The changing nature of the concept of firm age in times of turmoil. Paper presented at Indiana University (DRSS seminar), December 2016.
- Completing the Dissertation and Preparing for the Job Market. Entrepreneurship Division Doctoral Consortium. *2016 Academy of Management Annual Meeting*: August, 2016.
- When to pull the plug and when to take the plunge: Timing strategic decisions about new ventures. *2014 Academy of Management Annual Meeting*. Philadelphia, US: August 2014.
- Membership Changes in Strategic Alliances and the Hazard of Premature Dissolution. *2014 Academy of Management Annual Meeting*. Philadelphia, US: August 2014.
- Environmental and Behavioral Influences on the Timing of Entrepreneurial Entry and Exit. *2014 Babson BCERC Conference*. London (Ontario), Canada: June 2014.
- When to "Pull the Plug" and when to "Take the Plunge": The Timing of Strategic Actions in Business Venture Portfolios. *2014 ACERE Conference*. Sydney, Australia: February 2014.
- Inter-Organizational Project Formation as Entrepreneurial Opportunity Exploitation. *2013 Academy of Management Annual Meeting*. Orlando, US: August 2013.
- Alternative Modes of Entrepreneurial Opportunity Exploitation: The Case of Inter-Organizational Projects. *2013 ACERE Conference*. Brisbane, Australia: February 2013.
- Built to Last versus Meant to End: Time Bounds Specification in Strategic Alliances. *2012 Academy of Management Annual Meeting*. Boston, US: August 2012.
- Taking Project Management beyond the Juncture: The Case for Good Reviewing. *2012 European Group of Organisation Studies (EGOS) conference*. Helsinki, Finland: July 2012.
- Inter-Organizational Project Formation: Firm and Industry Level Contingencies. *2012 ACERE conference*. Fremantle, Australia: February, 2012.

PROFESSIONAL AFFILIATIONS

- Member of the Academy of Management, ENT and BPS Divisions (AOM)
- Member of the European Group for Organizational Studies (EGOS)
- Member of the European Academy of Management (EURAM)

PERSONAL INFORMATION

- Married to Merel van den Berg; father of Oscar (2014), Pip (2014), and Lenn (2017)
- Dutch Citizen; Permanent resident of the U.S. and Australia
- Loves running and cycling
- Former member of Dutch Paralympic race cycling team (2010-2011)
- Languages: English (fluent), Dutch (native), German (functional), French (basic)