
Curriculum Vitae

Annaleena Parhankangas

Current Position Kingland Professor of Entrepreneurship, Iowa State University
Previous Positions South Dakota State University, University of Illinois at Chicago, New Jersey Institute of Technology, Helsinki University of Technology

EDUCATION:

Ph.D. Helsinki University of Technology, Department of Industrial Engineering and Management

- Major in Strategy and International Business
- Minor in Corporate Law

Master of Science in Industrial Engineering and Management Helsinki University of Technology, Department of Industrial Engineering and Management

- Major in Strategy and International Business
- Minors in Industrial Psychology and Biotechnology

AWARDS

The Best Paper Award for the Entrepreneurship & Family Business Division at the 2023 ASAC Conference for the Paper:
Morgan, H., Parhankangas, A., & Mercado, M. Immigrant Entrepreneurs' Equity Funding Outcomes under Involuntary and Compensatory Signals.

Iowa State University, Ivy College of Business Tenure Eligible/Tenured Faculty Outstanding Achievement in Research Award 2022

Department of Management and Entrepreneurship Outstanding Achievement in Research Award (Iowa State University) 2022

The Journal of Small Business Management's Top 100 Reviewer for 2020 Award

The Department of Managerial Studies (University of Illinois) Excellence in Teaching Award 2014

The Academy of Entrepreneurial Finance Best Paper Award 2014 for the Paper:
Parhankangas, A. Do we recognize a successful entrepreneur when we see one? The role of first impressions and stereotypes in predicting the success of crowd-funding campaigns.

*The Best Paper Award at 2010 IBAM (Institute of Behavioral and Applied Management) Conference for the Paper:*Parhankangas, A., & Ehrlich, M. How Entrepreneurs Seduce Business Angels: Finding a Balance between Overstated Expectations and Understated Aspirations.

The Outstanding Reviewer Award for 2008 by the Journal of Business Venturing

The Outstanding Reviewer Award for 2006 by the Journal of Business Venturing

The 2004 Taylor & Francis Publishers Award for Excellence in Research on the Topic of Venture Capital for the paper:

Parhankangas, A., Landström, H., & Smith, D.G. 2004. Experience, Contractual Covenants and Venture Capitalists' Responses to Unmet Expectations. A paper presented at the 2004 *Babson-Kauffman Entrepreneurship Research Conference*.

The 2004 John Bessant Best Paper Award for the paper

Feller, J., Parhankangas, A., & Smeds, R. 2004. Process Learning in Alliances Developing Radical and Incremental Innovations: Evidence from the Telecommunications Industry. A paper presented at the 2004 *CINET Conference*.

The 2003 Taylor & Francis Publishers Award for Excellence in Research on the Topic of Venture Capital for the paper

Parhankangas, A., & Landström, H. 2003. Responses to Psychological Contract Violations in the Entrepreneur-Venture Capitalist Relationship: An Exploratory Study. A paper presented at the 2003 *Babson-Kauffman Entrepreneurship Research Conference*.

EXPERIENCE OF ACADEMIC LEADERSHIP, PROGRAM DEVELOPMENT AND CROSS-CAMPUS INITIATIVES

- Kingland Professor of Entrepreneurship, Iowa State University
- Milton Nies Inaugural Chair in Entrepreneurship, South Dakota State University
- Acting Director of Institute of Strategy and International Business, Helsinki University of Technology
- Head for Master and Bachelor of Science programs in Enterprise Development at NJIT
- Co-developer of Master and Bachelor degrees in International Business at NJIT
- Design and delivery of entrepreneurship and management curricula to executive MBA students with science and engineering backgrounds at NJIT and HSEE Singapore
- Design and delivery of innovation management modules for industrial PhD students at Helsinki University of Technology, mostly with science and engineering backgrounds

PUBLICATIONS

Peer reviewed journal publications

Oo, P., Sahayam, A., Chan, R.S., & Parhankangas, A. Serendipitous inventions: Are they rewarded or penalized in the crowdfunding context? *Entrepreneurship Theory & Practice*.

Shestra, P., Thewissen, J., Arslan-Ayadin, O., & Parhankangas, A. (2023). Sense of Risk: Behavioral Perspectives on Crowdfunding Risk Communication. *Strategic Entrepreneurship Journal*, 17(4): 925-970.

Mahajan, M., Chan, C. R., & Parhankangas, A. (2023). Processing preferences and crowdfunding pitch evaluations. *Journal of Business Venturing Insights*, 20, e00410.

Oo, P. P., Jiang, L., Sahayam, A., Parhankangas, A., & Chan, R. (2023). Actions in words: How entrepreneurs use diversified and changing speech acts to achieve funding success. *Journal of Business Venturing*, 38(2), 106289.

Parhankangas, A. & Colbourne, R. (2022). Crowdfunding Emancipation and Decolonization: Creating a Typology of Indigenous Crowdfunding Campaigns. *Entrepreneurship Theory & Practice*.

Barnum, D., Coupet, J., Gleason, J., McWilliams, A., & Parhankangas, A. 2021. Bias in transport efficiency estimates caused by misspecified DEA models. *Journal of Transport, Economics and Policy*, 55(4): 356-373.

Chan, C. R., Park, H. D., Huang, J. Y., & Parhankangas, A. 2020. Less is more? Evidence for a curvilinear relationship between readability and screening evaluations across pitch competition and crowdfunding contexts. *Journal of Business Venturing Insights*, 14.

Chan, C.S., Parhankangas, A., Sahayam, A., & Oo, P. 2020. "Bellwether and the herd? Unpacking the u-shaped relationship between prior funding and subsequent contributions in reward-based crowdfunding." *Journal of Business Venturing*, 35(2): 1-24.

Danielsen, A., & Parhankangas, A. 2019. Learning and Unlearning in Firms Commercialising Product Innovations: The Short Term Performance Implications of Business Model Changes. *International Journal of Entrepreneurship and Innovation Management*, 23(1): 72-95.

Parhankangas, A., & Renko, M. 2017. Linguistic style and crowdfunding success among social and commercial entrepreneurs. *Journal of Business Venturing*, 32: 215-236.

Chan, R.S., & Parhankangas, A. 2017. Crowdfunding Innovations. *Entrepreneurship Theory and Practice*, 41(2): 237-263.

Barnum, D., Coupet, J., Gleason, J., McWilliams, A., & Parhankangas, A. 2017. Impact of input substitution and output transformation on data envelopment analysis decisions. *Applied Economics*, 49(15): 1543-1556.

Renko, M., Kundu, S.K., Shrader, R., Carsrud, A., & Parhankangas, A. 2016. Advantages and Immunities of Newness: How Young Age Makes Internationalization Possible. *Group & Organization Management*, 41(6): 786-822.

George, B., Erikson, T., & Parhankangas, A. 2016. Preventing Dysfunctional Conflict: Examining the Relationship between Different Types of Managerial Conflict in VC Backed Firms. *Venture Capital: International Journal of Entrepreneurial Finance*, 18(4): 279-296.

McWilliams, A., Parhankangas, A., Coupet, J.A., Gleason, J.M., & Barnum, D.T. 2016. Strategic Decision Making for the Triple Bottom Line. *Business Strategy and Environment*, 25: 193-204.

Parhankangas, A., & Ehrlich, M. 2014. How entrepreneurs seduce business angels: An impression management approach. *Journal of Business Venturing*, 29(4): 543-564.

Parhankangas, A., Shrader, R., & McWilliams, A. 2014. Doing Well by Doing Better: Entrepreneurs and Sustainability. *Journal in Small Business Strategy*, 24(2): 1-20.

Somers, M., Passerini, K., Casal, J., & Parhankangas, A. 2014a. Management Education and the Professions. *Organization Management Journal*, 11(1): 47-56.

Somers, M., Passerini, K., Parhankangas, A., & Casal, J. 2014b. Using Mind Maps to Study How Business School Students and Faculty Organize and Apply General Business Knowledge. *International Journal of Management Education*, 12(1): 1-13.

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- Feller, J., Parhankangas, A., Smeds, R., & Jaatinen, M. 2013. How companies learn to collaborate: Emergence of improved inter-organizational processes in R&D alliances. *Organization Studies*, 34(3), 313-343.
- Parhankangas, A., & Lindholm-Dahlstrand. 2012. Spin-Offs to Stock Markets as an Alternative Form of Entrepreneurship: Contrasting the US, UK and Japanese Experiences. *Entrepreneurship and Regional Development*, 24(5-6): 307-335.
- Kujala, J., Artto, K., & Parhankangas, A. 2009. Factors influencing design and performance of the business model of a project-based firm. *Project Perspectives: The Annual Publication of International Project Management Association*, XXXI: 14-17.
- Feller, J., Parhankangas, A., & Smeds, R. 2009. Inter-Partner Relationship and the Impact of Knowledge Transfer Mechanisms on Process Learning. *International Journal of Technology Management*, 47(4): 346 – 370.
- Parhankangas, A., & Hellström, T. 2007. How Experience and Perceptions Shape Risky Behavior: Evidence from the Venture Capital Industry. *Venture Capital: International Journal of Entrepreneurial Finance*, 9(3): 165-181.
- Feller, J., Parhankangas, A., & Smeds, R. 2006. Process Learning in Alliances Developing Radical versus Incremental Innovations: Evidence from the Telecommunications Industry. *Knowledge and Process Management*, 13(3): 175-191.
- Parhankangas, A., & Landström, H. 2006. How Venture Capitalists Respond to Unmet Expectations: The Role of Social Environment. *Journal of Business Venturing*, 21(6): 773-801.
- Parhankangas, A., Landström, H., & Smith, D.G. 2005. Experience, Contractual Covenants and Venture Capitalists' Responses to Unmet Expectations. *Venture Capital: Journal of Entrepreneurial Finance* 7(4): 297-318.
- Parhankangas, A., Ing, D., Hawk, D.L., Dane, G.S., & Kosits, M. 2005. Negotiated Order and Network-Form Organizations. *Systems Research and Behavioral Science*, 22: 431-452.
- Parhankangas, A., & Landström, H. 2004. Responses to Psychological Contract Violations in the Entrepreneur-Venture Capitalist Relationship: An Exploratory Study. *Venture Capital: Journal of Entrepreneurial Finance*, 6(4): 217-242.
- Sapienza, H.J., Parhankangas, A. & Autio, E. 2004. Knowledge Relatedness, Learning and Growth of Young Industrial Spin-Off Firms. *Journal of Business Venturing*, 19(6): 809-829.
- Parhankangas, A and Arenius, P. 2003. From a Corporate Venture to an Independent Company: A Base for a Typology for Corporate Spin-Off Firms. *Research Policy* 32(3): 463-481.
- Autio, E., & Parhankangas, A. 1998. Employment Generation Potential of New, Technology-Based Firms During A Recessionary Period: The Case of Finland. *Small Business Economics*, 11(2): 113-123.

Books and book chapters

Parhankangas, A., & Darics, E. (2022). Language and communication in entrepreneurship research. In Darics, E. *Language Awareness in Business and the Profession*, Cambridge University Press.

Landstrom, H., Parhankangas, A., & Mason, C. 2019. *Handbook of Research in Crowdfunding*. Edward Elgar Publishing.

Landstrom, H., Parhankangas, A., Fayolle, A., & Riot, P (eds). 2016. *Challenging Entrepreneurship Research*. Routledge.

Landstrom, H., Parhankangas, A., Fayolle, A., & Riot, P. 2016. Institutionalization of entrepreneurship as a scholarly field: Consequences and challenges. In Landstrom, H. Fayolle, A., Riot, P., & Parhankangas, A. (eds). *Challenging Entrepreneurship Research*. Routledge.

Parhankangas, A. 2012. The Economic Impact of Venture Capital. In Landstrom, H., & Mason, C.M. *Handbook of Research on Venture Capital: A Globalizing Industry (Volume 2)*. Edward Elgar Publishing, Inc, Northampton, MA: 124-158.

Parhankangas, A. 2007. An Overview of the Research on Early Stage Venture Capital: Current Status and Directions for Future Research. *Handbook of Venture Capital Research*. Kluwer Publishing.

Parhankangas, A., & Hawk, D.L. 2007. From the Exploration of New Possibilities to the Exploitation of Recently Developed Competencies. Evidence from Five Ventures Developing New-to-the-World Technologies. *Handbook of Research on Technoentrepreneurship*. Edward Edgar Publishing.

Parhankangas, A & Autio, E. 1998. Structured Approach to Designing Technology Strategy in SMEs: Good Practice Description of the TEKES MINT Methodology. In Martinsuo, M & Järvenpää, E. (Eds). *Development and challenges of small and medium-sized enterprises*. Pp. 13-26.

Publications in Peer-Reviewed Conference Proceedings

Chan, R.S. , & Parhankangas, A. 2017. Beauty in the eye of the beholder: How processing preference influences opportunity evaluation. *Frontiers of Entrepreneurship Research*.

Parhankangas, A., & Renko, M. 2015. Language of Business Versus Language of Kindness: A Comparison of Crowdfunding Campaigns of For Profit and Social Entrepreneurs. *Frontiers of Entrepreneurship Research 2015*.

George, B., Erikson, T., & Parhankangas, A. 2013. Preventing Dysfunctional Conflict: Examining the Relationship between Different Types of Managerial Conflict in VC Backed Firms. *Frontiers of Entrepreneurship Research 2013*, 321-336.

Parhankangas, A., & Ehrlich, M. 2012. If you don't have anything nice to say, don't say anything at all: How blasting the competition affects your chances of raising business angel funding. *Frontiers of Entrepreneurship Research 2012*: 1-15.

Parhankangas, A., Landström, H., & Smith, D.G. 2004. Experience, Contractual Covenants and Venture Capitalists' Responses to Unmet Expectations. *Frontiers of Entrepreneurship Research 2004*: 695-709.

Parhankangas, A., & Landström, H. 2003. Responses to Psychological Contract Violations in the Entrepreneur-Venture Capitalist Relationship: An Exploratory Study. *Frontiers of Entrepreneurship Research 2003*: 90-105.

Other reports and publications

Parhankangas, A., & Torres, A. 2019. A plan for Native American Entrepreneurship Curriculum at South Dakota State University. A project report.

Hewlett, R., Parhankangas, A., Pearson, H., & Russell, K. 2006. External Review: School of Management New Jersey Institute of Technology.

Sjölander, S., Parhankangas, A., Erikson, T., Saemundsson, Hellström, T., Magnusson, M., Björkdal, J., Berglund, H., Sanz-Velasco, S. 2006. Nordic Seed and Venture Capital Markets for Innovation. A project report to Nordic Innovation Centre.

Sjölander, S., Parhankangas, A., Hellström, T., Sæmundsson, R.J., Magnusson, M., Sans-Velasco, S., Johansson, M. 2005. *Entrepreneurial learning & academic spin offs*: A project report to Nordic Innovation Centre.

Parhankangas, A., Holmlund, P., & Kuusisto, T. 2003. Managing Non-Core Technologies: Experiences from Finnish, Swedish and US Corporations. *TEKES (National Technology Agency of Finland) Technology Review Reports 149/2003*.

Parhankangas, A. 1999. Disintegration of Technological Competencies: An Empirical Study of Divestments through Spin-Off Arrangements. *Acta Polytechnica Scandinavica, Mathematics, Computing and Management in Engineering Series No 99*.

Parhankangas, A. 1997. Disintegration of Technological Competences- A Comparison of Competence-Based and Contractual Perspectives. Working Paper 1997/1. Helsinki University of Technology. Institute of Strategy and International Business.

Parhankangas, A., & Kauranen, I. 1997. Spin-offs from Established Corporations- A Systematic Classification of Spin - Off Firms and A Study of Their Contribution to Industry Growth. Working Paper 1997/2. Helsinki University of Technology, Institute of Strategy and International Business.

Conference Symposia and Seminar Presentations

Oo, P., Jiang, L., Parhankangas, A., Sahayam, A., & Chan, R. (2024). Dark Shadow of Identity Disclosure in Crowdfunding After Racially Salient Events. A paper presentation at the 2024 Academy of Management Annual Meeting, August 9-13, Chicago, IL.

Parhankangas, A. & Colbourne, R. (2024). Empowering Change: Innovations and Insights in Social and Emancipatory Entrepreneurship Research. A symposium at the 2024 Academy of Management Annual Meeting, August 9-13, Chicago, IL.

Ju, H., Parhankangas, A., & Renko, M. (2024). How entrepreneurs and investors exert social influence on crowdfunding platforms: Prestige, dominance and funding success. A paper presented at the 2024 BCERC conference, June 5-8, 2024, Munich, Germany.

Morgan, H., Parhankangas, A., & Mercado, M. (2023). Immigrant Entrepreneurs' Equity Funding Outcomes Under Involuntary and Compensatory Signals. A paper presented at the 2023 *Academy of Management Annual Meeting*, August 4-8, Boston, MA.

Chan, R.S., Parhankangas, A., & Oo, P. (2023). Bending Light? Cognitive Style Influence in Pitch Evaluations/Performance Predictions of Crowdfunding. A paper presented at the 2023 *Academy of Management Annual Meeting*, August 4-8, Boston, MA.

Parhankangas, A. (2023). Crowdfunding as a Tool of Empowerment and Emancipation: The Case of Indigenous Crowdfunding Campaigns. An invited presentation at *The Impact of Women Scholars on the Entrepreneurial Landscape Webinar organized by International Council for Small Business and sponsored by Seton Hall University*, March 8, 2023.

Schwab, A., Parhankangas, A., & Gang, H (2022). Impact of Age and Gender on Entrepreneurial Self-Efficacy and Entrepreneurial Fear of Failure. A paper presented at the 2022 *Academy of Management Annual Meeting*, August 5-9, Seattle, WA.

Oo, P. P., Jiang, L., Sahaym, A., Parhankangas, A., & Chan, R. (2022). Actions in words: How entrepreneurs use diversified and changing speech acts to achieve funding success. A paper presented at the 2022 *Academy of Management Annual Meeting*, August 5-9, Seattle, WA.

Parhankangas, A., & Colbourne, R. 2020. Raising Money for Emancipation and Decolonization: The Role of Commercial, Cultural, Community and Activist Crowdfunding Campaigns. A presentation at Sustainability, Ethics and Entrepreneurship (SEE) Conference, February 27-March 1, 2020, the 2020 Academy of Management Annual Meeting, August 7-11, 2020 and the Management and Social Justice Conversation Series on the topic of "Inclusion, Decolonization and Investment", the New School, November 18, 2020.

Morgan, H., Parhankangas, A., & Mercado, M. 2020. How Immigrant Entrepreneurs Pitch to Equity Investors: A Comparison of Communication Strategies Used by Immigrant and Native-Born Entrepreneurs. A presentation at Sustainability, Ethics and Entrepreneurship (SEE) Conference, February 27-March 1, 2020.

Parhankangas, A., Renko, M., & McWilliams, A. 2020. (Dis)similarity attracts? Who is backing women and social entrepreneurs on reward-based crowdfunding platforms? A presentation at Sustainability, Ethics and Entrepreneurship (SEE) Conference, February 27-March 1, 2020.

Parhankangas, A., Renko, M., & McWilliams, A. He Says, She Says: 2019. The Impact of Gender-Specific Linguistic Style on Crowdfunding Outcomes. 2019. A paper presented at the 2019 Academy of Management Annual Meeting, August 9-13, 2019.

Chan, C. S. R., Jiang, L., & Parhankangas, A. 2019. Human Capital, Innovativeness, and Crowdfunding Outcomes: The Moderating Effect of Project Category. A paper presented at the 2019 Academy of Management Annual Meeting, August 9-13, 2019.

Chan, R. S., & Parhankangas, A. 2018. Processing Preferences, Pitch Characteristics and New Venture Evaluations. A paper presented at the 2018 Academy of Management Annual Meeting, August 10-14, 2018.

Parhankangas, A. 2018. Linguistic style and crowdfunding success among social and commercial entrepreneurs: An example of a language study in the field of entrepreneurship. A presentation at the ABC Regional 2018 Conference, Alcala Henares, July 11-13, 2018.

Parhankangas, A., Renko, M., & McWilliams, A. 2018. He says, she says: The implications of gender-specific linguistic style on crowdfunding success. A paper presented at the 2018 Babson College Entrepreneurship Research Conference, June 6-9, 2018.

Chan, R.S., Parhankangas, A., Huang, J., & Oo, P. 2018. Vocal Pitch and Crowdfunding Success. A paper presented at the 2018 Babson College Entrepreneurship Research Conference, June 6-9, 2018.

Chan, R.S., & Parhankangas, A. 2017. Crowdfunding Innovations. A paper presented at the 2017 Babson College Entrepreneurship Research Conference, June 7-10, 2017, Norman, OK.

Chan, R.S., & Parhankangas, A. 2017. Beauty in the eye of the beholder: How processing preference influences opportunity evaluation. A paper presented at the . A paper presented at the 2017 Babson College Entrepreneurship Research Conference, June 7-10, 2017, Norman, OK.

Chan, R.S., & Parhankangas, A. 2016. Crowdfunding Innovations. A paper presented at the 2016 Academy of Management Conference, August 5-9, 2016, Anaheim, California.

Chan, R.S., & Parhankangas, A. 2016. Beauty in the eye of the beholder: How processing preference influences opportunity evaluation. A paper presented at the 2016 Academy of Management Conference, August 5-9, 2016, Anaheim, California.

Jaatinen, M., & Parhankangas, A. 2016. Objects of Collaboration as Alliance Tools: Their Role in Co-Orientation and Inter-Firm Innovation. A paper presented at the 2016 Academy of Management Conference, August 5-9, 2016, Anaheim, California.

Ehrlich, M., & Parhankangas, A. 2016. Does High-Tech Business Incubation/Acceleration Work? A Cluster Development Approach. A paper presented at the 2016 Babson College Entrepreneurship Research Conference, June 8-11, 2016,

Parhankangas, A., & Renko, M. 2015. Language of Business versus Language of Kindness: A Comparison of Crowdfunding Campaigns of For-Profit and Social Entrepreneurs. A paper presented at the *2015 Global Research Symposium on Marketing and Entrepreneurship*, Chicago, IL, August 12-14, 2015.

Renko, M., Kundu, S.K., Shrader, R., Carsrud, A., & Parhankangas, A. 2015. Advantages and Immunities of Newness: How Young Age Makes Internationalization Possible. A paper presented at the *Eastern Academy of Management International Meeting*. Lima, Peru, June 21-25, 2015.

Parhankangas, A., & Renko, M. 2015. Language of Business versus Language of Kindness: A Comparison of Crowdfunding Campaigns of For-Profit and Social Entrepreneurs. A paper presented at the *2015 Babson Entrepreneurship Research Conference*. Babson Park, MA, June 10-13, 2015.

Parhankangas, A. 2014. Do we recognize a successful entrepreneur when we see one? The role of first impressions and stereotypes in predicting the success of crowd-funding campaigns. A paper presented at *Academy of Entrepreneurial Finance- AEF 2014 Annual Meeting*. Los Angeles, CA, September, 16-19, 2014.

McWilliams, A., Parhankangas, A., Coupet, J.A., Gleason, J.M., & Barnum, D.T. 2014. Managing the Triple Bottom Line: Using DEA to Address Social Responsibility. A paper presented at the 2014 *Academy of Management Conference*. Philadelphia, PA, August 1-5, 2014.

Barnum, D.T., Gleason, J.M., Parhankangas, A., & Coupet, J.A. 2013. DEA for Estimating Efficiency When Inputs (Outputs) Are Not Substitutes. A paper presented at the 26th *European Conference on Operational Research*, MMXIIIROME. Rome, Italy, July 1-4, 2013.

George, B., Erikson, T., & Parhankangas, A. 2013. Preventing Dysfunctional Conflict: Examining the Relationship between Different Types of Managerial Conflict in VC Backed Firms. A paper presented at the *Babson College Entrepreneurship Research Conference*. Écully, France, June 5-8, 2013.

Parhankangas, A., Passerini, K., Somers, M.J., & Casal, J. 2013. Using Mind Maps to Gain a New Perspective on Student Learning in Business Schools. A paper presented at the 2013 *Northeast Decision Sciences Institute Conference*. Hofstra University, New York, NY, April 5 – April 7, 2013.

Somers, M., Passerini, K., Parhankangas, A., and Casal, J. 2012. Teaching Inter-Functional Integration through Concept Mapping: Opportunities from Concept Mapping. A paper presented at 10th *Annual SIG Cognitive Research Workshop*. Orlando, FL, December 16-19, 2012.

Somers, M., Passerini, K., Parhankangas, A., and Casal, J. 2012. Using Mind Maps to Study the Influence of the Business School Model on Student Learning. A paper presented at the 2012 *Academy of Management Meeting*. Boston, MA, August 3-7, 2012.

Parhankangas, A., & Ehrlich, M. 2012. If you don't have anything nice to say, don't say anything at all: How blasting the competition affects your chances of raising business angel funding. A paper presented at *EGOS 28th EGOS Colloquium*. Helsinki, Finland, July 5–7, 2012.

Parhankangas, A., & Ehrlich, M. 2012. If you don't have anything nice to say, don't say anything at all: How blasting the competition affects your chances of raising business angel funding. A paper presented at the *Babson College Entrepreneurship Research Conference*. Fort Worth, TX, June 6-9, 2012.

Passerini, K., Somers, M., Casal, J., & Parhankangas, A. 2011. A New Approach to an Old Problem: Using Cognitive Mapping to Foster Inter-Functional Integration in Core Management Courses. A paper presented at *Northeast Decision Sciences Institute 2011 Annual Conference*, Montreal, Canada, April 14-16, 2011.

Parhankangas, A., & Ehrlich, M. 2010. How Entrepreneurs Seduce Business Angels: Finding a Balance between Overstated Expectations and Understated Aspirations. A paper presented at *IBAM conference*, San Diego, CA, October 7-9, 2010.

Ruuska, I., Aaltonen, K., Artto, K., Parhankangas, A., & Turkulainen, V. 2010. Disintegration. A paper presented at the *First Project Business Workshop*. Bengtskar Lighthouse, Finland, June 30 – July 1, 2010.

Kuusela, P., & Parhankangas, A. 2010. Knowledge Codifiability – A Double-Edged Sword? The Performance Implications of Knowledge Characteristics, Employee Inflows and Employee Outflows in Young Knowledge-Based Firms. A paper presented at the 2010 *Babson College Entrepreneurship Research Conference*, Lausanne, Switzerland, June 9-12, 2010.

Hawk, G. & Parhankangas, A. 2010. Escaping from the humanly defined cave. A discourse on how to overcome the human limitations and improve health care. A presentation at the *AcademyHealth Annual Research Conference*. Boston, MA, June 27-29, 2010.

Parhankangas, A., & Ehrlich, M. 2009. How Entrepreneurs Seduce Business Angels: Finding a Balance between Overstated Expectations and Understated Aspirations. A paper prepared for the 2009 *Babson Entrepreneurship Conference*, Wellesley, MA, June 3-6, 2009.

Forbes, D., Zhao, H., Parhankangas, A., & Dimov, D. 2009. Taking stock of some emerging research on entrepreneurial behavior and the human body. A paper presented at 2009 *Carey-Darden Entrepreneurship Retreat*, Baltimore, MA, April 30-May 3 2009.

Danielsen, A., & Parhankangas, A. 2007. When Learning Can Hurt Your Performance: Market Learning Through Expansion, Modification and Contraction in Technology-Based Ventures. A paper presented at the *Babson-Kauffman Entrepreneurship Research Conference*, Madrid, Spain, June 2007 and *SMU Edge Conference*, Singapore, July, 2008.

Parhankangas, A., & Lindholm-Dahlstrand, Å. 2006. Spin-Offs to Stock Markets as an Alternative Form of Entrepreneurship: An Institutional Approach. A paper presented at the *Academy of Management Conference*, Atlanta, August 2006 and *McGill & Cornell Institutions and Entrepreneurship Conference*, Montreal, June 2008.

Parhankangas, A., & Hellström, T. 2006. Attitudes towards Risk, Risk Perceptions, Risk Behavior and Post Investment Risk Reduction Strategies: Evidence from the Venture Capital Industry. A paper presented at the *Babson-Kauffman Entrepreneurship Research Conference*. Indianapolis, IN, June, 8-10, 2006.

Feller, J., Parhankangas, A., & Smeds, R. 2005. Inter-Partner Relationship and the Impact of Knowledge Transfer Mechanisms on Process Learning. A paper presented at the 2005 *Academy of Management Conference*, Honolulu, Hawaii, August 5-10, 2005.

Lawton Smith, H., Parhankangas, A., & Lindholm-Dahlstrand, Å. 2005. Corporate spin-offs and economic development: The UK Case. A paper presented at the *EconChange Workshop*, Brussels and Leuven, Belgium, October 24-25, 2005.

Parhankangas, A., & Lindholm-Dahlstrand, Å. 2005. Spin-Offs to Stock Markets as an Alternative Form of Entrepreneurship: Contrasting the US, UK and Japanese Experiences. A paper presented at the *EconChange Workshop*, Brussels and Leuven, Belgium, October 24-25, 2005.

Feller, J., Parhankangas, A., & Smeds, R. 2004. How companies learn to collaborate: Emergence of improved inter-organizational processes in R&D alliances. A paper presented at the *2004 Strategic Management Society Conference*. San Juan, Puerto Rico, October 31-November 3, 2004.

Parhankangas, A., Ing, D., Hawk, D.L., Dane, G.S., & Kosits, M. 2004. Negotiated Order in the Organizations in the Network Form. A paper presented at the *2004 ICSTM Conference*. Philadelphia, PA, May 19 - 21, 2004.

Parhankangas, A., Landström, H., & Smith, D.G. 2004. Experience, Contractual Covenants and Venture Capitalists' Responses to Unmet Expectations. A paper presented at the *2004 Babson-Kauffman Entrepreneurship Research Conference*. Glasgow, UK, 3-5 June, 2004.

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- Parhankangas, A., & Landström, H. 2003. Responses to Psychological Contract Violations in the Entrepreneur-Venture Capitalist Relationship: An Exploratory Study. A paper presented at the 2003 *Babson-Kauffman Entrepreneurship Research Conference*, Babson Park, MA, 4-7, June, 2003
- Parhankangas, A., & Landström, H. 2003. Venture Capitalists and Psychological Contract Violations: An Institutional Approach. A paper presented at the 2003 *Academy of Management Conference*, Seattle, WA, 1-6, August 2003.
- Parhankangas, A., & Hawk, D. 2003. Mutual development of technologies and governance: Reliance on Systemic Coincidence, Natural Luck or Strategic Planning? A paper presented at the *2003 Meeting of the International Society for the Systems Sciences*, Crete, Greece, July 7-11, 2003.
- Parhankangas, A., Gopalakrishnan, S., & Hasan, I. 2003. The performance of the spin-off unit revisited: How long do spin-off units take to stand on their feet? A paper presented at the *SMS miniconference* in Buenos Aires, March 2003.
- Parhankangas, A. & Hawk, D. 2003. From the exploration of new possibilities to the exploitation of old certainties: Evidence from five ventures developing new-to-the world technologies. A paper presented at a *Symposium on the Intersection of Entrepreneurship, Networks and Innovation*, Troy, NY, 2-3 October 2003.
- Hawk, D., & Parhankangas, A. 2001. Systems Cracks are Where the Light Gets In: Models and Measures of Service in the Benefit of Context. A paper presented at the *45th Meeting of the International Society for the Systems Sciences*. Pacific Grove, CA July 7-11, 2001.
- Hawk, D., & Parhankangas, A. 2001. The ABCs of 21st Century International Services Management. A paper presented at the *IT&FA Conference*. Washington DC, May 26-29, 2001,.
- Hawk D., & Parhankangas A., Ikonen T. 2001. Changelessness, and Other Impediments to Systems Performance and Management. A Paper presented at the *5th World Multiconference on Systemics, Cybernetics and Informatics (SCI 2001)* and the *7th International Conference on Information Systems Analysis and Synthesis (ISAS 2001)*, Orlando, FL, July 22-25, 2001.
- Parhankangas, A. 2001. From a Corporate Venture to an Independent Company: A base for a typology for corporate spin-off firms. A paper submitted to the *2001 IEEE International Conference on Engineering Management*, Albany, NY, October 7-9, 2001.
- Parhankangas A., & Hawk D. 2000. From a Corporate Venture to an Independent Company: Implications of Parent Firm Spin-off Firm Relationship for the Competence Development in Spin-Off Units. A paper presented at *European International Business Academy 26th Annual Conference*, Maastricht, the Netherlands December 10-12, 200.
- Arenius, P. & Parhankangas, A. 2000. Influence of Past Growth, Social Aspiration and Social Capital on Entrepreneurial Growth Aspiration.” A paper presented at the 2000 *Babson-Kauffman Entrepreneurship Research Conference*, Babson Park, Massachusetts, June 8-10, 2000.
- Smith, D.G., & Parhankangas, A. 2000. Conflict Management in the Entrepreneur-Venture Capitalist Relationship: An International Comparative Study. A paper presented at the 2000 *Babson-Kauffman Entrepreneurship Research Conference*, Babson Park, Massachusetts June 8-10, 2000.

Parhankangas, A. 1997. The Impact of Boundary Choice on Competence Building Activities- A Comparative Study of Technology-based Internal Ventures and Technology-Related Spin-off Firms.” A paper presented at 7th *European Doctoral Summer School in Technology Management. Leuven, August 17-30, 1997.*

Autio, E. & Parhankangas, A. 1996. Employment Generation Potential of New, Technology-Based Firms During A Recessionary Period: The Case of Finland. *High Technology Small Firm Conference, Enschede, The Netherlands, 5-6 September 1996.*

TEACHING EXPERIENCE

I have gained my teaching skills through years of experience in teaching. I have taught Bachelor’s level, Master’s level, and Ph.D. level students in several business subjects, including entrepreneurship, innovation management, strategy, international business, and general management. I have experience in teaching in US, Finnish and Swedish universities. Besides Iowa State University, I have taught courses at South Dakota State University, University of Illinois at Chicago, New Jersey Institute of Technology, Helsinki University of Technology, Rensselaer Polytechnic Institute, and at Chalmers University of Technology. In addition to teaching traditional lecture-based courses, I have been involved in supervising students in their undergraduate, graduate and doctoral research projects.

I strongly believe that entrepreneurship education should be improved by “bringing the context back to classroom through requiring students to practice their skills in real-life projects. I also feel that educators should more often embrace issues such as intra-personal and relational skills, ethics, critical thinking, holistic problem solving and experiential learning in their course offerings. An example of a course promoting a more experiential approach to learning is MGMT 681 Project-Based Enterprise Development at New Jersey Institute of Technology, where students work on renewal projects proposed by growing firms in the New York Metropolitan area. I have also been involved in organizing foreign study tours for executive MBA students. Below you will find a list of courses I have taught during my career.

Courses Taught

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|------------------------------------|---|
| Iowa State University | <ul style="list-style-type: none">• Entrepreneurship and Innovation• Feasibility Analysis and Business Planning• Special Topics in Entrepreneurship Research (PhD seminar)• How to Successfully Manage an R&R process (PhD seminar)• International Entrepreneurship (both undergraduate & graduate) |
| South Dakota State University | <ul style="list-style-type: none">• Entrepreneurial Study Capstone• Business and Financial Decisions in Global Economy• Innovation and Entrepreneurship |
| University of Illinois at Chicago | <ul style="list-style-type: none">• New Venture Formation• Entrepreneurial Consulting• International Entrepreneurship• PhD Seminar in Entrepreneurship (co-taught with other faculty members) |
| New Jersey Institute of Technology | <ul style="list-style-type: none">• New Venture Management• Principles of Management• International Business |

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- Project-Based Enterprise Development
 - International Business
 - Global Competitiveness
- Aalto University
- PhD Seminar in Entrepreneurial Finance and Venture Capital Decision Making
- HSEE Singapore
- Executive MBA Course on Innovation Implementation
- Chalmers University of Technology
- Strategic Company Development
 - Project in Industry and Market Analysis
- Rensselaer Polytechnic Institute
- International Business
 - Starting up a New Venture
 - Practicum in Technical Entrepreneurship
- Helsinki University of Technology
- Strategic Management of Technology and Innovation
 - Strategic Management in the Telecommunication Industry
 - Seminar Course in Strategy and International Business
 - Special Study in Business Strategy and International Business
 - Strategy and Technology Management Module, Executive School of Industrial Management, Helsinki University of Technology

Committee Memberships on Doctoral Dissertation Boards

- Kaushik Gala (committee member)
- Huiqing Ju, Iowa State University (Chair)
- Mauricio Mercado, Iowa State University (Chair) (2023)
- Puck Hegeman, Norwegian University of Science and Technology (2022)
- Christina Polychroni, Stevens Institute of Technology (2022)
- Aakash Sapru, Iowa State University (2023)
- Carlos Valladeres (2023)
- Prabal Shrestha, KU Leuven (2021)
- Marianne Arntzen, Nord University (2018)
- Harri Paananen, Aalto University (2015)
- Jason Coupet, University of Illinois at Chicago (2014)
- Ossi Ollinaho, Helsinki University of Technology (2012)
- Diego Chantrain, Turku School of Economics, (2012)
- Veroniek Collewaert, University of Ghent (2009)
- Stefan Sans-Velasco, Chalmers University of Technology (2007)
- Martin Wallin, Chalmers University of Technology (2007)
- Terje Berg Utby, Norwegian University of Science and Technology (2006)

Master's theses supervised

- Heidi Kettunen
- Management System for Strategic Initiatives
- Chen Ying
- China's Institutional Environment for the Finnish Companies
- Olli Sirkiä
- Price Setting as a Competitive Advantage in Betting Industry
- Teemu Laitinen
- Managing Technology Transfer from Nordic Nanotechnology Research Centers
- Arto Viitanen
- Consumer Acceptance of Media Rich Mobile Marketing Communication

Mikko Laine	• Key Success Factors for Virtual Communities
Eeva-Kaisa Schmidt	• Developing a Performance Measurement System for Nokia Corporation
Pekka Rantasaari	• Developing a Process Scenario Approach to Business Cases
Anton Danielsen	• From Invention to Sustainable Competitive Advantage: Analyzing the Evolution of Finnish innovations
Pasi Kuusela	• Division of Labor in Innovative Activities: Comparison of Large Firms and Their Spin-Off Companies as Incubators of Novel Technologies
Olli Aura	• Managing the Front End Product Development Processes
Lauri Sommerberg	• Developing a Performance Measurement System for a Large Project-Based Corporation
Yalin Sevgör	• Professionalization of the Management of Football Leagues in Eastern Europe
Per Skallefel and Christian Persson	• Risk Management in the Venture Capital Context
David Johansson and Björn Coster	• Expansion of SKF to the Korean Market
Thomas Fall, Rasmus Myrgren and Joakim Lindholm	• SMIT Ltd's Growth in the Shanghai market
Martin Exner and Andreas Eriksson	• Visualising and Improving Fläkt Woods Market Position on the British and German Air Handling Unit Market
Niclas Brogren and Claes Wilhelmsson	• Application of SKF Oil Injection Method in the Steel Industry
Ossi Iivari Ollinaho	• Innovation Management at UPM-Kymmene
Jan Feller	• Inter-Partner Process Learning in R&D Alliances
Turkka Kuusisto	• Managing Non-Core Technologies in Large Corporations

EXTERNAL SERVICE

Associate Editor

- Journal of Small Business Management (2021-)

Memberships in Editorial Boards

- Academy of Management Perspectives (2016-)
- Journal of Business Venturing (2009-)
- Venture Capital: International Journal of Entrepreneurial Finance (2007-)
- International Journal of Technoentrepreneurship (2007-2023)
- Babson Entrepreneurship Research Conference (Fall 2014 – Summer 2017)
- Administrative Sciences (Summer 2020-)

Ad Hoc Reviewer for

- Journal of Management
- Strategic Management Journal

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- Management Science
 - MIS Quarterly
 - Journal of Management Studies
 - Research Policy
 - Journal of Management Studies
 - Journal of Neuroscience, Psychology and Economics
 - Journal of Small Business Management
 - International Small Business Journal
 - Small Business Economics
 - Technovation
 - Technological Forecasting and Social Change
 - Review of Industrial Organization
 - International Small Business Journal
 - Journal of Strategy and Management
 - Canadian Journal of Administrative Sciences
 - IEEE Transactions on Engineering Management
 - International Journal of Technology Management
 - European Journal of International Management
 - African Journal of Business Management
 - Academy of Management Conference
 - Academy of International Business Conference
 - Austrian Science Fund
 - Swiss National Science Foundation

Mentor for the European Council for Small Business and Entrepreneurship (ECSB) Mentoring Programme Spring 2022 and 2023

CONSULTING AND BUSINESS EXPERIENCE

- Consulting projects with over 100 start-ups and larger corporations related to their business planning, market development and market analysis, performance measurement and technology commercialization
- Membership of the board of directors in Malibu Telecom Ltd (2000-2002)
- Market research for a new Helsinki University of Technology-based biotechnology company

LANGUAGES

Fluent in Finnish and English. Some French (passed the DALF-examination), Swedish and German.