

# R. SCOTT LIVENGOOD, Ph.D.



Assistant Teaching Professor  
University of Colorado, Leeds School of Business  
Strategy, Entrepreneurship, and Operations Division  
Website: <https://www.colorado.edu/business/leeds-directory/faculty/scott-livengood>  
Email: livengood@colorado.edu

## Academic Appointments:

---

Assistant Teaching Professor University of Colorado <i>2022-Present</i>	Boulder, CO
Clinical Assistant Professor of Strategy and Entrepreneurship Arizona State University <i>2018-2022</i>	Tempe, AZ
Assistant Director of Kelleher Center for Entrepreneurship, Growth, and Renewal/Lecturer of Strategy and Entrepreneurship University of Texas at Austin <i>2017</i>	Austin, TX
Assistant Professor of Strategy and Entrepreneurship The Ohio State University, Fisher College of Business <i>2013-2017</i>	Columbus, OH
Assistant Professor of Strategy and Entrepreneurship University of Florida, Warrington College of Business Administration <i>2010-2013</i>	Gainesville, FL

## Education

---

<b>University of Maryland, R.H. Smith School of Business</b> <i>Ph.D. in Strategic Management, 2010</i>	College Park, MD
<b>Brigham Young University</b> <b>Marriott School of Management</b> <i>Masters of Business Administration, April 2004</i>	Provo, UT

Emphasis: Finance, Strategy, Global Management  
Bachelor of Science, December 1997  
Major: Accounting, Minor: Japanese

## Teaching Interests

---

Strategic Management/Competition  
Entrepreneurship/New Venture Management  
International Strategy  
Conflict Management/Negotiations

## Academic Experience

---

### University of Colorado

Boulder, CO

#### **Instructor**

*BUSM4010 (Business Plan Development, ongoing sections of undergraduate students, average rating = 4.50/5). Course designed and delivered using synchronous online and traditional in-person methods.*

*BCOR1015 (World of Business, ongoing sections of undergraduate students, average rating = 4.83/5). Course designed and delivered using traditional in-person methods.*

*BASE2104 (Business Applied Semester Experience, six-credit course of ongoing sections of undergraduate students, average rating = 4.65/5). Course designed and delivered using a combination of asynchronous online and traditional in-person methods.*

*MGMT4200 (Competitive Strategy, ongoing sections of undergraduate students, average rating = 4.48/5.) Course designed and delivered using traditional in-person methods.*

*BCOR2304 (Strategic and Entrepreneurial Thinking, ongoing sections of undergraduate students, average rating = 4.63.) Course designed and delivered using synchronous online methods.*

*MBAC6050 (Core Strategy, ongoing sections of full-time MBA students, average rating = 3.85/5). Course designed and delivered using traditional in-person methods.*

*MBAX6451 (International Business Strategy, ongoing sections of hybrid MBA students, average rating = 4.58/5). Course designed and delivered using predominantly asynchronous online methods, meeting one a month in person).*

*MBAC6052 (MBA Capstone course, ongoing sections of executive and hybrid MBA students). Course designed and delivered using predominantly asynchronous online methods.*

### Arizona State University

Tempe, AZ

#### **Instructor**

*WPC480 (Strategic Management, ongoing sections of undergraduate students, average rating 6.5/7). Course designed and delivered using traditional, hybrid, and online methods.*

*ENT305 (Entrepreneurship, ongoing sections of undergraduate students, rating 6.6/7). Also invited to teach as part of ASU's partnership with Draper University in San Mateo, California.*

*ENT440 (Entrepreneurship, one section of undergraduate students, rating 6.4/7).*

*MGT540 (Entrepreneurship, ongoing sections of MBA students, average rating 6.9/7). Taught as part of Pro-flex and Full-time MBA programs.*

*WPC591 (Global Immersion to Japan, average rating 6.4/7). Facilitated business visits, cultural excursions, and academic components of Study Abroad for full-time MBA students in October, 2019 and virtually in April, 2021.*

*EdPlus (Entrepreneurship). Invited to create five-course sequence of online instructional content for Uber and other Continuing Professional Education participants.*

*Education for Humanity. Invited to create four-course sequence of online instructional content for displaced refugees in developing countries (currently, Rwanda, Uganda, Lebanon, Iraq, and Jordan).*

**Sichuan University**

Chengdu, China

**Instructor**

*Selected as part of University Immersion Program, teaching “Exploring the Entrepreneurial Mindset,” July 2018 and “Strategic Management,” July 2019.*

**University of Texas at Austin**

Austin, TX

**Instructor**

*MAN327 (Innovation & Entrepreneurship, undergraduate students, average rating 4.65/5) and STC384 (Commercialization Strategy, weekend working professionals graduate program). Courses designed with original curriculum created, two sections of each.*

**Assistant Director**

*Kelleher Center for Entrepreneurship, Growth, and Renewal. Assisted with inaugural Advisory Council to address various stakeholders’ needs and perspectives, led Longhorn Entrepreneurship Application Program to implement real-world consulting opportunities for MBA students and local startups, and coordinated research and teaching curriculum for various entrepreneurial initiatives.*

**The Ohio State University**

Columbus, OH

**Instructor**

*BUS-MHR2500 (Foundations of Entrepreneurship), Course designed with original curriculum created, 11 sections taught from Spring 2014-2017, average rating 4.56/5, range from 4.2-4.8*

**University of Florida**

Gainesville, FL

**Instructor**

*ENT6116 (Business Plan Formation), Course designed with original curriculum created, Six sections (MSE) taught from Spring 2011-Spring 2013, average rating 4.61/5.0, range from 4.24 to 4.91.*

*ENT4934 (New Venture Planning), Six sections (undergraduate) taught from Spring 2011-Spring 2013, average rating 4.51/5.0, range from 4.33-4.67.*

*MAN6447 (Art & Science of Negotiations), Spring 2013*

**University of Maryland**

College Park, MD

**Instructor**

*BMGT 495 (Business Policies/Strategic Management), Seven sections taught from Spring 2007-Spring 2010, average rating 4.63/5.0, range from 4.51-4.87*

**Research Assistant**

- Ken G. Smith, 2005-2009
- David Waguespack, 2005-2007, 2009-2010
- Rhonda Reger, 2008-2009

**Brigham Young University**

Provo, UT

**Research Assistant**

- W. Gerald Sanders, 2003-2004

**Teaching Assistant**

- *Introduction to Finance*, Fall 2003 (MBA core, Dr. Grant McQueen)
- *Financial Accounting*, Fall 2003 (MBA core, Dr. James Stice)

**MBA Association Vice-President**

- *Leader of Academic Affairs*, 2003-2004

## Academic Awards and Honors

---

### General Awards

- Sun Award for supporting student successes, 2022
- Invited panelist for Group of Nations G7-G20 Virtual Summit on November 17<sup>th</sup>, 2021 for “Reducing Global Poverty with EZones” with Dr. Dale Caldwell and Hunter Hastings
- SMS Junior Faculty Workshop, Entrepreneurship Division, Invited Participant and Kauffman Scholarship Award Recipient, 2012
- AOM Junior Faculty Workshop, Invited Participant, 2011
- Israel Strategy Conference, Invited Participant, December, 2009 & 2010
- SMS Competitive Strategy Group Junior Faculty Workshop, Invited Participant, 2010
- AOM PDW on Quality Research, Invited Participant, 2010
- Academy of Management OMT/MOC Doctoral Consortium, Invited Participant, 2009
- West Coast Research Symposium Doctoral Workshop at Stanford University, Invited Participant, 2008
- Academy of Management Entrepreneurship Doctoral Consortium, Invited Participant, 2008
- Strategic Management Society Doctoral Consortium, Invited Participant, 2007

### Research Awards

- Kauffman Firm Survey Data Enclave sponsored researcher, 2012
- CIBER Research Grant on entrepreneurial activity in Kenya, \$12,000, 2011
- NORC Data Enclave Entrepreneurship Database Scholarship recipient, 2011
- Summer Research Grant, Warrington College of Business Administration, \$35,000, 2012
- Summer Research Grant, Warrington College of Business Administration, \$35,000, 2011
- Summer Research Grant, Warrington College of Business Administration, \$25,000, 2010
- Nash Outstanding Doctoral Student Award 2009 (awarded annually to the top Ph.D. student across all disciplines in the Smith School of Business)
- Management & Organization Department Research Grant, \$2,000, Summer 2009
- Dingman Center for Entrepreneurship Research Award Finalist for “Best PhD Student Lead Author Working Paper,” 2009, with D. Major, D. Waguespack, and A. Gupta
- Dingman Center for Entrepreneurship Research Award Finalist for “Best PhD Student Research Proposal,” 2008, solo author
- Dingman Center for Entrepreneurship Research Award Finalist for “Best PhD Student Lead Author Working Paper,” 2008, with D. Major, D. Waguespack, and A. Gupta
- Dean Howard Frank Fellowship Recipient, 2006-2009

### Teaching Awards

- Dean’s List for Teaching Impact Recipient, 2020, 2022
- Krowe Award for Teaching Excellence (top teaching award given to faculty in the Robert H. Smith School of Business), 2008-2009
- University of Maryland’s Center for Teaching Excellence Distinguished Teaching Assistant Award, 2007-2008 & 2008-2009
- Robert H. Smith Business School Top 15% Teaching Award Recipient for Teaching Excellence, 2006-2007, 2007-2008, & 2008-2009

### Service Awards

- Best Reviewer, Entrepreneurship Division, Academy of Management Annual Meeting, 2016

- Career and Professional Socialization Seminar Series, Management & Organization Department, Student Leader Fellowship, 2007-2009

## Service

---

### *Alzheimer's Association Community Educator*

- Approved presenter for education and awareness of topics and resources related to caregivers and those diagnosed with Alzheimer's and other dementia

### *CU*

- Invited panelist for session on Work/Life Balance in Academia
- Elected as Interest Group Leader for Teaching Community, Strategic Management Society, 2024-2026, currently serving as Associate Program Chair
- Elected as Representative at Large for Teaching Community, Strategic Management Society, 2022-2023
- Selected as a member of the Teaching and Learning Conference Committee, 2022-2027, currently serving as Program Co-chair.
- Founding Advisory Board member of Entrepreneur Zones with Dr. Dale G. Caldwell and Hunter Hastings

### *ASU*

- Invited judge for Entrepreneurship Challenge (W. P. Carey School of Business Family Weekend), 2020
- Elected as Representative at Large for Teaching Community, Strategic Management Society, 2018-2022
- MBA Entrepreneurship Curriculum Lead, 2018-present
- Honors Thesis Advisor, 2018-present
- Academic advisor to Hindsight Club, 2019-present
- Academic advisor to Entrepreneurship Club, 2018-present
- Academic advisor to Golf Club, 2018-present

### *OSU*

- Selected to Undergraduate Program and Policy Committee, 2015-2017
- Member of Search and Hiring Committees, Chase Chair of Strategic Management, Discovery Theme in Sustainability and Strategy, and Innovation and Entrepreneurship, 2014-2016
- Buck-I-SERV Faculty Advisor for alternative breaks, 2015
- Global Applied Projects Faculty Advisor for Ethiopia and Tanzania, 2014-15
- Selected as co-chair of MHR Speaker Series, 2013-2017
- Faculty representative for LDSBPA for Fisher MBA students, 2013-2017

### *UF*

- Elected to UF Faculty Senate, Management Department Representative, 2012-2014
- MA-International Business Supervisory Committee Chair, 2011-13
- Invited panelist/expert for "Content Analysis" Professional Development Workshop at Academy of Management Annual Meeting, 2011 & 2012
- Chair for Academy of Management Annual Meeting session, 2010 & 2011
- Reviewer for Academy of Management Annual Meeting, 2008-2013 (Entrepreneurship Division)

### *UMD*

- Student Liaison for Smith Business School Academic Integrity Council, 2008-2009
- Invited panel discussant for Ph.D. Teaching Workshop, 2008 & 2009
- Tax advisor to graduate students, sponsored by the UMD Graduate School, 2006-2009

- Co-organized and co-delivered 10 sessions of Career and Professional Socialization Seminar Series to 20+ M&O Ph.D. students
- Co-organized Maryland Shore Research Conference, Management and Organization Department, Ocean City, MD, 2007

## Publications

---

Livengood, R. S. & Reger, R. K. (2010). That's our turf! Identity domains and competitive dynamics. *Academy of Management Review*. (253 Google citations, 41 Web of Science citations)

## Research Interests

---

Entrepreneurship  
 Strategic Management  
 Competition  
 Cognition/Organization Theory

## Research in Progress

---

Livengood, R.S. New product novelty, sensemaking, and market discourse in the U.S. wireless telephone industry. Targeted journal: *Strategic Management Journal*.

Livengood, R.S. Defending home turf: Examining identity domain theory and competitive activity. Targeted journal: *Organization Science*.

Livengood, R.S. & Stromeier, W. S-curves ahead: Examining market sensemaking using latent growth curve modeling. Targeted journal: *Management Science*.

Livengood, R.S. & Barratt-Ingram, C. Crowd(fund)ing at the gates? Toward a gatekeeper theory of dual value creation in entrepreneurial finance. Targeted journal: *Organization Science*.

Livengood, R.S. Is microfinance too micro? A strategic management approach to examining microfinance institution performance. Targeted journal: *Academy of Management Review*.

Livengood, R.S., Clark, K., & DiGregorio, D. Knowledge flows between top managers: The role of relational and structural networks. Targeted journal: *Organization Science*.

Livengood, R.S. & Stromeier, W. Examining the direct and mediating effects of market discourse on performance. Targeted journal: *Strategic Management Journal*.

Livengood, R.S., Who moved my movement? Conflict in the evolution of movement-driven markets. Targeted journal: *Academy of Management Review*.

Livengood, R.S. Thanks, but no thanks: Examining entrepreneurial optimism, external funding, and joint venture partnerships. Targeted journal: *Academy of Management Journal*.

## Presentations

---

Leitzinger, J. and Livengood, R.S., Who moved my movement? Conflict in the evolution of movement-driven markets. Presented at the *Strategic Management Society* Annual Meeting, Berlin, Germany, September 2016.

Livengood, R.S. & Barratt-Ingram, C. Crowd(fund)ing at the gates? Toward a gatekeeper theory of dual value creation in entrepreneurial finance. Presented at the *Academy of Management* Annual Meeting, Anaheim, CA, August 2016, *Strategic Management Society* Annual Meeting, Berlin, Germany, September 2016, and Sustainability, Ethics and Entrepreneurship Conference, Denver, CO, May 2015.

Livengood, R.S. & Stromeier, W. S-curves ahead: Examining market sensemaking using latent growth curve modeling. Presented at the *Academy of Management* Annual Meeting, Anaheim, CA, August 2016 and the *Strategic Management Society* Annual Meeting, Denver, CO, October 2015.

Livengood, R.S. Defending home turf: Examining identity domain theory and competitive activity. Presented at the *Strategic Management Society* Annual Meeting, Denver, CO, October 2015.

Livengood, R.S. & Foulk, T. Defending home turf: Examining identity domain theory and competitive dynamics in the US airline industry. Presented at the European Academy of Management Annual Meeting, Valencia, Spain, June 2014 and the Strategic Management Society Special Conference on Microfoundations of Strategic Management, Copenhagen, Denmark, June 2014.

Livengood, R.S. Thanks, but no thanks: Examining entrepreneurial optimism, external funding, and joint venture partnerships. Presented at the Sustainability, Ethics, and Entrepreneurship Conference, Denver, CO, May 2014 and the Strategic Management Society Special Conference on Microfoundations of Strategic Management, Copenhagen, Denmark, June 2014.

Livengood, R.S. Is microfinance too micro? A strategic management perspective on examining microfinance institution performance. Presented at the Entrepreneurship Exemplars Conference, Keystone, CO, March 2014, Strategic Management Society Special Conference on Strategic Management in the Asian Century, Sydney, Australia, December 2014, and the *Academy of Management* Annual Meeting, Orlando, August 2013.

Livengood, R.S. Thanks, but no thanks: Examining entrepreneurial optimism, external funding, and joint venture partnerships. Presented at the *Academy of Management* Managerial & Organizational Cognition Conference, Ireland, September 2012 and the *Strategic Management Society* Annual Meeting, Entrepreneurship Division, Prague, October 2012

Livengood, R. S., Smith, K. G., Grimm, C., & Guo. W. New product novelty and market discourse in the US cell phone industry. Presented at the *Academy of Management* Annual Meeting, BPS Division, San Antonio, August 2011

Livengood, R. S., Smith, K. G., Grimm, C., & Guo. W. Examining the direct and mediating effects of market discourse on performance. Presented at the *Strategic Management Society* Annual Meeting, Entrepreneurship Division, Miami, November 2011

Livengood, R. S., Smith, K. G., Grimm, C., & Guo, W. Digging at discourse: Examining the effects of novelty, reputation, and competitive intensity on market discourse. Presented at the *Strategic Management Society* Annual Meeting, Entrepreneurship Division, Rome, September 2010.

Livengood, R. S., Major, D., Waguespack, D., & Gupta, A. K. Who moved my venture? The impact of “accidental” diversification and globalization on the behavior of venture capital firms. Presented at the *Strategic Management Society* Annual Meeting, Entrepreneurship Division, Rome, September 2010.

Lorinkova, Natalia & Livengood, R. S. Examining the effect of managerial ties on firm performance: A meta-analysis. Presented at the *Academy of Management* Annual Meeting, BPS Division, Montreal, August 2010.

Livengood, R. S. An Austrian economics view of the market process: The impact of entrepreneurial actions on market discourse. Presented at the *Strategic Management Society* Annual Meeting, Entrepreneurship Division, Washington, D.C., October 2009.

Livengood, R. S. The impact of entrepreneurial actions on market discourse and the market process. Presented at the *Academy of Management* Annual Meeting, Entrepreneurship Division, Chicago, August 2009.

Livengood, R. S. & Reger, R. K. That’s our turf! Identity domains and competitive dynamics. Presented at the *Mid-Atlantic Strategy Colloquium*, December 2008.

Livengood, R. S. Can we talk? Entrepreneurial action and market discourse. Presented at the *Academy of Management* Annual Meeting, Entrepreneurship Division, Anaheim, August 2008.

Major, D., Livengood, R. S., Waguespack, D., & Gupta, A. K. Vicarious learning in the globalization of venture capital. Presented at the *West Coast Research Symposium*, Eugene, Oregon, September 2010 and the *Academy of Management Annual Meeting*, International Management Division, Anaheim, August 2008.

Livengood, R. S. Entrepreneurship versus institutions: Market discourse and the market process. Presented at the *Strategic Management Society* Annual Meeting, Entrepreneurship Division, Cologne, Germany, October 2008.

Livengood, R. S. Entrepreneurial networks: Mentor-protégé effects on new venture performance. Presented at *Strategic Management Society* Annual Meeting, Entrepreneurship Division, San Diego, October 2007.

Livengood, R. S., Smith, K. G., DiGregorio, D., & Clark, K. Knowledge flows in top management teams: A structural and relational networks approach. Presented at *Academy of Management* Annual Meeting, BPS Division, Philadelphia, August 2007.

Livengood, R. S. & Reger, R. K. That’s our turf! Identity domains and competitive dynamics. Presented at *Academy of Management* Annual Meeting, Managerial Cognition Division, Philadelphia, August 2007.

Livengood, R. S. The impact of leadership on organizational learning. Presented at *Gallup Leadership Institute Summit*, Washington, D.C., October, 2006.



Livengood, R. S. The decision to globalize R&D by multi-national corporations: A research synthesis. Presented at *Academy of Management Annual Meeting*, International Management Division, Atlanta, August 2006.

Livengood, R. S. The paradox of experience: When can what we know hurt us? Accepted for presentation at *Hawaii International Business Conference*, Honolulu, May 2006.

## Professional Experience

---

### **Livengroovy Labs, LLC**

Denver, CO

#### ***Founder and CEO, 2016-present***

Author and publisher of [The Startup of Seinfeld: A Multimedia Approach to Learning Entrepreneurship](#) in September, 2020

Manage several real estate investments

Advise multiple entrepreneurial firms

Create educational and entrepreneurial content

Explore new entrepreneurial opportunities

### **Honeywell International, Inc.**

Morristown, NJ

#### ***Senior Financial Analyst/Senior Corporate Auditor, 2004-2005***

Supervised and completed various Corporate Audit engagements on a multinational, multi-industry basis for the Automation Control Systems, Aerospace, Specialty Materials, and Transportation Systems strategic business units totaling \$26B

### **Honeywell International, Inc.**

Phoenix, AZ

#### ***Global Projects Division, Finance Department Intern, April-August, 2003***

Completed various Global Finance Projects by implementing Six Sigma DMAIC Process

Improvement Principles and by overcoming international financial and managerial issues, including foreign exchange translation, cultural differences, time-zone constraints, and language barriers

### **KPMG, LLP**

Honolulu, HI

#### ***Senior Associate, Assurance, 1998-2002***

Supervised and instructed audit teams for efficient and effective completion of audit objectives

Provided assurance and consulting services to various entities in the public service, financial service, and manufacturing, retailing, and distribution sector

## Additional Information

---

### **Professional Activities**

- Certified Public Accountant (license currently inactive)
- Memberships:
  - Academy of Management (BPS and ENT divisions)
  - Strategic Management Society
  - American Institute of Certified Public Accountants

### **Skills**

- Languages: Fluent in Japanese (read, write, speak; strong cultural understanding), some Spanish language ability

- Working knowledge of SPSS, STATA, and Microsoft Office programs

#### **Interests/Hobbies**

- Sports (playing and watching), music, movies, travel (50 states visited, 76 countries visited and counting!)
- Completed Ironman Triathlon (2.4 mile swim, 112 mile bike, 26.2 mile run) in Boulder, CO in 2018
- Current USGA Handicap Index: 14.7
- Eagle Scout/Order of the Arrow

## **References**

---

Available upon request.