

Mohammad Keyhani, Ph.D.

Associate Professor
Entrepreneurship and Innovation
Strategy and Global Management

Haskayne School of Business, University of Calgary (Office SH 436)
Scurfield Hall, 2500 University Dr NW, Calgary, AB T2N 1N4, Canada

Work: 1-403-220-3908, Cell: 1-647-829-3820

Keyhanimo.com, twitter: [@Keyhanimo](https://twitter.com/Keyhanimo)

email: mohammad.keyhani@haskayne.ucalgary.ca

Highlights:

- David Rockefeller Fellow at the [Trilateral Commission](#), a semi-annual gathering of highly influential leaders in the political, business, and academic spheres
- Recognized as a 2017 Peak Scholar in Entrepreneurship, Innovation, and Knowledge Engagement at the University of Calgary for making the [Entrepreneur Tools](#) list, among the high ranking products (1300+ upvotes) on [ProductHunt](#). New project: [Crowdfunding Tools](#).
- Awarded a total of nearly \$300,000 in internal and external grants and funding in first five years of academic career
- Published in, and served as reviewer in world leading peer-reviewed academic journals
- Presented at world's top management conferences, and has won multiple best paper and best reviewer awards
- Collected and compiled one of the world's largest research datasets of crowdfunding projects
- Teaches courses to undergraduates, MBAs, executives, and PhDs on entrepreneurship, technology and innovation management, strategic management, crowdfunding, and entrepreneurship technology
- Supervises and collaborates with PhD students regularly
- Provides consulting to entrepreneurs and startups regularly

Main Research Interests

Entrepreneurship and Innovation: Entrepreneurship Technology, Digital Entrepreneurship, Crowdfunding, Entrepreneurial Strategy, Platforms and Market-Hierarchy Hybrids, Performance Trade-offs of Start-ups, International Entrepreneurship.

Other Areas: Strategic Management, Decision Making, Subjectivist and Austrian Economics, Applications of Formal Modeling and Computer Simulation in Business Research, Strategy and Innovation in Tech and in the Energy Sector.

Education

2008 – 2014: **Ph.D. in Strategic Management**

Schulich School of Business, York University

Dissertation Title: Entrepreneurial Action and Entrepreneurial Rents

2006 – 2008: **M. Sc. in Entrepreneurship**

Faculty of Management, University of Tehran (Concentration: Entrepreneurship Policy)

Thesis Title: Measuring Dimensions of the Attention of Entrepreneurs to Innovation

2001 – 2006: **B. Sc. in Applied Mathematics**

Faculty of Science, University of Tehran

Project Title: The Science of Decision Making

Professional Experience

July 2018 – Present

Haskayne School of Business, University of Calgary

Associate Professor

Entrepreneurship and Innovation, Strategy and Global Management

July 2017 – Present

Iranian Canadian Congress

Policy Advisor

June 2016 – Present

Prospect Renewables Inc.

Strategic Advisor

July 2013 – July 2018

Haskayne School of Business, University of Calgary

Assistant Professor

Entrepreneurship and Innovation, Strategy and Global Management

January 2010 – December 2013

Schulich School of Business, York University

Teaching assistant and part-time instructor

June 2007 – September 2008

Faculty of Entrepreneurship, University of Tehran

Development of an e-learning course on decision making in entrepreneurship

January 2007 – September 2008

Independent Management Consultant

Consulting in the areas of Business Planning, Knowledge Management, Document and Content Management for various clients in Iran including start-ups as well as large organizations.

July 2004 – January 2007

Parseh Management Consulting & Systemware

Involved in two major projects on knowledge management, engineering knowledge codification, systems engineering and new product development systems, extensive variety of research, etc.

June 2000 – September 2000

Vesal Takvin Computer Services

Graphic design with Adobe Photoshop, word processing, data analysis and visualization.

Publications

Peer-Reviewed Journal Publications

Keyhani M., Mohaghegh Neyshabouri, S., Hosseini Amereii, A. (forthcoming). Crowdfunding Canadian Theatre: An Exploratory Analysis of Kickstarter Data with US Comparison. ***Global Media Journal: Canadian Edition***.

Fariborzi, H., & Keyhani, M. (2018) Internationalize to Live: A study of the post-internationalization survival of new ventures. ***Small Business Economics***, 50(3), 607-624.

Keyhani, M., & Lévesque, M. (2016). The equilibrating and disequilibrating effects of entrepreneurship: Revisiting the central premises. ***Strategic Entrepreneurship Journal***, 10(1), 65-88.

Madhok, A., Keyhani, M., Bossink, B. (2015). Understanding alliance evolution and termination: Adjustment costs and the economics of resource value. ***Strategic Organization***, 13(2), 91-116.

Keyhani, M., Lévesque, M., & Madhok, A. (2015). Towards a theory of entrepreneurial rents: A simulation of the market process. ***Strategic Management Journal***, 36(1), 76-96.

Madhok, A., & Keyhani, M. (2012). Acquisitions as entrepreneurship: asymmetries, opportunities, and the internationalization of multinationals from emerging economies. ***Global Strategy Journal***, 2(1), 26-40.

Peer-Reviewed Book Chapters

Keyhani, M. (2016). Computer simulation studies of the entrepreneurial market process. In E. Berger & A. Kuckertz (Eds.), *Complexity in Entrepreneurship, Innovation and Technology Research: Applications of Emergent and Neglected Methods* (pp. 117-137): Springer.

Madhok, A., Keyhani, M., Bossink, B., & Vlaar, P. (2016). Resource transformation through alliances: The resource-based and relational rents dilemma and implications for the evolution of firm boundaries. In T.K. Das (Ed.), *Governance Issues in Strategic Alliances* (pp. 131-150): Information Age Publishing.

Mellewigt, T., Madhok, A., Weller, I., Keyhani, M., & König, F. (2016). Disentangling the effect of uncertainty types on alliance governance choice. In T.K. Das (Ed.), *Governance Issues in Strategic Alliances* (pp. 1-33): Information Age Publishing.

Peer-Reviewed Conference Proceedings

Keyhani, M., Deutsch, Y., Madhok, A., & Lévesque, M. (2016). Built to last, profit or flip? The outcomes of exploration-exploitation for start-ups. **Best Paper Proceedings of the 2016 annual meeting of the Academy of Management** (August 5-9, Anaheim, California).

Keyhani, M., Deutsch, Y., Madhok, A., & Lévesque, M. (2014). Exploration-exploitation strategies and exit outcomes of new ventures. ***Frontiers of Entrepreneurship Research***. Proceedings of the Babson College Entrepreneurship Research Conference (BCERC) London, Ontario, Canada. June 4-7.

Keyhani, M., & Lévesque, M. (2011). The role of entrepreneurship in the market process: A simulation study. **Best Paper Proceedings of the 2011 annual meeting of the Academy of Management** (August 12-16, San Antonio, Texas).

Keyhani, M. (2009). A symmetrical subjectivist view of value creation in strategy. **Proceedings of the Annual conference of the Administrative Sciences Association of Canada (ASAC)**, June 6-9, Niagara Falls. (Winner of the best student paper award in the strategy division).

Peer-Reviewed Conference Presentations

Keyhani, M., & Jonsson, J. M. (2018). Understanding the Landscape of Digital Entrepreneurship Technology. Paper accepted for presentation at the 22nd Annual Interdisciplinary Conference on Entrepreneurship, Innovation and SMEs (G-Forum), October 10th – 12th, 2018, University of Hohenheim / Stuttgart Media University, Germany.

Soleimani, L., & Keyhani, M. (2017). New Venture Teams and Acquisition: Team Composition Matters. Paper presented at the 2017 annual meeting of the Academy of Management, August 4-8, 2017, Atlanta, Georgia, USA.

Soleimani, L., & Keyhani, M. (2017). Are team ventures more likely to be acquired? Paper presented at the 2017 Babson College Entrepreneurship Research Conference (BCERC), June 7-10, Norman, Oklahoma, USA.

Soleimani, L., & Keyhani, M. (2017). Are team ventures more likely to be acquired? Paper presented at the 2017 annual conference of the Administrative Sciences Association of Canada (ASAC), May 29-31, Montreal, Quebec, Canada.

Fariborzi, H., Petricevic, O., & Keyhani, M. (2017). The Role of Slack Resources in Internationalization of Young Firms. Paper presented at the Academy of International Business (AIB) annual conference, July 1-5, Dubai, UAE.

Fariborzi, H., & Keyhani, M. (2016). Internationalize to Live: A study on post-internationalization survival of new ventures. Paper presented at the 2016 annual meeting of the Academy of Management (August 5-9, Anaheim, California, USA).

Keyhani, M., & Lévesque, M. (2016). Returns to bargaining ability in the market process. Paper presented at the 2016 annual meeting of the Academy of Management, August 5-9, Anaheim, California, USA.

Fariborzi, H., & Keyhani, M. (2015). Internationalize to Live: A study on post-internationalization survival of new ventures. Paper presented at the Kauffman Firm Survey (KFS) Research Conference (December 11-12, Durham, NC, USA)

Keyhani, M. (2015). An entrepreneurial approach to strategy. Paper presented at the 2015 annual meeting of the Academy of Management (August 7-11, Vancouver, BC, Canada).

Keyhani, M. (2015). Computational modeling of entrepreneurship and the methodology of Austrian economics. Paper presented at the 2015 annual meeting of the Academy of Management (August 7-11, Vancouver, BC, Canada).

Keyhani, M. (2014). Equity division among networks of founders. Paper presented at the Strategic Management Society Annual Conference (September 20-23, 2014, Madrid, Spain).

Keyhani, M., & Weinhardt, J. (2014). Equity division in new venture formation: missed opportunities and unfair arrangements. Paper presented at the Strategic Management Society Special Conference on Micro-Foundations for Strategic Management Research (June 13-15, Copenhagen, Denmark).

Madhok, A., Keyhani, M., Bossink, B., & Vlaar, P. (2012). Earning resource-based and relational rents: Managing the trade-off and implications for the evolution of firm boundaries. Presented at the 2012 annual conference of the Strategic Management Society (October 7-9, Prague, Czech Republic).

Keyhani, M., Lévesque, M., & Madhok, A. (2012). Towards a theory of entrepreneurial rents: A simulation of the market process. Paper presented at the 2012 annual meeting of the Academy of Management (August 3-7, Boston, MA, USA).

Keyhani, M., Lévesque, M., & Madhok, A. (2012). Elements of a theory of entrepreneurial rents: A game theoretical model and simulation of the market process. Paper presented at the 2012 DRUID conference (June 19-21, Copenhagen, Denmark).

Keyhani, M., & Madhok, A. (2012). An Entrepreneurial Theory of Acquisitions. Paper presented at the 2012 annual conference of the Administrative Sciences Association of Canada (ASAC), June 9-12, St. John's, Newfoundland.

Keyhani, M. (2011). Doubtful decision making: Engaging uncertainty and surprise with abductive reasoning. Paper presented at the 2011 annual conference of the Administrative Sciences Association of Canada (ASAC), July 2-5, Montreal.

Keyhani, M. (2011). The role of stakeholder values in the financial return to being green. Paper presented at the 2011 annual conference of the Administrative Sciences Association of Canada (ASAC), July 2-5, Montreal.

Other Conference Presentations

Keyhani, M., & Jonsson, J. M. (2017). The Phenomenon of Entrepreneurship Technology: Understanding the Landscape. Paper presented at the 2017 annual CCSBE/CCPME (Canadian Council for Small Business and Entrepreneurship) conference, May 12-13, Quebec City, Canada.

Keyhani, M. (2015). Studying the entrepreneurial market process with simulation. Presented as part of the Professional Development Workshop titled "Using Simulation Experiments to Build and Test Entrepreneurship Theories" in the 2015 annual meeting of the Academy of Management (August 7-11, Vancouver, BC, Canada).

Keyhani, M., & Lévesque, M. (2014). Returns to bargaining power in the market process. Paper presented at the INFORMS 2014 annual meeting (November 9-12, 2014, San Francisco, California)

Keyhani, M., Lévesque, M., & Madhok, A. (2011). Returns to entrepreneurship in the market process. Paper presented at the INFORMS 2011 annual meeting (November 13-16, Charlotte, NC, USA)

Keyhani, M., & Lévesque, M. (2011). The role of entrepreneurship in the market process: A simulation study of the equilibrating and disequilibrating effects of opportunity creation and discovery. Paper presented at the 2011 annual meeting of the Society for the Development of Austrian Economics (SDAE) (November 19-21, Washington, DC)

Keyhani, M. (2009). The role of constructive conflict and challenge in technology commercialization. Paper presented at the 25th Annual CCSBE/CCPME (Canadian Council for Small Business and Entrepreneurship) conference, Oct 16-18, Toronto, Ontario.

Madhok, A., & Keyhani, M. (2008). Unique, learning, and emerging: A perspective on the rise of multinationals from emerging economies. Paper presented at the Strategic Management Society Special Conference, Dec 12-14, Hyderabad, India.

Keyhani, M., & Moghadam, S. J. (2008). Language Barriers to Meme Contagion: The Case of Entrepreneurship as a Concept in Iran. Paper presented at the International Conference on Entrepreneurship, May 26-27, Langkawi, Malaysia.

Other Publications

Keyhani, M., & Moghadam, S. J. (2008). Islam-Friendly Entrepreneurship: The Case of Iran. *ERENET Profile*, 3(4), 34-44.

Working Papers and Research in Progress

Keyhani, M., Tajedin, H., & Madhok, A. (under review). Firm-Designed Markets as Solutions to Meta-Uncertainty: The Strategic Use of Generative Market-Hierarchy Hybrids.

Schaefer, R., Keyhani, M., & de Koning, A. (in progress). How Entrepreneurs Develop Their Venture Ideas through Conversations.

Keyhani, M., & Lévesque, M. (in progress). A model of the performance and exit trade-offs of startups.

Keyhani, M. (in progress). The meaning of cost and value: A subjectivist perspective on competitive advantage.

Keyhani, M. (in progress). Abductive reasoning and entrepreneurial judgement.

Keyhani, M. (in progress). The competitive advantage of the alternative.

Hosseini, A., & Keyhani, M. (in progress). Learning and performance in serial crowdfunding.

Zargarzadeh, A., & Keyhani, M. (in progress). Do B2B New Ventures Internationalize More and More Successfully?

Awards, Grants & Recognition

- 2018-2019: Awarded \$3,000 grant for Interdisciplinary Working Group from the Calgary Institute for Humanities. Project title: The Ethics and Politics of Social Media.
- 2018-2021: Awarded Haskayne Research Professorship in Entrepreneurship and Innovation including \$40,000 of research funding and one course release. The award was given to the most productive researcher in each academic area based on research accomplishments in 2016-2017.
- 2017: Peak Scholar in Entrepreneurship, Innovation, and Knowledge Engagement at the University of Calgary.
- 2017-2020: Awarded \$100,000 University of Calgary Eyes High Doctoral Recruitment Scholarship to fund a PhD student of my choice to study under my supervision for four years.
- 2017-2019: Awarded David Rockefeller Fellowship at the Trilateral Commission (one Canadian under 35 selected every year for a three-year term).
- 2016-2019: Awarded Haskayne Research Professorship in Entrepreneurship and Innovation including \$80,000 of research funding and two course releases. The award was given to the most productive researcher in each academic area based on research accomplishments in 2013-2015.
- 2016: Paper accepted for best paper proceedings, business policy and strategy (BPS) division, annual meeting of the Academy of Management (AoM).
- 2015-2017: Awarded an Insight Development Grant in the amount of \$49,410 over 2 years from Canada's Social Sciences and Humanities Research Council (SSHRC), for project titled "The Performance and Exit Trade-offs of Start-ups."
- 2016: Awarded \$3,000 Faculty Advancement Fund from the Hunter Center for Entrepreneurship and Innovation at the University of Calgary, for teaching project titled "Enhancing classroom experience of entrepreneurship education through learning by doing."
- 2015: Outstanding reviewer, Business Policy & Strategy (BPS) division, annual meeting of the Academy of Management (AoM).
- 2014: Kauffman Foundation Promising Paper Award for working paper titled "Built to Last, Flip or Profit? Exploration and the Survival, Acquisition, and Profitability of Start-ups."
- 2013-2016: Recipient of \$40,000 Dean's Research Grant from the University of Calgary.
- 2013: Recipient of \$5,000 Vice-president Research Starter Grant from the University of Calgary.
- 2013-2015: Recipient of \$10,000 in Dean's Publication Awards from the Haskayne School of Business, University of Calgary.
- 2011: Best reviewer award, strategy division, annual conference of the Administrative Sciences Association of Canada (ASAC).
- 2011: Reviewer appreciation award, social responsibility division, annual conference of the Administrative Sciences Association of Canada (ASAC).
- 2011: Paper accepted for best paper proceedings, entrepreneurship division, annual meeting of the Academy of Management (AoM).
- 2009: Best student paper award, strategy division, annual conference of the Administrative Sciences Association of Canada (ASAC).

Academic Teaching Experience

Courses at the Haskayne School of Business, University of Calgary:

- New: ENTI 559.7 Entrepreneurship Technology
- ENTI 381 Principles of Entrepreneurship (Undergraduate level)
- ENTI 403 New Venture Planning (Undergraduate level)

- ENTI 793 Technology and Innovation Management (Graduate level - MBA)
- SGMA 601 Strategic Management I (Graduate level - Global Energy Executive MBA)
- MGST 797.8 Directed Study in Entrepreneurship Research (Doctoral level)
- MGST 797.26 Directed Study in Technology and Innovation Management Research (Doctoral level)

Courses at the **Schulich School of Business, York University:**

- SGMT 3000 Strategic Management (Undergraduate level)
- MGMT 1010 The Global Environmental Context of Management (Undergraduate level, TA for David Barrows)

Courses at the **University of Tehran:**

- Management Information Systems (Undergraduate level, TA for Saeid Emami)

Student Supervision

- J. Miles Jonsson (PhD supervisor, in progress)
- Leila Soleimani (PhD supervisor, in progress)
- Reiner Schaefer (PhD supervisor, in progress)
- Abbas Hosseini (MBA thesis-based supervisor, in progress)
- James Koizumi (MBA thesis-based supervisor, in progress)
- Hadi Fariborzi (Candidacy exam committee member)

Academic Service:

2014 – Present

University of Calgary

- Member of the Academic Advisory Board of the Hunter Centre for Entrepreneurship and Innovation
- Member of the University of Calgary Advisory Committee for Entrepreneurship and Innovation
- Member of the SGMA/OBHR area PhD Admission Committee at the Haskayne School of Business
- Served as neutral chair and examiner in multiple doctoral candidacy and thesis defense exams
- Served as faculty representative for SEED Calgary, a student organization for the development of Calgary's entrepreneurial ecosystem

2009 – Present

Served as ad-hoc **reviewer** for the following journals:

- PLOS One
- Strategic Management Journal
- Journal of International Business Studies
- Journal of Management
- Journal of Management Studies
- Journal of Business Venturing
- Entrepreneurship Theory & Practice
- Strategic Entrepreneurship Journal
- Small Business Economics
- Long Range Planning

- Management Decision
- IEEE Transactions on Engineering Management

2009 – Present

Served as **reviewer** for the following conferences: Academy of Management (AoM) Annual Meeting, Administrative Sciences Association of Canada (ASAC) Annual Conference, and the Sustainability, Ethics, and Entrepreneurship (SEE) Annual Conference.

September 2010 – September 2012

Schulich School of Business, York University

2011-2012 President, Schulich PhD Students Association

2010-2011 Social Convener, Schulich PhD Students Association

Media

A [video interview](#) with me at the 2014 BCERC conference in London, Ontario, was featured on the website of the entrepreneurship division of the Academy of Management and the Canadian Innovation Centre.

Coverage of my [Entrepreneur Tools](#) list going viral on UToday (University of Calgary Newsletter): [Entrepreneurship list becomes online sensation for startup companies](#). For Twitter reactions to the Entrepreneur Tools directory see [here](#).

A group of my Winter 2017 MBA students made a three-episode podcast series interviewing local entrepreneurs and innovators. The podcasts can be found [here](#). A UToday story on the project can be found [here](#).

A video of my conference presentation at CCSBE 2017 introducing the notion of “Entrepreneurship Technology” in Quebec City can be found [here](#). Downloadable [here](#).

A video of my presentation on September 19, 2017 as part of a panel in the Haskayne Hour Special Edition for the Haskayne School of Business' 50th Anniversary can be found [here](#).

Coverage of the DeliverUs start-up launched by my ENTI 381 students on [Utoday](#) and [Calgary Metro](#).

Professional Blog Posts

[Building your Startup's Software Toolkit](#)

[Examples of Software Stacks from Calgary's Web Entrepreneurs](#)

[Essential tips and tools for stocking your startup's software stack](#)