

# Charles Williams

Associate Professor



**Knowledge Group:** Strategy and Operations

**Research Domains:** Corporate Strategy

**Teaching Domains:**

[charles.williams@unibocconi.it](mailto:charles.williams@unibocconi.it)

---

## Biography

Charles Williams is Associate Professor of Corporate Strategy at Bocconi University and SDA Bocconi School of Management.

He has a strong interest in how people, structure, and experience affect the evolution of firms. He has studied how firms adapt their knowledge while expanding abroad, how executive movement through firms affects the likelihood of entering and exiting markets, and how entrepreneurial firms face the challenges of growth.

His research has been published in *Management Science* and *Strategic Management Journal*, and he has served on the editorial boards of *Strategic Management Journal* and *Organization Science*.

He teaches strategy and entrepreneurship at Bocconi and previously taught at University of Illinois and Duke University. Before earning his Ph.D. at the University of Michigan he worked in journalism and market research.

---

## Proceedings/Presentations

### **Poker Face: Nonverbal Emotion Restraint and Gender in Crowdfunding Pitches**

MAO, J., C. WILLIAMS, "Poker Face: Nonverbal Emotion Restraint and Gender in Crowdfunding Pitches" in 84th Annual Meeting of the Academy of Management, August 9-13, 2024, Chicago, IL, United States of America

### **Building capabilities for external knowledge sourcing: Training and Innovation in Small firms**

CERINI, L., N. DUTT, C. WILLIAMS, "Building capabilities for external knowledge sourcing: Training and Innovation in Small firms" in 81th Annual Meeting of the Academy of Management - July 30-August 3, 2021,

online, United States of America

### **Market Frictions and Competitive Positions: Lessons from the Mobile Telecommunications Market**

ABOLFATHI, N., S. SANTAMARIA, C. WILLIAMS, "Market Frictions and Competitive Positions: Lessons from the Mobile Telecommunications Market" in 80th Annual Meeting of the Academy of Management - August 7-11, 2020, United States of America

### **Entrepreneurship in the Making: Understanding Different Approaches to New Venture Creation**

SPINA, C., C. WILLIAMS, "Entrepreneurship in the Making: Understanding Different Approaches to New Venture Creation" in 37th Annual International Conference of the Strategic Management Society, 28-31 October, 2017, Houston, TX, United States of America

### **Rethinking Competitive Positioning: Customer Value, Flexibility, and Generalist Advantage**

ABOLFATHI, N., C. WILLIAMS, "Rethinking Competitive Positioning: Customer Value, Flexibility, and Generalist Advantage" in Academy of Management Proceedings, the 77th Annual Meeting of the Academy of Management -August 4-9, 2017, Atlanta, United States of America

### **Where do you come from? The effect of new executives' experience and industry on growth**

CHEN, P. L., C. WILLIAMS, "Where do you come from? The effect of new executives' experience and industry on growth" in 30th SMS Annual Conference - September 12-15, 2010, Roma, Italy

### **Industry specific managerial experience and firm performance in the cellular phone service industry**

CHEN, P. L., C. WILLIAMS, R. AGARWAL, "Industry specific managerial experience and firm performance in the cellular phone service industry" in Academy Of Management Annual Meeting - August 7-11, 2009, Chicago, United States of America

### **The effect of industry origins and experience of top management teams on firm growth**

WILLIAMS, C., P. L. CHEN, R. AGARWAL, "The effect of industry origins and experience of top management teams on firm growth" in 29th SMS Annual Conference - October 11-14, 2009, Washington D.C., United States of America

### **Dominant logic: how executive movement shapes strategic change in medical firms**

WILLIAMS, C., S. KARIM, "Dominant logic: how executive movement shapes strategic change in medical firms" in Academy Of Management Annual Conference - August 8-13, 2008, Anaheim, United States of America

### **A window on the world: how firm structure shapes the evolution of U.S. telecommunications firms, 1984-1998**

WILLIAMS, C., W. MITCHELL, "A window on the world: how firm structure shapes the evolution of U.S. telecommunications firms, 1984-1998" in Academy of Management Proceedings, vol.1, P1-P6, 2001, United States of America

---

## **Articles in Scholarly Journals**

## **How Does Firm Scope Depend on Customer Switching Costs? Evidence from Mobile Telecommunications Markets**

ABOLFATHI, N., S. SANTAMARIA, C. WILLIAMS, "How Does Firm Scope Depend on Customer Switching Costs? Evidence from Mobile Telecommunications Markets", *Management Science*, 2022, vol. 68, no. 1, pp. 316-332

## **Rookies and seasoned recruits: How experience in different levels, firms, and industries shapes strategic renewal in top management**

WILLIAMS, C., P.-L. CHEN, R. AGARWAL, "Rookies and seasoned recruits: How experience in different levels, firms, and industries shapes strategic renewal in top management", *Strategic Management Journal*, 2017, vol. 38, no. 7, pp. 1391-1415

## **Growing pains: the effect of pre-entry experience on impediments to growth**

CHEN, P., C. WILLIAMS, R. AGARWAL, "Growing pains: the effect of pre-entry experience on impediments to growth", *Strategic Management Journal*, 2012, vol. 33, no. 3, pp. 252-276

## **Structural knowledge: how executive experience with structural composition affects intrafirm mobility and structural change**

KARIM, S., C. WILLIAMS, "Structural knowledge: how executive experience with structural composition affects intrafirm mobility and structural change", *Strategic Management Journal*, 2012, vol. 33, no. 6, pp. 681-709

## **Transfer in context: replication and adaptation in knowledge transfer relationships**

WILLIAMS, C., "Transfer in context: replication and adaptation in knowledge transfer relationships", *Strategic Management Journal*, 2007, vol. 28, no. 9, pp. 867-889

## **Focusing Firm Evolution: The Impact of Information Infrastructure on Market Entry by U.S. Telecommunications Companies, 1984–1998**

WILLIAMS, C., W. MITCHELL, "Focusing Firm Evolution: The Impact of Information Infrastructure on Market Entry by U.S. Telecommunications Companies, 1984–1998", *Management Science*, 2004, vol. 50, no. 11, pp. 1561-1575

---

## **Contribution to Chapters, Books or Research Monographs**

### **Comparing evolutionary and contingency theory approaches to organizational structure**

WILLIAMS, C., "Comparing evolutionary and contingency theory approaches to organizational structure" in *Designing Organizations: 21st Century Approaches.*, Richard M. Burton, Bo Eriksen, Dorthe Døjbak Håkonsson, Thorkjørn Knudsen, Charles C. Snow (Eds.), Springer, pp. 41-56, 2008

---

## **Reviews in Journal**

### **Book review: Sticky knowledge: barriers to knowing in the firm**

MAHONEY, J. T., C. WILLIAMS, "Book review: Sticky knowledge: barriers to knowing in the firm", Academy of Management Review, vol. 28, chap. 4, pp. 679-681, 2003