**Dissertation Abstract**

A long-held tenet of strategy and organizational theory is that exploration, though costly in the short run, is critical for firm performance in the long run. Empirical support for this notion however is mixed. In my dissertation, I contribute to resolving this tension by identifying features that, inherent in multi-level organizations, can modify or disrupt the assumed relationship between exploration and long-term performance. In particular, I develop an analytical model that treats individuals as being often (i) unable to observe others' performances and (ii) unwilling to learn from others who hold different beliefs. The model helps show that these two features result in exploration's having a negative relationship or an inverted u-shaped relationship, respectively, with long-term firm performance. I elaborate on this model with an empirical study and a simulation study. In particular, to explore the effects of performance unobservability, I empirically examine film producer-director ties. To elaborate on the consequences of individuals’ not learning from others with different beliefs, I develop a simulation model based on Schelling’s (1971) classic model of dynamic segregation. Overall, my dissertation contributes to a better understanding of how exploration affects long-term performance by showing that performance consequences not only hinge, as noted before, on higher-level decision makers’ identification of optimal exploration levels but also on lower-level individuals’ patterns of behavior. The patterns that I investigate, although documented as inherent features of organizations, can affect the performance consequences of explorations in ways so far underexplored.
**Publications**


**Working Papers**


Kim, J.-H. “Long-term detriments of exploration: The role of individual capabilities and willingness to learn” (Nominated for the Best Conference PhD Paper Award, Strategic Management Society, 2010 under the title of “Balancing exploration and exploitation under segregation dynamics”) In final preparation for journal submission.


Fang, C. & Kim, J.-H. "Search in unknowable worlds: The power of robust and simple heuristics” Submitting to *Management Science*.


**Research in Progress**


With Cattani, G. “The effect of coalitions and power on organizational learning” Analysis completed.


**Honors and Awards**

Finalist, Best Conference PhD Paper Award, Strategic Management Society, 2010.


UW Madison, Academic Year University Fellowship, 2005-2006.


Yonsei University, Department Fellowship / Lee DW. Fellowship, 1995-2001.

Yonsei University, Highest Academic Honor, 1995.

**Conference Presentations**


Fang, C. & Kim, J.-H (2010). “The power of consilience in the face of modularity” To be
presented at the Annual Meeting of the Academy of Management, Montreal, August, 2010


TEACHING EXPERIENCE

Teaching Fellow positions at NYU Stern

- Strategy (MBA): Spring 2010
- Multinational Business Management (MBA): Summer 2009, Summer 2010
- International Business Management (Undergraduate): Fall 2009

Teaching Assistant positions at UCLA

- Microeconomic Theory (Undergraduate): Fall 2002
- Introduction to Sociological Research Methods (Undergraduate): Spring 2003

PROFESSIONAL EXPERIENCE

Credit Risk Manager, Hana Financial Group, Seoul, Korea, 2003-2005


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