

JEFFREY PFEFFER

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I. EDUCATION

<u>University</u>	<u>Major Field</u>	<u>Dates</u>	<u>Degree</u>
Carnegie-Mellon University	Administration and Management Science	9/64-6/68	B.S.
Carnegie-Mellon University	Industrial Administration	9/67-6/68	M.S.
Stanford University	Business Administration (Organizational Behavior)	9/69-1/72	Ph.D.

II. ACADEMIC HONORS AND AWARDS

A. Carnegie-Mellon University

George F. Westinghouse Scholarship
Phi Kappa Phi
B.S. degree with Distinction
M.S. degree with Distinction
First student in G.S.I.A. to receive both B.S. and M.S. degrees in four academic years.

B. Stanford University

University Fellowship

C. Professional and Career

The New Concept Award of the Organizational Behavior Division of the Academy of Management, awarded 1979 for the article, "A Social Information Processing Approach to Job Attitudes and Task Design" (with G. R. Salancik).

George R. Terry Book Award of the Academy of Management, awarded 1984 for *Organizations and Organization Theory*.

Scholarly Achievement Award of the Personnel/Human Resources Division of the Academy of Management, awarded 1988 for the article, "The Effect of the Proportion of Women on Salaries: The Case of College Administrators" (with A. Davis-Blake).

Robert M. and Anne T. Bass Faculty Fellow for 1988-1989.

Fellow, Academy of Management.

Richard D. Irwin Academy of Management 1989 Distinguished Scholarly Contribution Award.

Distinguished Scholar Award, Organization and Management Theory Division of the Academy of Management, 1992.

Winner, of the *Academy of Management Review* best paper award for 1993 for "Barriers to the Advance of Organizational Science."

Winner of the *Academy of Management Executive* best paper award for 1995 for "Producing Sustainable Competitive Advantage Through the Effective Management of People."

Fellow, Center for Advanced Study in the Behavioral Sciences, 1998-1999.

Fellow, International Academy of Management.

Distinguished lecture, Critical Management Studies division, Academy of Management meetings, Seattle, Washington, 2003.

Winner of the *Academy of Management Learning and Education* best paper award for 2003 for "The End of Business Schools? Less Success than Meets the Eye" (with C. T. Fong).

Winner of the *Academy of Management Review* best paper award for 2005 for "Economics Language and Assumptions" (with F. Ferraro and R. I. Sutton).

Spence Faculty Fellow, 2006-2007.

Keynote address, Society for Industrial and Organizational Psychology, April 2007.

Winner of the 10th Le Prix RH Sciences Po, Syntec Le Monde for the best business book in France for *Faits et Foutaises dans le Management* (French translation of *Hard Facts*), 2008.

Keynote address, European Academy of Management, May, 2009.

Listed in *Marquis Who's Who in America*, *Who's Who in the West*, *Who's Who in American Education*, and *Who's Who in Finance and Industry*.

III. EXPERIENCE

7/79 - Present Thomas D. Dee II Professor of Organizational Behavior, Graduate School of Business, Stanford University

Ph.D. Liaison for Organizational Behavior; member of University Human Subjects Committee; member of the University committee on Human Resources (formerly the committee on faculty and staff benefits); member of the University committee on land and buildings; member of Public Management Committee in the Business School; twice member of Dean's search committee; member of Dean's Advisory Group; area coordinator for Organizational Behavior; area coordinator for Strategic Management; Director, Executive Education, 1994-1996.

Spring, 2006 Visiting Professor, IESE Business School, Barcelona, Spain

Winter, 2006 Tommie Goh Visiting Professor of Entrepreneurship at Singapore Management University.

Fall, 2005 Advanced Institute of Management Visiting Professor, London Business School.

7/81 - 6/82 Thomas Henry Carroll-Ford Foundation Visiting Professor of Business Administration, Harvard Business School

7/75 - 6/79 Associate Professor School of Business Administration
9/73 - 7/75 Assistant Professor University of California, Berkeley

Member of School's elected Policy and Planning Committee; Member of School's Core Course Committee; Chairman of Ad Hoc Committee on Behavioral Sciences in School; Chairman, MBA Committee; Member, Ph.D. Committee; Member, San Francisco Admissions Committee; Organizational Behavior-Industrial Relations Ph.D. Field Adviser.

1/72 - 8/73 Assistant Professor Department of Business Administration
9/71 - 1/72 Instructor University of Illinois at Urbana-Champaign

Member of Departmental Educational Policy Committee; Member, College Courses and Curricula Committee; participated in developing and revising curriculum in Organizational Behavior and the doctoral program.

6/68 - 7/69 Member of the Research Analysis Corporation

Technical Staff McLean, Virginia

Worked on military manpower planning projects for the Department of Defense and the Department of the Army. Was responsible for implementation and use of a computerized manpower planning model, for contact with sponsor, and for developing a technique to predict draft requirements.

IV. PUBLICATIONS

A. Books

Organizational Design. Arlington Heights, IL: AHM Publishing Corporation, 1978.

Ch. I, "Who Governs?" reprinted in O. Grusky and G. A. Miller (eds.), *The Sociology of Organizations: Basic Studies*, rev. ed., New York: The Free Press, 1981, 228-247.

The External Control of Organizations: A Resource Dependence Perspective, (with G. R. Salancik), New York: Harper and Row, 1978.

Republished by Stanford University Press, 2003.

"Introduction to the Classic Paperback," new introductory chapter.

Translated into Chinese (simplified characters) and published by People Press, 2006.

New edition translation rights signed in Japanese and Chinese (complex characters).

Power in Organizations, Marshfield, MA: Pitman, 1981.

"Coalitions," from Ch. 5, "Political Strategies and Tactics," reprinted in Robert S. Allen and Lyman W. Porter (eds.), *Organizational Influence Processes*, Glenview, IL: Scott, Foresman, 1983, 312-320.

Organizations and Organization Theory, Marshfield, MA: Pitman, 1982.

Managing with Power: Politics and Influence in Organizations, Boston: Harvard Business School Press, 1992.

Translated into German as *Power-Management: Endlich Wieder Wirkungsvoll Führen*, Wien: Ueberreuter, 1992.

Translated into Spanish as *El Poder en las Organizaciones: Política e Influencia en Una Empresa*, Madrid: McGraw-Hill, 1993.

Translated into Dutch as *Management & Macht*, Amsterdam-Brussel: Management Press bv, 1994.

Translated into Portuguese as *Gerir Com Poder: Politicas e Influencias Nas Organizacoes*, Lisbon, Portugal: Bertrand Editora, 1994.

Translated into Chinese and published by Xinhua Publishing House, 1998.

Translated into Turkish as *Guc Merkezli Yonetim: Orgutlerde Politika ve Nufuz*, Istanbul: Boyner Holding Yayinlari.

Translation rights signed in Indonesian, Russian, and Korean.

Ch. 1 excerpted as "Understanding Power in Organizations," *California Management Review*, 34 (Winter 1992), 29-50.

Competitive Advantage Through People: Unleashing the Power of the Work Force, Boston: Harvard Business School Press, 1994.

Translated into Portuguese as *Vantagem Competitiva Atraves de Pessoas*, San Paulo, Brasil, Makron Books, 1995.

Translated into Spanish as *Ventaja Competitiva a Traves de la Gente*, San Juan Tihuaca, Mexico: CECOSA, 1996.

Translated into Turkish as *Rekabette Ustunlugun Siri: Insan*, Istanbul, Turkey: Genclik Yayinlari, 1995.

Translated into Korean by 21 Century Books, 1995; Republished in Korean by Book21, 2009.

Translated into Dutch as Successvol Ondernemen Is Mensenwerk, Groningen, The Netherlands: BoekWerk, 1996.

Translated into Indonesian as *Keunggulan Bersaing Melalui Manusia*, Jakarta: Binarupa Aksara, 1996.

Translated into Chinese (simplified characters) by China People's University Press, 2002.

Ch. 1 excerpted as "Competitive Advantage Through People," *California Management Review*, 36 (Winter 1994), 9-28.

Portions excerpted in "Producing Sustainable Competitive Advantage through the Effective Management of People," *Academy of Management Executive*, 9 (February, 1995), 55-69.

Translation rights for Korean edition signed.

New Directions for Organization Theory: Problems and Prospects, New York: Oxford University Press, 1997.

Translated into Spanish as *Nuevos Rumbos en la Teoria de la Organizacion: Problemas y Posibilidades*, Oxford University Press, 2000.

The Human Equation: Building Profits by Putting People First, Boston: Harvard Business School Press, 1998.

Translated into Spanish as *La Ecuacion Humana*, Barcelona: Gestion 2000, 1998.

Translated into Japanese, published by Toppan, 1998.

Translated into Russian, published by Williams Publishing House, 2006.

Translation rights signed in Polish, Korean, Chinese, and Romanian.

Portions excerpted in "Putting People First for Organizational Success" (with John F. Veiga), *Academy of Management Executive*, 13 (May 1999), 37-48.

The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action (with Robert I. Sutton), Boston: Harvard Business School Press, 2000.

Portions excerpted in *California Management Review*.

Translated into German as *Wie Aus Wissen Taten Werden*, Frankfurt, Campus Verlag, 2001.

Translated into Japanese and published in 2000.

Translated into Polish as *Wiedza a Dzialanie*, Krakow: Oficyna Ekonomiczna.

Translation rights signed in Spanish, Korean, Chinese (complex characters), Chinese (simplified characters), Russian, and Swedish.

Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People (with Charles A. O'Reilly), Boston: Harvard Business School Press, 2000.

Translated into Dutch as *Verborgen Waarde: Hoe Bedrijven Buitengewone Resultaten Behalen Met Heel Gewone Mensen*, Schoonhoven: Academic Service.

Translated into Japanese by Shoeisha Co., 2002.

Translated into Korean by Gimm-Young Publishers, 2002.

Translated into Polish as *Lepsze Zarzadzanie Kadrami* by Wydawnictwo Helion, 2006.

Translation rights signed in Portuguese and Chinese (simple character).

Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management (with Robert I. Sutton), Boston: Harvard Business School Press, 2006.

Translated into German as *Harte Fakten, Gefährliche Halbwahrheiten & Absoluter Unsinn: Berühmte Managementthesen auf dem Prüfstand*. Munich: Pearson Business, 2007.

Translated into Spanish as *El Fin de la Superstición en el Management*, Barcelona: Empresa Activa, 2007.

Translated into French as *Faits et Foutaises Dans Le Management*, Paris: Vuibert, 2007.

Japanese translation published in 2009.

Translation rights signed in Portuguese, Chinese (complex characters), Turkish, Swedish, Italian, and Russian.

What Were They Thinking? Unconventional Wisdom About Management. Boston: Harvard Business School Press, 2007.

Translated into Spanish as *En Que Estarian Pensando?* Barcelona: Ediciones Deusto, 2008.

Korean edition published by Kugil Securities and Economic Research Institute, 2008.

Translated into Indonesian as *28 Cara Meningkatkan Kinerja Bisnis*. Jakarta: Penerbit Pt Elex Media Komputindo, 2008

Translated into Russian and published in Moscow by Eksmo, 2009.

Translation rights signed in Chinese.

Power: Why Some People Have It—And Others Don't, New York: Harper Collins, (forthcoming in September, 2010).

B. Articles and Chapters

"Building and Using Computerized Financial Planning Simulations," (with H. R. Fogler and T. Deeley), *Simulation and Games*, 2 (June 1971), 213-225.

"Size and Composition of Corporate Boards of Directors: The Organization and Its Environment," *Administrative Science Quarterly*, 17 (June 1972), 218-228.

Reprinted in: Patrick E. Connor (ed.), *Dimensions in Modern Management*, Boston: Houghton Mifflin, 1974, 249-260.

William M. Evan (ed.), *Interorganizational Relations*, London: Penguin Books, 1976, 107-121.

Lex Donaldson (ed.), *The History of Management Thought*, Aldershot, England: Dartmouth Publishing Company, (in press).

Sharon Oster (ed.), Nonprofit Management, The International Library of Management, Aldershot, England: Dartmouth Publishing Company, (in press).

"Merger as a Response to Organizational Interdependence," *Administrative Science Quarterly*, 17 (September 1972), 382-394.

Reprinted in: W. Richard Scott (ed.), Organizational Sociology, The International Library of Management, Aldershot, England: Dartmouth Publishing Company, (in press).

Lex Donaldson (ed.), The History of Management Thought, Aldershot, England: Dartmouth Publishing Company, (in press).

"Interorganizational Influence and Managerial Attitudes," *Academy of Management Journal*, 15 (September 1972), 317-330.

"Canonical Analysis of the Relationship Between an Organization's Environment and Managerial Attitudes Toward Subordinates and Workers," *Human Relations*, 26 (1973), 325-337.

"Size, Composition and Function of Hospital Boards of Directors: A Study of Organization-Environment Linkage," *Administrative Science Quarterly*, 18 (September 1973), 349-364.

Reprinted in: Anthony Kovner and Duncan Neuhauser (eds.), Governing Health Care Organizations: A Book of Readings, National Health Publishing, (in press).

Reprinted in: Aileen Clarke, Pauline Allen, Stuart Anderson, Nick Black, and Naomi Fulop (Eds.), Researching the Organisation and Delivery of Health Services: A Reader, London: Routledge, (in press).

"Executive Recruitment and the Development of Interfirm Organizations," (with H. Leblebici), *Administrative Science Quarterly*, 18 (December 1973), 449-461.

"The Effect of Competition on Some Dimensions of Organizational Structure," (with H. Leblebici), *Social Forces*, 52 (December 1973), 268-279.

"Administrative Regulation and Licensing: Social Problem or Solution?" *Social Problems*, 21 (April 1974), 468-479.

"Cooptation and the Composition of Electric Utility Boards of Directors," *Pacific Sociological Review*, 17 (July 1974), 333-363.

"Organizational Decision Making as a Political Process: The Case of a University Budget," (with G. R. Salancik), *Administrative Science Quarterly*, 19 (June 1974), 135-151.

Reprinted in: D. Katz, R. L. Kahn, and J. Adams (eds.), The Study of Organizations, San Francisco: Jossey-Bass, 1980, 397-413.

"Some Evidence on Occupational Licensing and Occupational Incomes," *Social Forces*, 53 (September 1974), 102-111.

"Organization-Environment: Concepts and Issues," (with R. E. Miles and C. C. Snow), *Industrial Relations*, 13 (October 1974), 244-264.

Reprinted in: A. D. Szilagy and M. J. Wallace (eds.), Readings in Organizational Behavior and Performance, 2nd ed., Santa Monica, CA: Goodyear, 1980, 178-196.

J. L. Gibson, J. M. Ivancevich, and J. H. Donnelly, Jr., Readings in Organizations, 3rd ed., Plano, TX: Business Publications, 1979, 196-217.

"Stability and Concentration of National Science Foundation Funding in Sociology, 1964-1971," (with G. R. Salancik and H. Leblebici), *American Sociologist*, 9 (November 1974), 194-198.

"The Bases and Use of Power in Organizational Decision Making: The Case of a University," (with G. R. Salancik), *Administrative Science Quarterly*, 19 (December 1974), 453-473.

"Organizational Legitimacy: Social Values and Organizational Behavior," (with J. Dowling), *Pacific Sociological Review*, 18 (January 1975), 122-136.

"Determinants of Supervisory Behavior: A Role Set Analysis," (with G. R. Salancik), *Human Relations*, 28 (April 1975), 139-154.

Reprinted in: D. Katz, R. L. Kahn, and J. S. Adams (eds.), The Study of Organizations, San Francisco: Jossey-Bass, 1980, 126-135.

"Beyond Management and the Worker: The Institutional Function of Management," *Academy of Management Review*, 1 (April 1976), 36-46.

Reprinted in: Barry M. Staw (ed.), Psychological Foundations of Organizational Behavior, Santa Monica, CA: Goodyear, 1977, 453-465.

Patrick E. Connor (ed.), Organizations: Theory and Design, Chicago: Science Research Associates, 1980, 129-136.

H. J. Leavitt, L. R. Pondy, and D. Boje (eds.), Readings in Managerial Psychology, 3rd ed., Chicago: University of Chicago Press, 1980, 704-719.

"The Effect of Uncertainty on the Use of Social Influence in Organizational Decision Making," (with G. R. Salancik and H. Leblebici), *Administrative Science Quarterly*, 21 (June 1976), 227-245.

Reprinted in: M. W. Meyer and Associates (eds.), Environments and Organizations, San Francisco: Jossey-Bass, 1978, 306-332.

"Publication and Prestige Mobility of University Departments in Three Scientific Disciplines," (with A. Leong and K. Strehl), *Sociology of Education*, 49 (July 1976), 212-218.

"Joint Ventures and Interorganizational Interdependence," (with P. Nowak), *Administrative Science Quarterly*, 21 (September 1976), 398-418.

Reprinted in: P. J. Buckley and J. Michie (Eds.), Firms, Organizations, and Contracts, Oxford, U.K.: Oxford University Press, 1996, 385-409.

"Environments of Organizations," (with H. Aldrich), Annual Review of Sociology, 2 (1976), 79-105.

Reprinted in: Mary Zey-Ferrell (ed.), Readings on Dimensions of Organizations, Santa Monica, CA: Goodyear, 1979, 3-27.

M. Jelinek, J. A. Litterer, and R. E. Miles (eds.), Organizations by Design, Plano, TX: Business Publications, 1981, 121-140.

Beverly P. Lynch (ed.), Management Strategies for Libraries, New York: Neal Schuman Publishers, 1985, 186-221.

"Patterns of Joint Venture Activity: Implications for Antitrust Policy," (with P. Nowak), *The Antitrust Bulletin*, 21 (Summer 1976), 315-339.

Also presented as testimony before the Subcommittee on Monopolies and Commercial Law of the House Committee on the Judiciary, Peter Rodino, Chairman, February 11, 1976. In Energy Industry Investigation, Serial No. 48, Part I, Joint Ventures. Washington, DC: Government Printing Office, 183-206.

"The Ambiguity of Leadership," *Academy of Management Review*, 2 (January 1977), 104-112.

Reprinted in: Morgan McCall and Michael Lombardo (eds.), Leadership: Where Else Can We Go? Durham, NC: Duke University Press, 1978, 13-34.

L. L. Cummings and R. B. Dunham (eds.), Introduction to Organizational Behavior, Homewood, IL: Richard D. Irwin, 1980, 373-383.

As "Do Leaders Really Matter?" in Stephen P. Robbins, Organizational Behavior, Englewood Cliffs, NJ: Prentice-Hall, 1979, 258-259.

Max D. Richards (ed.), Readings in Management, rev. ed., Cincinnati, OH: South-Western Publishing Co., in press.

J. R. Hackman, E. E. Lawler, and L. W. Porter (eds.), Perspectives on Behavior in Organizations, 2nd ed., New York: McGraw-Hill, 1983, 486-493.

D. Organ (ed.), The Applied Psychology of Work Behavior: A Book of Readings, rev. ed., Plano, TX: Business Publications, 1983, 399-412.

M. T. Matteson and J. M. Ivancevich (eds.), Management and Organizational Behavior Classics, 4th ed., Homewood, IL: BPI/Irwin, 1989, 342-355.

R. Taylor and W. E. Rosenbach (eds.), Perspective on Leadership, Boulder, CO: Westview Press, in press.

M. L. Tushman, C. O'Reilly, and D. A. Nadler (eds.), The Management of Organizations: Strategies, Tactics, Analyses, New York: Harper and Row, 1989, 523-532.

B. Czarniawska (ed.), The International Library of Critical Writings on Business and Management, Northampton, MA: Edward Elgar, (in press).

"Power and Resource Allocation in Organizations," in B. M. Staw and G. R. Salancik (eds.), New Directions in Organizational Behavior, Chicago: St. Clair Press, 1977, 235-265.

Reprinted in: Barry M. Staw (ed.), Psychological Foundations of Organizational Behavior, Santa Monica, CA: Goodyear, 1977, 278-301.

Robert H. Miles and W. Alan Randolph, SIMORG: Simulated Organization, Santa Monica, CA: Goodyear, 1979, 232-246.

"Resource Allocations in United Funds: An Examination of Power and Dependence," (with A. Leong), *Social Forces*, 55 (March 1977), 775-790.

Reprinted in: G. T. Martin and M. N. Zald (eds.), Social Welfare in Society, New York: Columbia University Press, 1981, 246-262.

"Organizational Context and the Characteristics and Tenure of Hospital Administrators," (with G. R. Salancik), *Academy of Management Journal*, 20 (March 1977), 74-88.

"Information Technology and Organizational Structure," (with H. Leblebici), *Pacific Sociological Review*, 20 (April 1977), 241-261.

"Constraints on Administrator Discretion: The Limited Influence of Mayors on City Budgets," (with G. R. Salancik), *Urban Affairs Quarterly*, 12 (June 1977), 475-498.

"Who Gets Power - And How They Hold on to It: A Strategic-Contingency Model of Power," (with G. R. Salancik), *Organizational Dynamics*, 5 (Winter 1977), 3-21.

Reprinted in: L. L. Cummings and R. B. Dunham (eds.), Introduction to Organizational Behavior, Homewood, IL: Richard D. Irwin, 1980, 506-523.

H. J. Leavitt, L. R. Pondy, and D. Boje (eds.), Readings in Managerial Psychology, 3rd ed., Chicago: University of Chicago Press, 1980, 373-395.

M. L. Tushman and W. L. Moore (eds.), Readings in the Management of Innovation, Marshfield, MA: Pitman, 1982, 223-239.

D. A. Nadler, M. L. Tushman, and N. G. Hatvany (eds.), Managing Organizations: Readings and Cases, Boston: Little, Brown, 1982, pp. 385-399.

J. R. Hackman, E. E. Lawler, and L. W. Porter (eds.), Perspectives on Behavior in Organizations, 2nd ed., New York: McGraw-Hill, 1983, 417-429.

R. W. Allen and L. W. Porter (eds.), Organizational Influence Processes, Glenview, IL: Scott, Foresman, 1983, 52-71.

R. T. Golembiewski and F. Gibson (eds.), Public Administration: Readings in Institutions, Processes, Behavior, Policy, 4th ed., Chicago: Rand McNally (in press).

Judith R. Gordon (ed.), Behavior in Organizations: A Diagnostic Approach, Boston: Allyn and Bacon (in press).

M. L. Tushman, C. O'Reilly, and D. A. Nadler (eds.), The Management of Organizations: Strategies, Tactics, Analyses, New York: Harper and Row, 1989, 268-284.

"Paradigm Development and Particularism: Journal Publication in Three Scientific Disciplines," (with A. Leong and K. Strehl), *Social Forces*, 55 (June 1977), 938-951.

"Administrator Effectiveness: The Effects of Advocacy and Information on Resource Allocations," (with G. R. Salancik), *Human Relations*, 30 (July 1977), 641-656.

"An Examination of Need-Satisfaction Models of Job Attitudes," (with G. R. Salancik), *Administrative Science Quarterly*, 22 (September 1977), 427-456.

Reprinted in: Richard M. Steers and Lyman W. Porter, Motivation and Work Behavior, 2nd ed., New York: McGraw-Hill, 1979, 66-89.

Judith R. Gordon (ed.), Behavior in Organizations: A Diagnostic Approach, Boston: Allyn and Bacon (in press).

"Organization Design: The Case for a Coalitional Model of Organizations," (with G. R. Salancik), *Organizational Dynamics*, 6 (Autumn 1977), 15-29.

Reprinted in: L. L. Cummings and R. B. Dunham (eds.), Introduction to Organizational Behavior, Homewood, IL: Richard D. Irwin, 1980, 479-492.

J. R. Hackman, E. E. Lawler, and L. W. Porter (eds.), Perspectives on Behavior in Organizations, rev. ed., New York: McGraw-Hill, 1983, 102-111.

"The Effects of an MBA and Socioeconomic Origins on Business School Graduates' Salaries," *Journal of Applied Psychology*, 62 (December 1977), 698-705.

"Toward an Examination of Stratification in Organizations," *Administrative Science Quarterly*, 22 (December 1977), 553-567.

"Usefulness of the Concept," in Paul S. Goodman, Johannes M. Pennings, and Associates (eds.), *New Perspectives on Organizational Effectiveness*, San Francisco: Jossey-Bass, 1977, 132-145.

"A Contingency Model of Influence in Organizational Decision Making," (with G. R. Salancik and J. P. Kelly), *Pacific Sociological Review*, 21 (April 1978), 239-256.

"A Social Information Processing Approach to Job Attitudes and Task Design," (with G. R. Salancik), *Administrative Science Quarterly*, 23 (June 1978), 224-253.

Reprinted in: Johannes M. Pennings (ed.), Decision-Making: An Organization Behavior Approach, New York: Markus Wiener (in press).

Reprinted in Cary L. Cooper (Ed.), *Classics in Management Thought*, Cheltenham, United Kingdom: Edward Elgar Publishing Ltd., (in press).

"The Micropolitics of Organizations," in M. W. Meyer and Associates (eds.), *Environments and Organizations*, San Francisco: Jossey-Bass, 1978, 29-50.

"Uncertainty, Secrecy, and the Choice of Similar Others," (with G. R. Salancik), *Social Psychology* (formerly *Sociometry*), 41 (September 1978), 246-255.

"Effects of Job Alternatives, Extrinsic Rewards, and Behavioral Commitment on Attitude Toward the Organization: A Field Test of the Insufficient Justification Paradigm," (with J. Lawler), *Administrative Science Quarterly*, 25 (March 1980), 38-56.

"Union-Nonunion Effects on Wage and Status Attainment," (with J. Ross), *Industrial Relations*, 19 (Spring 1980), 140-151.

Abstracted in *Wharton Magazine*, 5 (Winter 1980-1981), 6.

"Average Tenure of Academic Department Heads: The Effects of Paradigm, Size and Departmental Demography," (with William L. Moore), *Administrative Science Quarterly*, 25 (September 1980), 387-406.

"A Partial Test of the Social Information Processing Model of Job Attitudes," *Human Relations*, 33 (July 1980), 457-476.

"Management as Symbolic Action: The Creation and Maintenance of Organizational Paradigms," in Barry M. Staw and Larry L. Cummings (eds.), *Research in Organizational Behavior*, Vol. 3, Greenwich, CT: JAI Press, 1981, 1-52.

"Effects of Ownership and Performance on Executive Tenure in U. S. Corporations," (with G. R. Salancik), *Academy of Management Journal*, 23 (December 1980), 653-664.

"The Relationship Between Departmental Power and Faculty Careers on Two Campuses: The Case for Structural Effects on Faculty Salaries," (with W. L. Moore), *Research in Higher Education*, 13 (No. 4, 1980), 291-306.

"Power in University Budgeting: A Replication and Extension," (with W. L. Moore), *Administrative Science Quarterly*, 25 (December 1980), 637-653.

"Unionization and Female Wage and Status Attainment," (with J. Ross), *Industrial Relations*, 20 (Spring 1981), 179-185.

"Four Laws of Organizational Research," in A. H. Van de Ven and W. F. Joyce (eds.), *Perspectives on Organization Design and Behavior*, New York: Wiley-Interscience, 1981, 409-418.

"Some Consequences of Organizational Demography: Potential Impacts of an Aging Work Force on Formal Organizations," in S. B. Kiesler, J. N. Morgan, and V. K. Oppenheimer (eds.), *Aging: Social Change*, New York: Academic Press, 1981, 291-329.

"Unionization and Income Inequality," (with J. Ross), *Industrial Relations*, 20 (Fall, 1981), 271-285.

"The Effects of Marriage and a Working Wife on Occupational and Wage Attainment," (with J. Ross), *Administrative Science Quarterly*, 27 (March 1982), 66-80.

Abstracted in *Aging and Work*, 5 (1982), 319-320.

"Organizational Demography," in L. L. Cummings and B. M. Staw (eds.), *Research in Organizational Behavior*, Vol. 5, Greenwich, CT: JAI Press, 1983, 299-357.

"Power and the Design and Implementation of Accounting and Control Systems," (with M. L. Markus), *Accounting Organizations and Society*, 8 (1983), 205-218.

"The Effects of Departmental Demography on Turnover: The Case of a University," (with B. E. McCain and C. A. O'Reilly), *Academy of Management Journal*, 26 (December 1983), 626-641.

"Employment Practices in the Dual Economy," (with Yinon Cohen), *Industrial Relations*, 23 (Winter 1984), 58-72.

"Organizational Demography and Turnover in Top-Management Groups," (with W. G. Wagner and C. A. O'Reilly), *Administrative Science Quarterly*, 29 (March 1984), 74-92.

"Determinants of Internal Labor Markets in Organizations," (with Yinon Cohen), *Administrative Science Quarterly*, 29 (December 1984), 550-572.

Reprinted in: W. Richard Scott (ed.), Organizational Sociology, The International Library of Management, Aldershot, England: Dartmouth Publishing Company, (in press).

"Organizations and Organization Theory," in Gardner Lindzey and Elliot Aronson (eds.), *Handbook of Social Psychology*, Vol. 1, 3rd ed., New York: Random House, 1985, 379-440.

"Organizational Demography: Implications for Management," *California Management Review*, 28 (Fall 1985), 67-81.

Reprinted in: M. L. Tushman, C. O'Reilly, and D. A. Nadler (eds.), The Management of Organizations: Strategies, Tactics, Analyses, New York: Harper and Row, 1989, 196-207.

"Administrative Succession and Organizational Performance: How Administrator Experience Mediates the Succession Effect," (with A. Davis-Blake), *Academy of Management Journal*, 29 (March 1986), 72-83.

"Organizational Hiring Standards," (with Y. Cohen), *Administrative Science Quarterly*, 31 (March 1986), 1-24.

"The Effect of the Proportion of Women on Salaries: The Case of College Administrators," (with A. Davis-Blake), *Administrative Science Quarterly*, 32 (March 1987), 1-24.

"Organizational Demography and Turnover Among Nurses," (with C. A. O'Reilly), *Industrial Relations*, 26 (Spring 1987), 158-173.

"Understanding Organizational Wage Structures: A Resource Dependence Approach," (with A. Davis-Blake), *Academy of Management Journal*, 30 (September 1987), 437-455.

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“Understanding Power in Organizations,” in D. Tjosvold and B. van Knippenberg (eds.), *Power and Interdependence in Organizations*, Cambridge, U.K.: Cambridge University Press, 2009, 17-32.

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C. Cases

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Jeffrey Sonnenfeld (B): The Road to Redemption, OB-34 (B), September 2000.

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Wells Fargo and Norwest: “Merger of Equals” (B) (with Charles O'Reilly), HR-26, October 11, 2004.

Kent Thiry and DaVita: Leadership Challenges in Building and Growing a Great Company, OB-54, February 23, 2006.

Nuria Chinchilla: The Power to Change Workplaces, OB-67, January 8, 2008.

Zia Yusuf at SAP: Having Impact, OB-73, February 3, 2009.

D. Book Reviews

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Review of *Faster Company* by Patrick Kelly, *Personnel Psychology*, 52 (Summer 1999), 500-502.

Review of *Managers, Not MBAs* by Henry Mintzberg, *Administrative Science Quarterly*, 49 (September, 2004), 476-479.

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“Like Ships Passing in the Night: The Separate Literatures of Organization Theory and Public Management,” Book Review Essay: *The Oxford Handbook of Public Management*, *International Public Management Journal*, 9 (2006), 457-465.

V. PROFESSIONAL ACTIVITIES

A. Professional Association Memberships

Academy of Management
Labor and Employee Relations Association

B. Association and Journal Positions

American Sociological Association, Section on Organizations and Occupations,
Member of Council, 1975-1978
Academy of Management, Organization and Management Theory Division,
Assistant Program Chairman, 1977-1978; Program Chairman, 1978-1979;
Chairperson-elect, 1979-1980, Chairperson, 1980-1981.
Board of Governors, Academy of Management, 1984-1986.

Consulting Editor, American Journal of Sociology, 1974-1976.
Member of the Editorial Board, Academy of Management Journal, 1976-1978.
Member of the Board of Editors, Industrial Relations, 1975-1991.
Member of the Editorial Board, Academy of Management Executive, 1987-1989.
Advisory Editor, Sociological Quarterly, 1976-1978.
Member of the Editorial Board, Journal of Management, 1995 –2003.
Member of the Editorial Board, Human Resource Management Journal, 1999-2004.
Member of the Editorial Board, Administrative Science Quarterly, 1975-1977;
1980 -
Member of the Editorial Board, California Management Review, 1984 -
Member of the Editorial Board, Organizational Dynamics, 1996 –
Member of the Editorial Board, Academy of Management Learning and Education, 2004-2008.

C. Boards of Directors

Current:

Audible Magic (member of the Compensation committee)
San Francisco Playhouse (nonprofit)
Quantum Leap Healthcare (nonprofit)

Past:

Resumix
SonoSite

Unicru
Workstream