

Graduate School of Business  
Stanford University.  
e-mail: h rao@g sb.stanford.edu  
(Phone: 650-724-7708)

**HAYAGREEVA RAO**  
**CURRICULUM VITAE**

**EDUCATION**

Case Western Reserve University,  
Department of Organizational Behavior,  
Weatherhead School of Management,  
Ph.D., August, 1989.

Xavier Labor Relations Institute,  
Jamshedpur, India,  
Post-Graduate Diploma in Personnel Management and Industrial Relations.  
1980.

Andhra University,  
Waltair, India.  
Bachelor of Arts.  
1978.

**APPOINTMENTS**

2005- Professor, Stanford Graduate School of Business. Stanford University.

2002-2005. Richard L. Thomas Distinguished Professor of Leadership and  
Organizational Change, Kellogg School of Management.  
Northwestern University.

2002 April - 2002 June. Charles Howard Candler Professor of Management.  
Goizueta Business School.  
By courtesy, Professor of Sociology, Emory University.

2000- Professor of Organization & Management, Goizueta Business School.  
By courtesy, Professor of Sociology, Emory University.

1995-2000  
Tenured Associate Professor of Organization & Management, Goizueta Business School.  
By courtesy, Associate Professor of Sociology, Emory University.

1989-1994.  
Assistant Professor of Organization & Management, Goizueta Business School.  
By courtesy, Assistant Professor of Sociology, Emory University.

**VISITING PROFESSORSHIPS**

2004. Visiting Professor. London Business School.

2001-2005 Leader, Organizations Area. Indian School of Business, Hyderabad, India.

1997-1998.

Visiting Associate Professor, Michigan Business School, University of Michigan.

1995-1996.

Visiting Associate Professor, HEC, Paris, Summer Terms.

1992-1993.

Visiting Assistant Professor, Netherlands Business School, Summer Term.

**AWARDS AND HONORS**

W. Richard Scott Award for Distinguished Contribution to Scholarship, American Sociological Association, 2005.

Selected as Fellow, Center For Advanced Study in Behavioral Science, Stanford University. 2004.

Sidney Levy Award For Teaching, Kellogg School of Management, 2004.

Panel Member, Organizational Innovation and Change Section. National Science Foundation. 2000-2001.

Best Symposium Award, Organization and Management Theory Division, Academy of Management, 2001.

Erskine Fellow, University of Canterbury, New Zealand. 2000.

Elected member, Macro-Organizational Behavior Society, 1999.

Halle Institute Fellowship, Emory University, 1998-1999.

Finalist for Distinguished Educator Award, Goizueta Business School, 1997.

Keough Award for Faculty Excellence, Goizueta Business School, Emory University, 1997.

Daniel Jordan Faculty Fellow, Goizueta Business School, Emory University, 1996-1997.

J.N. Tata Scholar, 1989.

India Foundation Scholar, 1989.

**GRANTS**

Davidson Institute Research Grant, University of Michigan Business School, 1998. \$2,000.

Outstanding Scholar Grant, 1996; Goizueta Business School, Emory University. \$3,000.

Outstanding Scholar Grant, 1995; Goizueta Business School, Emory University. \$3,500.

Outstanding Scholar Grant, 1994; Goizueta Business School, Emory University. \$3,000.

Outstanding Scholar Grant, 1993; Goizueta Business School, Emory University. \$3,400.

University Research Committee Grant, 1992, Emory University. \$10,000

University Research Committee Grant, 1991, Emory University. \$5,000.

#### **EDITORIAL APPOINTMENTS**

Associate Editor, Administrative Science Quarterly, 2003-

Consulting Editor, American Journal of Sociology. 1999-2001.

Senior Editor, Organization Science. 2000-2002.

Member, Editorial Board, Administrative Science Quarterly. 1996-2002.

Member, Editorial Board, Organization Science. 1997-2002.

Member, Editorial Board, Academy of Management Review. 1998-2002.

Member Editorial Board, Journal of Management Inquiry. 1996-2002.

Member Editorial Board, Strategic Organization. 2001-present.

Guest Co-editor, Academy of Management Journal, Special Research Forum on "*Extending the Frontiers of Organizational Ecology*". 1996.

Co-Organizer, Organization Science Winter Conference, 2002.

Chair, ASQ Scholarly Impact Award Committee. 2001.

Member, ASQ Scholarly Impact Award Committee. 2000.

Judge, INFORMS Dissertation Competition. 1996, 1999. College of Organization Science.

#### **UNIVERSITY AND SCHOOL COMMITTEES**

Member, Leadership Task Force, Kellogg School of Management, Northwestern University. 2004.

Member, Task Force on Demands on Faculty Time, Kellogg School of Management, Northwestern University. 2004.

Co-chair Doctoral Admissions Committee, MORS Department, Kellogg School of Management, Northwestern University. 2004.

Member, Change Management Advisory Council. Northwestern University. 2003 -.

Member, University Priorities Committee, Emory University, 2001-2002.

Member, Personnel Committee, Goizueta Business School, 2001-2002.

Member, Emory University Teaching Committee, 1999-2001.

Member, Emory University Research Committee, 1998-2001.

Member, Emory University Teaching Fund Committee, 1996-1997.

Member, Promotion and Tenure Committee, Goizueta Business School, 1995-1999.

Member Post-Tenure Review Committee, Goizueta Business School, 1996.

Member, Globalization Committee, Goizueta Business School, 1995.

Member, Priorities Committee, Goizueta Business School, 1995.

Chairman, Computing Committee, Goizueta Business School, 1993-1995.

#### **INVITED COLLOQUIA**

University of Toronto. 1997. 2001.

University of Michigan Business School. 1997. 2005

University of California, Irvine. 1998.

University of Alberta. , 1998.

University of Illinois, Urbana-Champaign. 1998.

Kellogg Graduate School of Management, Northwestern University. 1998. 2002

Graduate School of Business, Stanford University. 1998. 2005.

Institute for Policy Research, Northwestern University, 1999.

Cornell University. 1999. 2005.

Department of Sociology, University of Arizona. 1999.

Graduate School of Business, Columbia University, 1999.

University of Canterbury, 2000.

E.M. Lyon European School of Management, 2000.

Duke University. 2000.

Princeton University. 2001.

University of Melbourne, 2001.

Indian Institute of Management, Bangalore. 2001.

Harvard Business School, 2001.

MIT Sloan School of Management, 2001.

Queens University, 2002.

University of Chicago, Business School. 2002.

University of Chicago, Department of Political Science. 2003.

London Business School. 2003.

INSEAD, 2004.

London Business School. 2004.

University of California at Berkeley, 2005

#### DISSERTATION COMMITTEES

Paul Martorana. Kellogg School of Management. Member.  
Amit Nigam. Kellogg School of Management. Member.  
Amin Ghaziani. Kellogg School of Management. Member,  
Stefan Jonsson. Stockholm School of Economics. External Reviewer.  
Marvin Washington Kellogg Graduate School of Management.  
David Hirst, Department of Sociology, Emory University. Member.  
Richard Clarke, Department of Sociology, Emory University. Member

#### DOCTORAL ADVISER

Jo-Ellen Pozner. Kellogg School of Management.  
Simona Giorgi. Kellogg School of Management.

#### PUBLICATIONS IN REFEREED JOURNALS

Tim Rowley, Henrich Greve, Hayagreeva Rao, Joel Baum and Andrew Shipylov *Fraternity, Equality and the Stability of Exchange Cliques: The Canadian Banking Industry; 1952-1990*. Academy of Management Journal. 48, 3:1-22 June, 2005.

Paul Ingram and Hayagreeva Rao *Store Wars: The Enactment and Repeal of Anti-Chain Store Legislation in America*. American Journal of Sociology. 110: 2, 446-487. 2004.

Ezra Zuckerman and Hayagreeva Rao. *Shrewd, Crude, or Deluded?: Comovement and the Internet Phenomenon*. Industrial and Corporate Change. 13: 1: 171-212. 2004.

Michael Lounsbury and Hayagreeva Rao. *Sources of Durability and Change in Market Classifications: A Study of the Reconstitution of Product Categories in the American Mutual Fund Industry; 1945-1985*. Social Forces. 82:3: 969-1033. 2004.

Hayagreeva Rao. *Institutional Activism in the American Automobile Industry*, Journal of Business Venturing. Special Issue in Honor of Howard Aldrich. 19: 359-384. 2004.

Hayagreeva Rao, Phillipe Monin and Rodolphe Durand. *Institutional Change in Toque Ville : Nouvelle Cuisine as an Identity Movement in French Gastronomy*. American Journal of Sociology. 108:4. 795-843.2003.

Calvin Morrill, Mayer Zald and Hayagreeva Rao *Covert Political Conflict in Organizations: The View From Below*. Annual Review of Sociology. 29:391-415. 2003.

Hayagreeva Rao and Paul Hirsch. *Czechmate: The Old Banking Elite and the Construction of Investment Privatization Funds in the Czech Republic*. Socio-Economic Review. 1: 247-269. 2003.

Hayagreeva Rao. *Gründung von Organisationen und die Entstehung neuer organisatorischer Formen*, Kolner Zeitschrift für Sociologie und Socialpsychologie. 42:319-344. 2002.

Hayagreeva Rao and Robert Drazin. *Overcoming Resource Constraints on Product Innovation by Recruiting Talent from Rivals: A Study of the Mutual Fund Industry; 1986-1994.* Academy of Management Journal. 45: 3: 491-508. 2002.

Robert Drazin and Hayagreeva Rao. *Harnessing managerial knowledge to implement product-line extensions: When do mutual fund families share portfolio managers across old and new funds?"* Academy of Management Journal. 45: 3: 609-620. 2002.

Hayagreeva Rao, Henrich Greve and Gerald Davis. *Fool's Gold: Social Proof in the Initiation and Abandonment of Coverage by Wall Street Analysts* Administrative Science Quarterly. 46: 502-526. 2001.

Hayagreeva Rao, Gerald M. Davis and Andrew Ward. *Embeddedness and Social Identity: Why Organizations Leave Nasdaq and Join NYSE?* Administrative Science Quarterly. 45:268-292. 2000.

Robert Drazin and Hayagreeva Rao. *SBU Manager Succession: Mutual Fund Managers,* Organization Studies. 20:2, 167-196. 1999.

Robert Kazanjian and Hayagreeva Rao. *The Creation of Capabilities in New Ventures: A Longitudinal Study,* Organization Studies. 20: 1:125-142. 1999.

Hayagreeva Rao and K. Sivakumar. *Institutional Sources of Boundary-Spanning Structures: The Establishment of Investor Relations Departments in the Fortune 500 Industrials,* Organization Science. 10: 1, 27-42. 1999.

Hayagreeva Rao. *Caveat Emptor: The Construction of Non-Profit Watchdog Organizations,* American Journal of Sociology. 103:912-961. 1998.

Karen Golden-Biddle and Hayagreeva Rao. *Breaches in the Boardroom: Organizational Identity and Conflicts of Commitment in a Mutual Non-Profit.* Organization Science. 8:6,593-611. 1997.

Heather Haveman and Hayagreeva Rao. *Structuring a Theory of Moral Sentiments: Institutional and Organizational Co-Evolution in the Early California Thrift Industry,* Co-author: Heather Haveman. American Journal of Sociology. 102:1606-1651. 1997.

Terry Amburgey and Hayagreeva Rao. *Organizational Ecology: Past, Present and Future Directions,* Academy of Management Journal 39, 5: 165-1286. 1996.

Robert Drazin and Hayagreeva Rao. *The Adoption of Competing Technologies as an Organizing Process* Technology Studies 1: 1-30, 1996.

Robert Drazin and Hayagreeva Rao. *Simplicity and Complexity in Cellular Automata Models of Technological Change,* Technology Studies 1: 44-49. 1996.

C. Bhattacharya, Hayagreeva Rao and MaryAnn Glynn. *Understanding the Bond of Identification: An Investigation of its Correlates among Art Museum Members,* Journal of Marketing 59, 46-57, 1995. (Also issued as a Yale University Program on Non-Profit Organizations Working Paper No. 219).

MaryAnn Glynn, C. Bhattacharya and Hayagreeva Rao. *Art Museum Membership and Cultural Capital: Relating Member's Perceptions of Prestige to Visitation and Benefit Usage,* Poetics: International Journal of

Empirical Research on Arts, Media and Literature 24:259-274. Special Issue on Museum Research, edited by Paul DiMaggio. (Also issued as a Yale University Program on Non-Profit Organizations Working Paper No. 218).

Leonard Lynn and Hayagreeva Rao. *Failures of intermediate forms: A study of the Suzuki Zaibatsu*, Co-author: Leonard Lynn. Organization Studies, 16, 1, 55-80, 1995. (Reprinted in K. Stucker and S. Beechler (eds.) Japanese Business Enterprise, London: Routledge, 1997).

Hayagreeva Rao. *The Social Construction of Reputation: Contests, Credentialing and Legitimation in the American Automobile Industry; 1895-1912*, Strategic Management Journal, 15, 29-44, 1994.

V. Nilakant and Hayagreeva Rao. *Agency Theory and Uncertainty: An Evaluation* Organization Studies, 15, 5, 649-670, 1994.

Hayagreeva Rao and Eric Neilsen. *An Ecology of Collectivized Agency: Dissolutions of Savings and Loan Associations; 1960-1987*, Administrative Science Quarterly, 37:448-470, 1992.

Mohan Reddy and Hayagreeva Rao. *The Industrial Market as an Interfirm Organization*, Journal of Management Studies, 27 (1) January, 43-59, 1990.

Hayagreeva Rao and William Pasmore. *Knowledge and Interests in Organization Studies: A Conflict of Interpretations*, Organization Studies, 10 (2), 225-239, 1989.

Eric Neilsen and Hayagreeva Rao. *The Strategy- Legitimacy Nexus: A Thick Description*, Academy of Management Review, 12, (3), 523-533, 1987.

#### **PUBLICATIONS IN EDITED BOOKS**

Heather Haveman and Hayagreeva Rao. *Hybrid Forms and Institutional Change in the Early California Thrift Industry; 1865-1928*, Bending the Bars of the Iron Cage: Institutional Dynamics and Processes, edited by W.W. Powell and Dan Jones, University of Chicago Press. Forthcoming.

Joel A.C. Baum and Hayagreeva Rao. 2004. *Evolutionary Dynamics of Organizational Populations and Communities*, pp. 212-258 in Marshall Scott Poole, Andrew Van de Ven et al. Studying Organizational Change and Development, Oxford University Press. 2004.

Hayagreeva Rao. *Tests Tell: Constitutive Legitimacy and Consumer Acceptance in the American Automobile Industry; 1985-1912*. pp. 307-339 in The New Institutionalism in Strategic Management, edited by Paul Ingram and Brian Silverman, JAI Press. 2002.

Hayagreeva Rao. *Interorganizational Ecology*, 541-556 in Companion to Organizations, edited by Joel A.C. Baum, Basil Blackwell. London. 2002.

Hayagreeva Rao. *The Power of Public Competition: Promoting Cognitive Legitimacy Through Certification Contests* 262-285 in The Entrepreneurship Dynamic, edited by Kaye Schoonhoven and Elaine Romanelli. Stanford University Press. 2001.

Hayagreeva Rao and Jitendra Singh. *Organizational Speciation as New Path Creation: Institution Building Activity in the Early Automobile and Bio-Tech Industries*, pp. 243-269 in Path Dependence and Creation, edited by Raghu Garud and Peter Karnoe. Lawrence Erlbaum. 2001.

Hayagreeva Rao, Cal Morill and Mayer Zald. pp. 237-282 *Power Plays: Social Movements, Collective Action and New Organizational Forms*. Research in Organizational Behavior, edited by Barry Staw and Robert Sutton, JAI Press. Volume 22. 2000.

Hayagreeva Rao and Jitendra Singh. *Sources of Variation in Organizational Populations: The Speciation of New Organizational Forms*, pp. 63-78 in Variations in Organization Science, edited by Joel A.C. Baum and Bill McKelvey. Sage Publications. London. 1999.

Joel A.C. Baum and Hayagreeva Rao. *Strategic Management as a Fish-Scale MultiScience*. Co-author: Joel A.C. Baum, pp. 409-418 in Advances in Strategic Management, Vol. 15, edited by Joel A.C. Baum. JAI Press. 1998.

Hayagreeva Rao. *Firms as Interfirm Context: The Social Shaping of Business Strategy*, pp. 407-415 in Joel A.C. Baum and Jane Dutton (eds.) Advances in Strategic Management, Vol. 13, Greenwich, CT: JAI Press. 1996.

Jacques Delacroix and Hayagreeva Rao. *Externalities and Ecological Theory: Unbundling Density Dependence* pp. 255-268 In Jitendra Singh and Joel Baum (eds.) Evolutionary Dynamics of Organizations. Oxford University Press, 1994.

Eric Neilsen and Hayagreeva Rao. *Strangers and Social Order: The Institutional Genesis of Organization Development*, Research in Organization Change and Development, Volume 4, 67-99. 1990.

#### **BOOK REVIEWS**

*Advances in Strategic Management*, Volume 10, Parts A and B. Paul Shrivastava, Anne S. Huff, and Jane E. Dutton. Greenwich, CT: JAI Press. Administrative Science Quarterly. 1994.

*Permanently Failing Organizations*, by Marshall Meyer and Lynne Zucker, Sage Publications, 1989. Academy of Management Review, 15, 4, 706-708, 1990.

*Public Spirit in the Thrift Tragedy*, Mark Carl Rom. Pittsburgh, University of Pittsburgh Press. Administrative Science Quarterly. 1999.

*The Demography of Corporations and Industries*, Glenn R. Carroll and Michael T Hannan. Princeton, NJ: Princeton University Press. Administrative Science Quarterly. In Press.

#### **PAPERS UNDER REVIEW**

Rodolphe Durand, Phillippe Monin, and Hayagreeva Rao. *The Effects of Core-Preserving and Core-Diluting Changes on Reputation: A Test of Adaptation and Inertia Theories in French Haute Cuisine Restaurants*, Strategic Management Journal, Revision Invited.

Hayagreeva Rao, Philippe Monin, Rodolphe Durand. *Crossing Enemy Lines: Culinary Categories as Constraints in French Gastronomy*. American Sociological Review. Revision Invited.

Henrich Greve, Jo-Ellen Posner and Hayagreeva Rao *Vox Populi: Identity and Resource in the Insurgent Micro-Radio Movement* American Journal of Sociology. Revision Invited

Heather Haveman, Hayagreeva Rao and Srikant Parachuri *The Winds of Change: Political Culture and the Diversity of Organizational Forms in the Early California Thrift Industry*. . American Sociological Review. Revision Invited

#### **WORKING PAPERS**

Henrich Greve and Hayagreeva Rao. *Commercial or Communal: Ideologically Adjacent Forms and Founding Rates in Norwegian Casualty Insurance*.

Henrich Greve and Hayagreeva Rao. *If it does not kill you. Learning from Ecological Competition*.

Yuri Mishina, Tim Pollock, Hayagreeva Rao, Jim Wade and Joe Porac. *Gadflies and Governance: When do Firms Attract Anti-Management Resolutions From Corporate Gadflies*.

Karl Weick, Jo Porac, Hayagreeva Rao and Katherine Lawrence. *Distributed Cognition: A Comparison of West Nile and Hanta Virus*.

#### **PROFESSIONAL CONFERENCE PRESENTATIONS**

*Organizational Change*. Discussant. American Sociological Association Meetings, San Francisco, 2004.

*Embeddedness and Firm Boundaries*. Discussant. Academy of Management Meetings, New Orleans, 2004.

*State Policy and the Distribution of Organizational Forms in the Early California Thrift Industry*. Co-Presenters, Heather Haveman and Srikant Parachuri. Academy of Management Meetings, New Orleans, 2004.

*Vox Populi: The Emergence of Low-Power FM Radio Stations* Co-Presenters, Henrich Greve and Jo-Ellen Posner. Academy of Management Meetings, New Orleans, 2004.

*Distributed Cognition: A Comparison of West Nile and Hanta Virus*, Co-Presenters, Karl Weick and Joe Porac. Academy of Management Meetings, Seattle, 2003.

*Store Wars: The Anti-Chain Store and Pro-Chain Store Movements in the United States; 1925-1970* Co-Presenter: Paul Ingram, Academy of Management Meetings, Seattle, 2003.

*State Policy and the Distribution of Organizational Forms in the Early California Thrift Industry*. Co-Presenters: Heather Haveman and Srikant Parachuri, American Sociological Association Meetings, Chicago, August 2002.

*Store Wars: The Anti-Chain Store and Pro-Chain Store Movements in the United States; 1925-1970* Co-Presenter: Paul Ingram, American Sociological Association Meetings, Chicago, August 2002.

*Social Mobility and the Salience of Multiple Social Identities: A Study of Why Colleges Left NAIA for the NCAA*, Co-Presenter: Marvin Washington Academy of Management Meetings, August 2002.

*Does Organizational Change Enhance or Undermine Reputation: Adaptation versus Inertia in French Haute Cuisine Restaurants*, Co-Presenters: Rodolphe Durand and Phillippe Monin. Academy of Management Meetings, August, 2002.

*Theory in Economic Sociology*, American Sociological Association August, 2001, Anaheim, DC. Discussant.

*Organizations: Markets, Symbols, and Identities in the Management of Organizations*, American Sociological Association August, 2001, Anaheim, DC. Discussant.

*Organizational Forms and Organizational Identity as Constraints on Organizational Change*, Academy of Management Meetings, August 2001, Washington, DC. Co-presenters: Heather Haveman, Srikant Parachuri.

*Organizational Forms and Organizational Identity*, Academy of Management Meetings, August 2001, Washington, DC. Co-organizer: Heather Haveman.

*Social Movements and Social Identity: Why French Chefs Abandoned Classical Cuisine for Nouvelle Cuisine*. Academy of Management Meetings, August 2001, Washington, DC. Co-presenters: Rodolphe Durand and Phillippe Monin.

*Sensitivity Training and the Disciplining of Interpersonal Relations in the Workplace* Social Science Research Council Seminar on the New Economy, Atlanta, GA. April 2001.

*Identity Work*. Organizational Science Winter Conference, February, 2000. Steamboat Springs.

*Fool's Gold: Social Proof in the Initiation and Discontinuation of Coverage by Wall Street Analysts*. Macro-Organizational Behavior Society Meetings. October, 2000. Chicago.

*Creative Partnering: The Co-optation of Commercial Banks in the Czech Republic Amidst Recombinant Capitalism*, American Sociological Association Meeting, August, 2000 Washington DC. Co-presenter. Paul Hirsch.

*Product Categories as Sensemaking Mechanisms*, American Sociological Association Meeting, August Washington DC. Co-presenter. Mike Lounsbury.

*Flying in Formation or Collision Course: Alternative Perspectives on Competition in the Context of the Airline Industry* Academy of Management Meetings, Toronto. August, 2000. Discussant.

*Managing Organizational Reputation and Legitimacy*, Academy of Management Meetings, Toronto. August, 2000. Discussant.

*Shareholder Activism as Symbolic Voice: The Effect of Organizational and Managerial Characteristics on the Incidence of Shareholder Resolutions*, Academy of Management Meetings, Toronto. August, 2000. Co-Presenters: Yuri Mishina, Tim Pollock, Jim Wade and Joe Porac.

*Czechmate: Banks, Collective Action and the Construction of a New Financial Intermediary*, Macro-Organizational Behavior Society, October, 1999.

*Constructing Markets: The Economic Sociology of Organizations and Strategy, Show Case Symposium*. Academy of Management Meetings, Chicago. August, 1999. Discussant.

*CzechMate: Old Banking Elites and the Construction of a New Financial Intermediary in the Czech Republic*, Academy of Management Meetings, Chicago. August, 1999. Co-presenters: Paul Hirsch.

*On or Off the Radar Screen: An Ecology of Analyst Attention*, Academy of Management Meetings, Chicago. August, 1999. Co-presenters: Henrich Greve and Gerald Davis.

*Organizing in Turbulent Environments, All-Academy Showcase Session*, Academy of Management Meetings, San Diego, 1998. Discussant.

*Revisiting Stinchcombe: Liabilities of Newness in the Recruitment of Talent from Competitors*, Academy of Management Meetings, San Diego, 1998. Co-presenter: Robert Drazin.

*Embeddedness and Defection: Why Organizations Leave Nasdaq and Join NYSE?* Co-authors: Gerald M. Davis and Andrew Ward. Academy of Management Meetings, Boston, August, 1997.

Discussant, *Symposium on Institutional Processes*, Academy of Management Meetings, Boston, August, 1997.

Discussant, *Collaborative Theorizing on Identity*, Academy of Management Meetings, Boston, August, 1997.

*Embeddedness and Defection: Why Organizations Leave Nasdaq and Join NYSE?* Co-authors: Gerald M. Davis and Andrew Ward. University of Michigan Business School, Ann Arbor, May 1997.

*Caveat Emptor: The Construction of Non-Profit Watchdog Organizations*, American Sociological Association Meetings, Toronto, August, 1997.

*In or Out: Repeat Buying Membership Contexts*, co-author: C.B. Bhattacharya. Conference Relationship Marketing. EIRASS Conference, Innsbruck, Austria. July, 1996.

*In or Out: Repeat Buying Membership Contexts*, co-author: C.B. Bhattacharya. Conference Relationship Marketing. Emory University. Atlanta, June 14, 1996.

*Structuring a Theory of Moral Sentiments: Institutional and Organizational Co-Evolution in the Early California Thrift Industry*, Co-presenter: Heather Haveman. Conference on 'Institutions', Department of Sociology, University of Arizona, Tucson, Arizona, March 28-30, 1996.

*Not in or Out: But Up or Down; That is the Question: Vertical Mobility in Tiered Memberships*, co-author: C.B. Bhattacharya. Marketing Science Conference. University of Florida, Gainesville, March 9, 1996.

*The Construction of Non-Profit Consumer Watchdog Organizations: 1927-1942: An Institutional Analysis*, Department of Management, University of Toronto, November 21, 1995.

*Firms as Interfirm Contexts*: Discussant, The Embeddedness of Strategy Conference, Michigan Business School, University of Michigan. March, 1995.

*New Organizational forms as Truces: The Creation of Consumer Watchdog Organizations*, Showcase Session, "The creation of core businesses and industries," Academy of Management Meetings, August, 1995, Vancouver.

*The Spread of Investor Relations: An Institutional Analysis*, Co-author: K. Sivakumar in "Institutional Theory and Strategic Management: Towards Common Ground" Academy of Management Meetings, August , 1995, Vancouver.

*The Restructuring of collectivized agency Relations: A study of administrative systems in the California thrift industry; 1890-1934* Presentation (with Heather Haveman): American Sociological Association Meetings, August 1995, Washington.

Co-Chair: *The Ecology of Collectivized Agency Relations* OMT-SIM Seminar, Academy of Management Meetings, August 17, 1994, Dallas.

*The Restructuring of collectivized agency Relations: A study of administrative systems in the California thrift industry; 1890-1934*. Presentation (with Heather Haveman): Academy of Management Meetings, August 17, 1994, Dallas.

*An Ecology of Emerging Organizations: Incorporation and Operational Startup in the American Automobile Industry; 1893-1905*, Presentation: Showcase Seminar "The entrepreneurial dynamic in industries" Academy of Management Meetings, August 17, 1994, Dallas.

Discussant: *Does Management Matter: Organizational inertia, Managerial Adaptation and Environmental Determinism*, BPP Seminar, Academy of Management Meetings, August 17, 1994, Dallas.

*The acquisition and extinction of competences*, Co-author: Tina Dacin, Strategic Management Society Meetings, Paris. October, 1994.

*Monitoring as a ritual: A study of faith and facework in non-profit boards*. Co-author Karen Golden- Biddle. Strategic Management Society Meetings. Paris. October, 1994.

*Legitimacy as an organizational resource : Contests, credentialing and survival in the American Automobile Industry; 1895-1912*. Presentation. Strategic Management Society Conference on "Competitive Organizational Behavior: Towards an Organizationally Based Theory of Competitive Advantage," Kellogg Graduate School, Northwestern University, June 24-26, 1994, Evanston, IL.

*Legitimacy as an organizational resource : Contests, credentialing and survival in the American Automobile Industry; 1895-1912*. Paper presented at the HEC School of Management, Jouy-En-Josas, France. June 1994.

Discussant: *Organizational Strategy and Structure*, Academy of Management Meetings, August 10, 1993, Atlanta.

Discussant: *New Perspectives on Organizational Strategy and Structure*, Business Policy Division, Academy of Management Meetings, August 10, 1992, Las Vegas.

*Externalities and Ecological Theory: Unbundling the Effects of Legitimacy.*

Presentation with Jacques Delacroix. Conference on Evolutionary Approaches to Organization: The Dynamics of Organizing, Organizations and Organizational Systems, Stern School of Business, New York University, January 10-11, 1992. New York.

*The Micro-Ecology of organizational foundings* at the Emory-Duke Conference on Organizations, Presentation with Robert Drazin, April 26-28, 1991, Pisgah.

Chair, *Research on Top Executives: Five Studies*, Academy of Management Meetings, San Francisco, 1990.

Discussant: *Research on Organization Change and Development*, Academy of Management Meetings, Washington, DC, 1989.

#### **TEACHING CONTRIBUTIONS**

Faculty Member for MBA courses on Leading the Process of Strategic Change. Kellogg School of Management.

Faculty Member for MBA and Executive MBA courses on Human Resources: Managing People for Competitive Advantage at WHU and at Kellogg School of Management.

Faculty Member, Business Week – Kellogg Conference on Building the Market-Focused Organization.

Faculty Member in Executive Education Programs (Creating the Market-Focused Organization, Executive Development Program, Kellogg Management Institute, Advanced Management Program), Kellogg School of Management.

Faculty Member for Doctoral Seminar on Macro-Organization Theory, Department of Sociology, Emory University. (This is an advanced organization theory seminar for students seeking to minor in organization theory).

Faculty member for MBA-level elective course on Industry and Competitor Analysis (ICA). (I developed the ICA course at Emory, and it is now one of the most popular and highly ranked electives. I have been ranked as one of the top teachers in the school according to Business Week).

Faculty member for capstone graduate courses on Strategic Management and Organization Design. (I have designed and innovated in the delivery of the core courses on Strategic Management and Organization Design for MBAs).

#### **CASE DEVELOPMENT**

*Andersen-Deloitte: A Tale of Two Organizations.* (with Bob Dewar and Ashleigh Rosette). Kellogg School of Management.

*Shock to the System: The Galante and Read Merger (A)* (with John Joseph) Kellogg School of Management.

*Shock to the System: The Galante and Read Merger (B)* (with John Joseph) Kellogg School of Management.

*Shock to the System: The Galante and Read Merger (C)* (with John Joseph) Kellogg School of Management.

*Shock to the System: The Galante and Read Merger (D)* (with John Joseph) Kellogg School of Management.

*Comitron: Introduction of Forced Ranking (A)* (with Jeff Schumacher) Kellogg School of Management.

*Comitron: Introduction of Forced Ranking (B)* (with Jeff Schumacher) Kellogg School of Management.

*Comitron: Introduction of Forced Ranking (C)* (with Jeff Schumacher) Kellogg School of Management.

*Whole Foods Market: (A)* (with Bob Dewar and Jeff Schumacher) Kellogg School of Management.

*Whole Foods Market: (B)* (with Bob Dewar and Jeff Schumacher) Kellogg School of Management.

*Whole Foods Market (C)* (with Bob Dewar and Jeff Schumacher) Kellogg School of Management.

*Washington Mutual: A Very Old Bank can Grow Very Fast* (with Bob Dewar). Kellogg School of Management.

*UPS Supply Chain Solutions* (with Bob Dewar). Kellogg School of Management.