

CURRICULUM VITA

October, 2008

JAMES N. BARON

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Education:

Ph.D., Sociology, University of California, Santa Barbara, 1982 (Doctoral dissertation: *Economic Segmentation and the Organization of Work*).

M.S., Sociology, University of Wisconsin, 1977; M.A. Privatim (*Hon.*), Yale University, 2007.

B.A., Sociology, Reed College, 1976.

Academic Experience:

- 2006- William S. Beinecke Professor of Management, Yale School of Management; Professor of Sociology (by courtesy), Yale University. (Faculty Director: Pre-MBA Leadership Program (for students of color), Yale School of Management).
- 1992-2006 Walter Kenneth Kilpatrick Professor of Organizational Behavior and Human Resources, Stanford Graduate School of Business (GSB). (Co-Director: Stanford Project on Emerging Companies; GLOBE Initiative; Human Resources Research Initiative.)
- 2001 Visiting Scholar, Centre for Economic Performance, London School of Economics and Political Science, May to July.
- 1997-8 Marvin Bower Fellow, Harvard Business School, Harvard University.
- 1994-97 Associate Dean for Academic Affairs, Stanford GSB. (Director of Research and Curriculum Development, 1996-7.)
- 1990-94 Professor of Sociology, Stanford University.
- 1990-92 Professor of Organizational Behavior (GSB). Stanford University
- 1986-90 Associate Professor of Organizational Behavior (GSB) and Associate Professor of Sociology (by courtesy), Stanford University. Affiliated Faculty: Organizations and Mental Health Research Training Program (1982-9); Organizations and Aging Research Training Program (1985-8).
- 1982-86 Assistant Professor of Organizational Behavior (GSB) and Assistant Professor of Sociology (by courtesy), Stanford University.
- 1981-82 Instructor, Department of Sociology, University of California, Santa Barbara.

Research Interests:

Organizations; social stratification and inequality; work, labor markets, and careers; distributive and procedural justice; economic sociology; human resources; entrepreneurial companies.

Teaching Activities:

Yale School of Management: The Employee Perspective (MBA Core Course, 2006); Competitive Strategy and Internal Organization of the Firm (MBA elective, 2006); International Experience: South Africa & Tanzania (Required MBA course and travel: 2006–7); Strategic Human Resource Management (required MBAE course, “Leadership in Health Care” Executive MBA Program, 2007); Faculty Mentor (2006–8)

Stanford Graduate School of Business: Research Methods for the Behavioral Sciences (Ph.D. course, 2002, with W. Barnett, D. Gruenfeld, R. Kramer, and M. Piskorski; 2004, with W. Barnett, J. Denrell, and M. Piskorski); Culture, Human Resources, and the Evolution of Start-Up Firms (MBA Second Year Seminar: 2005); Field Research in Human Resource Management (MBA elective course, 2000–1, with C. O’Reilly and P. Oyer); Human Resource Management (MBA core course: 1994, 1996–7, 1999–2006); Human Resource Management (Sloan Program core course: 2005–2007); Managing the Organization’s Workforce (MBA elective: 1992–3, with D. Kreps); Organizations, Environments, and the Employment Relationship (Ph.D. course, 1991); Organizations and the Employment Relationship (Ph.D. course: 1990, 1994); Norms, Trust, and Standards (Faculty seminar: 1988); The Employment Relationship (Faculty seminar: 1987, 1993); Topics in Human Resource Management (MBA elective: 1983–86); Organizational Behavior (MBA core course: 1982–85, 1987, 1989–92; Sloan Executive core course: 1990)

University of California, Santa Barbara: Complex Organizations (Undergraduate course: 1981)

Research Grants and Experience:

- 1993 Principal investigator, “Workplace Networks and Career Experiences in High-Technology Firms” (with Joel Podolny), from Women’s Educational Fund of the Community Foundation of Santa Clara County (California).
- 1990–92 Consultant, “Formal and Informal Mobility in Internal Labor Markets” (Dr. Brian Mittman, Principal Investigator), from National Science Foundation (Sociology).
- 1989–92 Consultant, “Firm Reactions to Older Workers’ Promotion and Employment Prospects” (Dr. Brian Mittman, Principal Investigator), from National Institute on Aging.
- 1987 Co-principal investigator, “Research Conference on Occupational Sex Segregation and Comparable Worth,” from Subcommittee on Problems of the Discipline, American Sociological Association.
- 1986–87 Principal Investigator, “Gender and Wage Determination in the California Civil Service,” from Panel on Pay Equity Research, Committee on Women’s Employment and Related Social Issues, National Research Council; 12 months, \$16,000.
- 1980–82 Co-principal investigator, “Jobs, Firms and Industries: Economic Dualism and the Organization of Work,” from National Science Foundation (Applied Research and Sociology); 36 months, \$325,000.
- 1978–79 Research assistant to Professors William T. Bielby and Roger O. Friedland.
- 1977–78 Research associate: “A multi-facet study of Mexican–American mothers and children in a preschool program” (Dr. Evie McClintock, Principal Investigator).

1976–77 Research assistant, “Occupational Changes in a Generation II” (Professors David L. Featherman and Robert M. Hauser, Principal Investigators).

Honors and Awards:

Accenture Award, 2002–3 (with Michael T. Hannan), for *California Management Review* article making “the most important contribution to improving the practice of management.”

Stanford Graduate School of Business: Walter Kenneth Kilpatrick Professorship, 1992–2006; Robert and Marilyn Jaedicke Faculty Scholar, 1998–9; Business School Trust Faculty Fellow, 1990–2; Robert M. and Anne T. Bass Faculty Fellow, 1989–90; MBA Distinguished Teaching Commendation Letter (2001, 2002).

Listed by Institute for Scientific Information among “Highly Cited Researchers” at *ISIHighlyCited.com*

Harvard Business School: Marvin Bower Fellow, 1997–8.

Who's Who in America; Who's Who in American Education.

Distinguished Research Visitor, National University of Singapore, August 1991.

Visiting Scholar, Russell Sage Foundation, 1990–1 (declined).

Fellow, Center for Advanced Study in the Behavioral Sciences, 1988–9.

Elected Member: Sociological Research Association (1985–); Macro Organizational Behavior Society (1989–).

European Group on Organizational Sociology Prize (significant contribution to field of organizations by a junior scholar): Organizations and Occupations Section, American Sociological Association, 1985.

Research Projects in Progress:

Obligation and Identity in Employment Relationships and Organizations

Age, Experience, and Discrimination in Labor Markets

The Sociology of Online Poker

Publications:

Books and edited volumes:

Baron, James N., and David M. Kreps. 1999. *Strategic Human Resources: Frameworks for General Managers*. New York: John Wiley & Sons, 602 pp. Translated into Orthodox Chinese by Western Books Co. (Republic of China); to be published in Spanish by Oxford University Press (Mexico); to be published in Simplified Chinese by John Wiley & Sons and Tsinghua University Press.

Baron, James N., David B. Grusky, and Donald J. Treiman (eds.). 1996. *Social Differentiation and Inequality: Essays in Honor of John Pock*. Boulder, CO: Westview Press, 381 pp.

Baron, James N., and Karen S. Cook (eds.). 1992. *Process and Outcome: Perspectives on the Distribution of Rewards in Organizations*. Special issue of *Administrative Science Quarterly* 37 (June).

Articles, chapters, and commentary:

- Baron, James N., and David M. Kreps. In press. "Employment as an economic and social relationship." In R. Gibbons and D. J. Roberts (eds.), *Handbook of Organizational Economics*. Princeton: Princeton University Press, forthcoming.
- Baron, James N. 2007. "A company in good standing?" *Can We Make Management A Profession?* Q1 (Spring): 80–5.
- Baron, James N., Michael T. Hannan, Greta Hsu, and Ozgecan Kocak. 2007. "In the company of women: gender inequality and the logic of bureaucracy in start-up firms." *Work and Occupations* 34 (February): 35–66.
- Hannan, Michael T., James N. Baron, Greta Hsu, and Ozgecan Kocak. 2006. "Organizational identities and the hazard of change." *Industrial and Corporate Change* 15 (October): 755–84.
- Baron, James N., and Michael T. Hannan. 2005. "The economic sociology of organizational entrepreneurship: Lessons from the Stanford Project on Emerging Companies." Pp. 168–203 in Victor Nee and Richard Swedberg (eds.), *The Economic Sociology of Capitalism*. Princeton, NJ: Princeton University Press.
- Baron, James N. 2004. "Commentary: 'Promise and peril in implementing pay for performance' by Michael Beer and Mark D. Cannon." *Human Resource Management* 43 (Spring): 21–3.
- Baron, James N. 2004. "Employing identities in organizational ecology." *Industrial and Corporate Change* 13: 3–32 (viewable online at: <http://icc.oupjournals.org/cgi/content/abstract/13/1/3?ikey=369hEoy1hHcG2&keytype=ref>).
- Baron, James N., Michael T. Hannan, Greta Hsu, and Ozgecan Kocak. 2002. "Gender and the organization-building process in young, high-tech firms." Chapter 10 (pp. 245–73) in Mauro F. Guillén, Randall Collins, Paula England, and Marshall Meyer (eds.), *The New Economic Sociology: Developments in an Emerging Field* (New York: Russell Sage Foundation).
- Baron, James N. and Michael T. Hannan. 2002. "Organizational blueprints for success in high-tech start-ups: Lessons from the Stanford Project on Emerging Companies." *California Management Review* 44 (Spring): 8–36. (Received 2002 Accenture Award for best paper published in 2002.)
- Baron, James N., Michael T. Hannan, and M. Diane Burton. 2001. "Labor pains: organizational change and employee turnover in young, high-tech firms." *American Journal of Sociology* 106 (January): 960–1012.
- Barnett, William P., James N. Baron, and Toby Stuart. 2000. "Avenues of attainment: occupational demography and organizational careers in the California Civil Service." *American Journal of Sociology* 106 (July): 88–144.
- Baron, James N., Michael T. Hannan, and M. Diane Burton. 1999. "Building the iron cage: determinants of managerial intensity in the early years of organizations." *American Sociological Review* 64 (August): 527–47. An expanded version of this paper, with supplementary statistical and technical material, appears as "Determinants of managerial intensity in the early years of organizations," Research Paper #1550, Graduate School of Business, Stanford University, 1999.
- Baron, James N., M. Diane Burton, and Michael T. Hannan. 1999. "Engineering bureaucracy: the genesis of formal policies, positions, and structures in high-technology firms." *Journal of Law, Economics, and Organization* 15 (Spring): 1–41.
- Baron, James N., and David M. Kreps. 1999. "Consistent Human Resource Practices." *California Management Review* 41 (Spring): 29–53.

- Baron, James N. 1999. "Comments on Peter Cappelli's 'We've been here before: market mediated employment relations in an historical context'." In *The New Relationship: Human Capital in the American Corporation*, edited by Margaret M. Blair and Thomas A. Kochan. Washington: Brookings Institution Press.
- Podolny, Joel M., and James N. Baron. 1997. "Resources and relationships: social networks and mobility in the workplace." *American Sociological Review* 62 (October): 673–93.
- Baron, James N., M. Diane Burton, and Michael T. Hannan. 1996. "The road taken: origins and early evolution of employment systems in emerging companies." *Industrial and Corporate Change* 5(2): 239–75. Reprinted (pp. 428–64) in Glenn R. Carroll and David J. Teece (eds.), *Firms, Markets, and Hierarchies: The Transaction Cost Economics Perspective* (New York: Oxford University Press, 1999). To be reprinted in Scott Shane (ed.), *The Foundations of Entrepreneurship* (New York: Oxford University Press).
- Hannan, Michael T., M. Diane Burton, and James N. Baron. 1996. "Inertia and change in the early years: employment relations in young, high-technology firms." *Industrial and Corporate Change* 5(2): 503–36. Reprinted (pp. 465–98) in Glenn R. Carroll and David J. Teece (eds.), *Firms, Markets, and Hierarchies: The Transaction Cost Economics Perspective* (New York: Oxford University Press, 1999).
- Baron, James N., David B. Grusky, and Donald J. Treiman. 1996. "Social differentiation and inequality: some reflections on the state of the field." Pp. 351–71 in *Social Differentiation and Inequality: Essays in Honor of John Pock*, edited by James N. Baron, David B. Grusky, and Donald J. Treiman. Boulder, CO: Westview Press.
- Baron, James N., and Jeffrey Pfeffer. 1994. "The social psychology of organizations and inequality." *Social Psychology Quarterly* 57 (September): 190–209.
- Baron, James N., and Michael T. Hannan. 1994. "The impact of economics on contemporary sociology." *Journal of Economic Literature* 32 (September): 1111–46. Excerpted as "Economie et sociologie: vers la convergence?" in *Problemes Economiques* 2.444–2.445 (1^{er}–8 Novembre 1995): 48–543. Also reprinted in Richard Swedberg (ed.), *Economic Sociology* (Brookfield, Vermont: Edward Elgar, 1996).
- Baron, James N. 1994. "Reflections on recent generations of mobility research." Pp. 384–93 in David B. Grusky (ed.), *Social Stratification: Class, Race, and Gender in Sociological Perspective*. Boulder, CO: Westview Press.
- Baron, James N., and Karen S. Cook. 1992. "Process and outcome: perspectives on the distribution of rewards in organizations." *Administrative Science Quarterly* 37 (June): 191–7.
- Jennings, P. Devereaux, Frank R. Dobbin, and James N. Baron. 1992. "Making war and peace." Pp. 182–192 in Peter J. Frost and Ralph E. Stablein (eds.), *Doing Exemplary Research*. Newbury Park, CA: Sage Publications.
- Wharton, Amy, and James N. Baron. 1991. "Satisfaction?: the psychological impact of gender segregation on women at work." *Sociological Quarterly* 32 (3): 365–87.
- Baron, James N., Brian S. Mittman, and Andrew E. Newman. 1991. "Targets of opportunity: organizational and environmental determinants of gender integration within the California civil service, 1979–1985." *American Journal of Sociology* 96 (May): 1362–1401.
- Baron, James N. 1991. "Organizational evidence of ascription in labor markets." Pp. 113–143 in Richard Cornwall and Phanindra Wunnava (eds.), *New Approaches to Economic and Social Analyses of Discrimination*. New York: Praeger. Excerpts reprinted in Paul Burstein (ed.), *Equal Employment Opportunity: Labor Market Discrimination and Public Policy* (Aldine de Gruyter, 1994): 71–83.

- Strang, David G., and James N. Baron. 1990. "Categorical imperatives: the structure of job titles in California state agencies." *American Sociological Review* 55 (August): 479–95.
- Baron, James N., and Andrew E. Newman. 1990. "For what it's worth: organizations, occupations, and the value of work done by women and nonwhites." *American Sociological Review* 55 (April): 155–175.
- Baron, James N., and Andrew E. Newman. 1989. "Pay the man: effects of demographic composition on prescribed wage rates in the California Civil Service." Pp. 107–30 in Robert T. Michael, Heidi I. Hartmann, and Brigid O'Farrell (eds.), *Pay Equity: Empirical Inquiries*. Washington: National Academy Press.
- Baron, James N. 1988. "The employment relation as a social relation." *Journal of the Japanese and International Economies* 2 (December): 492–525.
- Baron, James N., P. Devereaux Jennings, and Frank R. Dobbin. 1988. "Mission control?: some evidence on the development of personnel systems in U. S. industry." *American Sociological Review* 53 (August): 497–514.
- Baron, James N., P. Devereaux Jennings, and Frank R. Dobbin. 1988. "Rome wasn't built in a day: reply to Denk." *American Journal of Sociology* 93 (March): 1231–5.
- Pfeffer, Jeffrey, and James N. Baron. 1988. "Taking the workers back out: recent trends in the structuring of employment." Pp. 257–303 in Barry M. Staw and L. L. Cummings (eds.), *Research in Organizational Behavior*, Vol. 10. Greenwich, CN: JAI Press.
- Baron, James N. 1988. "Guest editorial: data sharing as a public good." *American Sociological Review* 53 (February): vi–vii.
- Wharton, Amy S., and James N. Baron. 1987. "So happy together?: the impact of gender segregation on men at work." *American Sociological Review* 52 (October): 574–87.
- Bielby, William T., and James N. Baron. 1987. "Undoing discrimination: comparable worth and job integration." Pp. 211–29 in Christine Bose and Glenna Spitze (eds.), *Ingredients for Women's Employment Policy*. Albany, NY: SUNY Press.
- Baron, James N., and William T. Bielby. 1986. "The proliferation of job titles in organizations." *Administrative Science Quarterly* 31 (December): 561–86.
- Baron, James N., Frank Dobbin, and P. Devereaux Jennings. 1986. "War and peace: the evolution of modern personnel administration in U. S. industry." *American Journal of Sociology* 92 (September): 350–83. Also excerpted in Ralph Stablein and Peter Frost (eds.), *Doing Exemplary Organizational Research*. Newbury Park, CA: Sage Publications.
- Baron, James N., Alison Davis-Blake, and William T. Bielby. 1986. "The structure of opportunity: how promotion ladders vary within and among organizations." *Administrative Science Quarterly* 31 (June): 248–73. Reprinted in Peter Cappelli (ed.), "Training and Development," *The International Library of Management*. Aldershot, Hampshire, England: Dartmouth Publishing Company, 1994.
- Bielby, William T., and James N. Baron. 1986. "Segregation within occupations." *American Economic Review (Papers and Proceedings)* 76 (May): 43–7.
- Bielby, William T., and James N. Baron. 1986. "Men and women at work: sex segregation and statistical discrimination." *American Journal of Sociology* 91 (January): 759–99. Reprinted (pp. 606–32) in David B. Grusky (ed.), *Social Stratification: Class, Race, and Gender in Sociological Perspective*. Boulder, Colorado: Westview Press, 1994; and in Marianne A. Ferber (ed.), *Women in the Labor Market* (in the series

International Library of Critical Writings in Economics, edited by Mark Blaug). Cheltenham, UK: Edward Elgar, 1998.

Baron, James N., and Peter C. Reiss. 1985. "Same time, next year: aggregate analyses of the mass media and violent behavior." *American Sociological Review* 50 (June): 347–63.

Baron, James N., and Peter C. Reiss. 1985. "Reply to Phillips and Bollen." *American Sociological Review* 50 (June): 372–6.

Baron, James N., and William T. Bielby. 1985. "Organizational barriers to gender equality: sex segregation of jobs and opportunities." Pp. 233–51 in Alice S. Rossi (ed.), *Gender and the Life Course*. Chicago: Aldine (ASA Presidential Volume Series).

Bielby, William T., and James N. Baron. 1984. "A woman's place is with other women: sex segregation within organizations." Pp. 27–55 in Barbara Reskin (ed.), *Sex Segregation in the Workplace: Trends, Explanations, Remedies*. Washington: National Academy Press.

Baron, James N., and William T. Bielby. 1984. "The organization of work in a segmented economy." *American Sociological Review* 49 (August): 454–73.

Baron, James N. 1984. "Organizational perspectives on stratification." *Annual Review of Sociology* 10: 37–69.

Baron, James N. 1983. "Reply to Macdonald." *American Journal of Sociology* 89 (November): 687–90.

Bielby, William T., and James N. Baron. 1983. "Organizations, technology, and worker attachment to the firm." Pp. 77–113 in Donald J. Treiman and Robert V. Robinson (eds.), *Research in Social Stratification and Mobility*, Vol. 2. Greenwich, CN: JAI Press.

Baron, James N., and William T. Bielby. 1982. "Workers and machines: dimensions and determinants of technical relations in the workplace." *American Sociological Review* 47 (April): 175–88.

Baron, James N. 1981. "The promise of racial equality: a skeptic's view." Pp. 187–207 in Edwin G. Clausen and Jack Bermingham (eds.), *Pluralism, Racism, and Public Policy: The Search for Equality*. Boston: G. K. Hall.

Baron, James N., and William T. Bielby. 1980. "Bringing the firms back in: stratification, segmentation, and the organization of work." *American Sociological Review* 45 (October): 737–65.

Baron, James N. 1980. "Sex, segments, and stratification: comment on Snyder, Hayward, and Hudis." *American Journal of Sociology* 86 (July): 175–81.

Baron, James N. 1980. "Indianapolis and beyond: a structural model of occupational mobility across generations." *American Journal of Sociology* 85 (January): 815–39.

McClintock, Evie, and James N. Baron. 1979. "Early intervention and bilingual language comprehension." *Hispanic Journal of Behavioral Sciences* 1(3): 229–45.

Contributions to Governmental and Technical Reports:

2008. *Manpower and Personnel Needs for a Transformed Naval Force* (jointly authored by members of National Research Council Committee on Manpower and Personnel Needs for a Transformed Naval Force, Naval Studies Board, Division on Engineering and Physical Sciences). Washington DC: National Academy Press, 170pp.

2003. *Strategic Education Research Partnership* (jointly authored by members of National Research Council Committee on a Strategic Education Research Partnership). Washington DC: National Academy Press, 143 pp.
1991. *Pay for Performance: Evaluating Performance Appraisal and Merit Pay* (jointly authored by members of National Research Council Committee on Performance Appraisal for Merit Pay). Washington DC: National Academy Press, 210 pp.
1988. "Jobs, wages, and careers" (jointly authored by members of National Research Council Working Group on Jobs and Inequality). Pp. 108–21 in Dean R. Gerstein, R. Duncan Luce, Neil J. Smelser, and Sonja Sperlich (eds.), *The Behavioral and Social Sciences: Achievements and Opportunities*. Washington DC: National Academy Press, 282 pp.

Book reviews:

2009. Review of Brooke Harrington, *Pop Finance: Investment Clubs and the New Investor Populism*. In *Administrative Science Quarterly*, forthcoming.
2002. Review of William Finlay and James E. Coverdill, *Headhunters: Matchmaking in the Labor Market*. In *Administrative Science Quarterly* 47 (December): 763–5.
1991. Review of Sanford M. Jacoby, *Masters to Managers: Historical and Comparative Perspectives on American Employers*. In *Contemporary Sociology* 20 (November): 885–6.
1991. Review of Thomas A. DiPrete, *The Bureaucratic Labor Market: The Case of the Federal Civil Service*. In *Administrative Science Quarterly* 36 (March): 149–52.
1990. "Are the doors revolving or still locked shut?" Review essay on Jerry A. Jacobs, *Revolving Doors: Sex Segregation and Women's Careers*. In *Contemporary Sociology* 19 (May): 347–9.
1987. Review of Sanford M. Jacoby, *Employing Bureaucracy: Managers, Unions, and the Transformation of Work in American Industry, 1900–1945*. In *American Journal of Sociology* 92 (January): 989–92.
1985. Review of Paul Osterman (ed.), *Internal Labor Markets*. In *Contemporary Sociology* 14 (January): 63–5.
1983. Review of Marshall Pomer, *Intergenerational Occupational Mobility in the United States: A Segmentation Perspective*. In *Work and Occupations* 10: 497–501.

Teaching materials:

- Leadership and Commitment* (with Joel Podolny and Heidi Brooks). Yale SOM Case 07-028, 2007.
- Keller Williams Realty* (with Brian Tayan). Stanford GSB Case HR-29, 2007.
- H. O. Penn* (with Alexandra Barton-Sweeney, Joel Podolny, and Jaan Elias). Yale SOM Case 07-013, 2007.
- Lincoln Electric Update* (with Jaan Elias), Yale SOM Case L07-011, 2007.
- Mount Pleasant School: Achieving Excellence with Limited Resources* (with Fred Swaniker). Stanford GSB Case HR-23, 2004.
- Foreign Software Programmers in Silicon Valley: The Landscape in the Mid 1990s*. Stanford GSB Case, 2003.
- Hewlett Packard in Vietnam* (with David Brady), Stanford GSB Case, 1999.

Selected Invited Presentations at Professional Meetings and Conferences (since 1995):

Moderator, "Mobilizing Borderless Society," 8th World Knowledge Forum, Seoul, South Korea, October, 2008.

"Integrating the Core Curriculum at Yale SOM: Faculty Development Implications," Academy of Management annual meeting (Professional Development Workshop), Philadelphia, August, 2007.

Discussant, "Labor Markets," Center for Research on Inequalities and the Life Course Inaugural Conference, Yale University, May, 2007.

"Employment as an economic and social relationship" (with David M. Kreps), National Bureau of Economic Research Conference on Organizational Economics, Palo Alto, November, 2006.

Panelist, "Ascriptive Boundaries at Work," American Sociological Association annual meeting (Thematic Session), Montreal, August, 2006.

Organizer, Presider, and Discussant, "Organizational and Occupational Change Processes," American Sociological Association annual meeting (Section on Organizations, Occupation, and Work), San Francisco, August, 2004.

"Some Thoughts on the Sociology and Psychology of Incentives," WorldatWork Compensation Summer Camp, Stein Ericksen Lodge, Park City, Utah, July 18, 2001.

"Human resource management as an academic discipline and management function." Symposium on "From Where the Wind Blows: HRM in a Globalized World," Erasmus Universiteit Rotterdam, Netherlands, January 26, 2000.

"Staying the course: early organization building and the success of high-technology firms" (with Michael Hannan). HBS 2000 Entrepreneurship Conference, Harvard Business School, December 7–8, 2000.

Discussant, American Compensation Association Academic Research Conference, Sanibel Harbour Resort, Ft. Myers, Florida, March 17–18, 2000.

"In the company of women: gender and the organization-building process in start-up firms" (with Michael Hannan and collaborators). Second Annual Economic Sociology Conference, University of Pennsylvania, March 4, 2000.

Panelist, "The contribution of disciplinary perspectives to industrial relations research: a roundtable discussion," Industrial Relations Research Association annual meeting, New York, 1999.

"The company they keep: founders' models for organizing high-technology firms" (with M. Diane Burton and Michael Hannan). Presented at Conference on The Entrepreneurship Dynamic, Graduate School of Management, University of California, Irvine, November 13–15, 1998.

"Engineering bureaucracy: the genesis of formal rules and structures in young high-technology firms" (with Michael Hannan and Diane Burton). Presented at *Journal of Law, Economics, and Organization* Conference on "Bureaucracy: Issues and Apparatus," Marsh, CA, April 3–4, 1998.

Discussant, "The changing employment contract: lessons from history," Brookings Institution/MIT Conference on Corporations and Human Capital, January 12–13, 1998.

"Building the iron cage: determinants of administrative intensity in the early years of organizations" (with Michael Hannan, Jane Wei, and Diane Burton). Academy of Management annual meeting, San Diego, 1998; American Sociological Association annual meeting, Toronto, 1997.

“The road taken: origins and evolution of human resource policies in emerging companies” (with Michael Hannan and Diane Burton), Berkeley Conference in Honor of the Twentieth Anniversary of Williamson's *Markets and Hierarchies*, Haas School of Business, October 6–8, 1995. Also presented at Wharton School Conference on Human Resources and Organizational Performance, October 13–15, 1995.

“Inertia and change in the early years: employment relations in young, high-technology firms” (with Michael Hannan and Diane Burton), Berkeley Conference in Honor of the Twentieth Anniversary of Williamson's *Markets and Hierarchies*, Haas School of Business, October 6–8, 1995.

“Breaking up is hard to do: gender and the familiarity trap” (with Joel Podolny), Academy of Management annual meeting, Vancouver, 1995.

“Resources and relationships: social networks, mobility, and satisfaction in the workplace” (with Joel Podolny), NBER/Russell Sage Conference on Behavioral Labor Economics, NBER West, March 3–4, 1995.

Professional Affiliations and Activities:

Member: American Sociological Association, Academy of Management.

Member, Committee on Manpower and Personnel Needs for a Transformed Naval Force, Naval Studies Board, National Academy of Sciences (2006–7).

Member, Committee on Scientific Principles in Education Research, Strategic Education Research Plan, National Academy of Sciences (2001–3).

Academic Research Committee, WorldatWork [formerly American Compensation Association] (2000–4).

Advisory Board: Citigroup Behavioral Sciences Research Council (1994–2000).

Advisory Council, Industrial Relations Center, Curtis L. Carlson School of Management, University of Minnesota (1997–2001).

Steering Committee, Harvard Business School California Research Center (1997–).

Program Committee, HBS 2000 Entrepreneurship Conference, Harvard Business School.

Russell Sage Foundation Workshop on Institutions and Organizations (1998).

Committee on Performance Appraisal for Merit Pay, National Research Council (1989–91).

American Sociological Association, Section on Organizations and Occupations: Council (1988–91); Member, Nominations Committee (1985–6); EGOS Award Selection Committee (1988–9); Chair, Nominations Committee (1993–4).

Academic Consultant: Postdoctoral Research Program in the Study of Aging, RAND Corporation (1989–).

Advisory Committee: Graduate Management Admissions Council Research Program on Test Registrants and Minority Students (1989–96).

National Science Foundation: Review Panel, Proposals for an Organizational Data Base (1987); Workshop on a Longitudinal Data Base for Organizations (April, 1986).

National Academy of Sciences: Workshop on Organizations and Purposive Social Change (1993); Working Group on “Jobs and Inequality,” Committee on Basic Research in the Behavioral and Social Sciences (1985–6).

Working Group on “Organizational Timetables and Life-Span Development,” Russell Sage Foundation (April, 1987).

Associate Editor: *American Sociological Review* (1986–9).

Editorial Board: *Administrative Science Quarterly* (1984–90), *Research in Social Stratification and Mobility* (1983–89); *Industrial Relations* (1993–).

Reviewer: *American Journal of Sociology*; *American Sociological Review*; *Administrative Science Quarterly*; *Research in Social Stratification and Mobility*; *Organization Science*; *Social Forces*; *Work and Occupations*; *Industrial and Labor Relations Review*; *Social Problems*; *Social Science Quarterly*; *Academy of Management Journal*; *Academy of Management Review*; *California Management Review*; *Journal of Law, Economics, and Organization*; *Comparative Labor Law & Policy Journal*; *Sociological Perspectives*; *Gender & Society*; *Sociological Theory*; National Science Foundation (Sociology; Economics; Information Science and Technology; Decision, Risk, and Management Science; Law and Social Sciences).

Other Teaching:

Yale School of Management: Yale Global Business Leadership Program at the 2008 Beijing Olympic Games; various custom executive education programs.

Stanford Graduate School of Business: Stanford Executive Program; Board of Directors Program; Executive Program on Organizational Change; Leading and Managing Change; Leading Change and Organizational Renewal; Stanford/National University of Singapore Executive Program; Human Resources Executive Program; Managing Technology and Strategic Innovation; Executive Program on Strategy and Organization; University of Zurich/Stanford Executive Program; Novartis “Human Resource Excellence Program” (co-director, 2005); UT Starcom/China Telecom Executive Program (co-director); Cox Communications “Human Resources Executive Program” (co-director); “Group Executive Development Program,” The World Bank; Corporation for Public Broadcasting “Advanced Strategic Management Program”; Standard U (Stanford GSB/*The Standard* program on Organizational Management); custom programs for Tenaris, Cemex, ISS, and other organizations);

Selected Corporate Clients (outside teaching/consulting): Dubai Holdings; Citicorp; Yahoo!; International Monetary Fund; TA Associates; McKinsey (UK); John Hancock Financial Services (“Leading Organizational Change”); Society for Human Resource Management & Harvard Business School Publishing (“2007 West Coast Summit: HR and the Innovative Organization”); LinkageAsia (“Global Leadership Development Programme”); Chalmers University of Technology (Sweden) Program on “Creating New Business”; Uppsala University (Sweden) Executive MBA Program; Gordon Institute of Business Science (University of Pretoria, South Africa) “Executive Development Programme”; British Telecom/stepchange.gov (“Vital Vision Programme”); American Electronics Association (“Executive Forum for Senior Human Resource Professionals”); Linkage Asia (“Global Leadership Development Programme”); American Society for Training and Development; Jardine Matheson (Director Development Initiative); SHP Technology (London); CREANDUM Venture Capital (Sweden); Graduate Management Admissions Council; American Institutes for Research; various law firms (expert witness and litigation support)

University Service:

Yale University

School of Management: Faculty Director, Pre-MBA Leadership Program (2008–); Appointments Committee (2006–); Chair, Junior and Senior Organizational Behavior Search Committees (2006–); Schoolwide

Search Committees in Corporate Governance, Social Enterprise, and Entrepreneurship (2006–); Organizer, SOM Organizational Behavior Summer Camp (2006–); Faculty Mentor to MBA1 Students (2006–); Faculty Co-Leader, MBA “International Experience” Study Trip to South Africa and Tanzania (January, 2007)

Sociology Department: Search Committee in Social Stratification (2006–);

Stanford University

University-wide: Presidential Commission on Graduate Education (2004–6); University Advisory Committee on Investment Responsibility; (2004–); Committee on Graduate Studies, Stanford University (2001–4; Chair, 2003–4); Provost's Advisory Committee on the Status of Women Faculty (2001–2004); Committee on Academic Policy, Planning, and Management, Board of Trustees (1990–3); Steering Committee, Stanford Center for Organizations Research (1989–90; 1992–4); Policy Board, Center for Research on Women, Stanford University (1983–5).

Graduate School of Business: Associate Dean for Academic Affairs (1994–7); Director of Research and Curriculum Development (1996–7); Area Coordinator, Organizational Behavior Group (2004–5); Core Course Coordinator, Organizational Behavior and Human Resource Management courses (various years); Organizational Behavior Liaison, Ph.D. program (various years); Co-director, GLOBE Initiative (1999–2001); Co-director, Human Resources Initiative (1992–4); Co-director, Stanford Project on Emerging Companies (1993–); numerous school-wide search committees and administrative committees

Corporate and Non-Profit Board Activities:

Advisory Board: SkyVenture Silicon Valley (2004–); relatia.com (2000–); GiftGateway.com (2000); BeyondWork (2000–); Suvidha Starnet (India) Ltd (2006–).

Board of Directors: Menlo-Atherton Foundation for the Future (2001–3); Las Lomitas Foundation for Educational Excellence (1993–5).