

# 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 10<sup>th</sup> 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.

Finalist (one of three) for best article in the *Academy of Management Perspectives* for “Building Sustainable Organizations: The Human Factor,” August, 2011.

Honorary doctoral degree (Doctor Honoris Causa), Tilburg University, The Netherlands, November, 2011.

Keynote address to the British Academy of Management, September, 2012.

AGSM/Unilever Distinguished Visiting Professor, Australian Graduate School of Management, August, 2014.

Citation impact award from the *Academy of Management Perspectives* for “Building Sustainable Organizations: The Human Factor,” the most highly cited article published by that journal over the previous five years.

Lifetime Achievement Award, Israel Organizational Behavior Conference, January 6, 2016.

Herbert Simon Award of the Rajk Laszlo College, Budapest, Hungary, May, 2017.

Best Paper Award, *Academy of Management Discoveries*, for “How ‘Organization’ Can Weaken the Norm of Reciprocity,” 2017.

Elected to Thinkers 50 Hall of Fame, 2017.

International Association for Chinese Management Research-Responsible Research in Management Award, 2019, for *Dying for a Paycheck*.

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 Faculty and Staff Human Resources (formerly the committee on faculty and staff benefits) for multiple terms over many years; 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.

Translated into Chinese (complex characters) and published by Linking Books in Taiwan, 2007.

New edition translation rights signed in Japanese.

*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: Políticas e Influências Nas Organizações*, Lisbon, Portugal: Bertrand Editora, 1994.

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

Translated into Turkish as *Güç Merkezli Yönetim: Örgütlerde Politika ve Nüfuz*, 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: CECSA, 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.

Translated into Romanian as *Resursele Umane In Ecuata Profitului*, Bucharest: Editura ALL.

Translation rights signed in Polish, Korean, and Chinese.

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.

Translated into Italian as *Tra Il Dire E Il Fare*, Rome: Ellint, 2010.

Translated into Chinese (simplified characters) by China Machine Press, 2011.

Translation rights signed in Spanish, Korean, Chinese (complex 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.

Translated into Italian as *La Strategia dei Fatti: Il Metodo Che Ha Rivoluzionato la Vita Delle Aziende*, Rome: Ellint, 2011.

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 Business, 2010.

Translated into Polish as *Wladza: Dlaczego Jedni Ja Maja, a Inni Nie*, Helion, 2011.

Published in Chinese by China Times Publishing Company, Taiwan, 2011.



Published in Japanese by Nikkei, 2011.

Published in Korean by Chungrim Publishing, 2011.

Translated into German as *Macht: Warum Manche Sie Haben Und Andere Nicht*, Boersen Medien, 2011.

Published in Portugal as *Poder: Como O Conquistar, Usar E Manter*, Alfragide, Portugal: Lua de Papel, 2011.

Published in Romania as *Puterea: De Ce Unii Reusesc Sa o Obtina, Iar Altii Nu*, Bucharest: Editura Polirom, 2011.

Published in China (simplified characters) by Cheers Publishing Company, Beijing, 2012.

Published in Brazil as *Poder: Por Que Alguns Tem*, Rio de Janeiro, 2013.

Translation rights also signed in Russian, Turkish, Arabic, and Vietnamese.

*Leadership B.S.: Fixing Workplaces and Careers One Truth at a Time*. New York: Harper Business, 2015.

Published in Japan by Nikkei Books, 2016.

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

*Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance—And What We Can Do About It*. New York: HarperBusiness, 2018.

Translation rights signed in Japanese, Chinese, Russian, Portuguese, and Spanish.

## 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.

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### C. Cases

Southwest Airlines (with Charles O'Reilly), Stanford Case #S-OB-28, 1994.

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SAS Institute: A Different Approach to Incentives and People Management Practices in the Software Industry, Stanford Case #SHR-6, 1998.

The Fresh Choice Company: Acquiring and Transferring Knowledge, Stanford Case #SHR-7, February, 1998.

Willamette Industries' "No Pay at Risk" Compensation Practices, #HR-9, August, 1998.

PSS World Medical: The Challenges of Growth and the Financial Markets (with Charles O'Reilly), #HR-12, April 1999.

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Jeffrey Sonnenfeld (A): The Fall From Grace, OB-34 (A), September 2000.

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

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Dr. Laura Esserman (A) and (B), OB-42, September, 2003.

Keith Ferrazzi, OB-44, October, 2003.

Gary Loveman and Harrah's Entertainment, OB-45, November 2003.

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

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

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

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

Ross Walker's Path to Power, OB-79, February 7, 2011.

Women's Career and Power: What You Need to Know, OB-86 Note, October 9, 2012.

Amir Dan Rubin: Success from the Beginning, OB-90, January 6, 2015.

Tristan Walker: The Extroverted Introvert, OB-93, October 26, 2016.

Sadiq Gillani's Airline Career Takes Off: Strategy in Action, OB-95; November 30, 2018.

D. Book Reviews

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Review of The Politics of Organizational Decision-Making by Andrew M. Pettigrew, *Contemporary Sociology: A Journal of Reviews*, 5 (July 1976), 478-479.

Review of The Management of Organization Design, Vol. I: Strategies and Implementation, edited by R. H. Kilman, L. R. Pondy, and D. P. Slevin, *Administrative Science Quarterly*, 22 (December 1977), 677-682.

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Review of Power in and Around Organizations by Henry Mintzberg, *American Journal of Sociology*, 91 (September 1985), 454-456.

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, 1984-2009

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:

Quantum Leap Healthcare (nonprofit)

Past:

Berlin Packaging

Audible Magic

Resumix

SonoSite (SONO)

Unicru

Workstream

San Francisco Playhouse (nonprofit)