

William H. Starbuck

William Starbuck is a courtesy professor at the Lundquist College of Business of the University of Oregon and professor emeritus at New York University. He received his M.S. and Ph.D. in industrial administration at Carnegie Institute of Technology, after receiving an A.B. in physics at Harvard. He has also received a Ph.D. honoris causa in social science from Stockholm University and the title Docteur honoris causa from both the Université Panthéon-Assas (Paris II) and the Université Paul Cézanne (Aix-Marseille III). He has held faculty positions at Purdue University, the Johns Hopkins University, Cornell University, the University of Wisconsin-Milwaukee, and New York University; and he was a senior research fellow at the International Institute of Management, Berlin. He has also held visiting positions at Cambridge University, ESSEC Business School, London Graduate School of Business Studies, Norwegian School of Economics and Business Administration, Stockholm School of Economics, University of Canterbury (New Zealand), University of Gothenburg, University of Oregon, University of Oxford, University of Queensland, University of South Florida, Université de Aix-Marseille III (Paul Cézanne), Université de Paris IX (Dauphine), Université de Paris I (La Sorbonne), and Université de Versailles Saint-Quentin-en-Yvelines. He was the editor of *Administrative Science Quarterly*; he chaired the screening committee for senior Fulbright awards in business management; he directed the doctoral program in business administration at New York University, and he was the President of the Academy of Management. He is a member of the Council of the Society for the Advancement of Management Studies, a British charity. He formerly served on the editorial boards of the *Academy of Management Review*; *Accounting, Management and Information Technologies*; *Administrative Science Quarterly*; *Asian Case Research Journal*; the *British Journal of Management*; the *Journal of Applied Social Psychology*; the *Journal of Leadership Studies*; the *Journal of Management Inquiry*; *Organization*; *Organization Management Journal*; and the *Scandinavian Journal of Management* the *Journal of Socioeconomics*; *Knowledge Management and Information Studies*; and he currently serves on the editorial boards of *Information and Organization*; the *International Journal of Management Reviews*; and the *Journal of Management Studies*. He is a fellow of the Academy of Management, the American Psychological Association, the Association for Psychological Science, the British Academy of Management, and the Society for Industrial and Organizational Psychology, and he is a member of Sigma Xi.

He has published articles on accounting, bargaining, business strategy, computer programming, computer simulation, forecasting, decision making, human-computer interaction, learning, organizational design, organizational growth and development, perception, scientific methods, and social revolutions. He has also written two books and edited seventeen books, including the two-volume *Handbook of Organizational Design*, which was chosen the best book on management published during the year ending May 1982. His 2006 book, *The Production of Knowledge*, reflects on lessons from his own academic journey and on the challenges associated with management and social science research.

WILLIAM HAYNES STARBUCK

Born: September 20, 1934 - Portland, Indiana

Degrees:

1956 Harvard College - A.B. in Physics
1959 Carnegie Institute of Technology - M.S. in Industrial Administration
1964 Carnegie Institute of Technology - Ph.D. in Industrial Administration

Positions Held:

1960-64 Instructor in Industrial Management and Economics, Purdue University
1964-65 Assistant Professor of Administrative Sciences and Economics, Purdue University
1965-67 Associate Professor of Administrative Sciences and Economics, Purdue University
1966-67 Visiting Associate Professor of Social Relations, The Johns Hopkins University
1967-71 Professor of Administration, Graduate School of Business and Public Administration, Cornell University
1968-71 Professor of Sociology, College of Arts and Sciences, Cornell University
1970-71 Visiting Professor of Administration and Fulbright Fellow, London Graduate School of Business Studies
1971-74 Senior Research Fellow, International Institute of Management, Berlin
1974-75 Research Professor, University of Wisconsin-Milwaukee
1974-84 Evan and Marion Helfaer Professor of Business Administration, University of Wisconsin-Milwaukee
1977-78 Visiting Professor, Norwegian School of Economics and Business Administration, Bergen
1977-78 Visiting Professor and Fulbright Research Fellow, University of Gothenburg, Sweden
1977-78 Visiting Professor, Stockholm School of Economics
1985-05 ITT Professor of Creative Management, New York University
1985-89 Director, Doctoral Program, Graduate School of Business Administration, New York University
1998 Visiting Professor, Université de Versailles Saint-Quentin-en-Yvelines
1999 Visiting Erskine Fellow, University of Canterbury, New Zealand
1999 Visiting Professor, Université de Paris IX – Dauphine
1999 Visiting Professor, University of Oregon
2000 Visiting Professor, Université de Aix-Marseille III
2001 Visiting Researcher, Université de Paris I – La Sorbonne
2003 Visiting Professor, Université de Aix-Marseille III
2004 Visiting International Fellow, Advanced Institute for Management Research program, UK, and Visiting Fellow, Said Business School, University of Oxford
2005-15 Courtesy Professor-in-Residence, Lundquist College of Business, University of Oregon

2005- Professor emeritus, New York University
 2006 Visiting Professor, ESSEC Business School
 2006 Visiting Professor, Université Paul Cézanne (Aix-Marseille III)
 2007 Visiting Erskine Fellow, University of Canterbury, New Zealand
 2008 Visiting Professor, ESSEC Business School
 2008-11 Visiting Scholar, University of South Florida
 2009 Peter Moores Fellow, Saïd Business School, University of Oxford
 2011 Visiting Professor, ESSEC Business School
 2012 Visiting Erskine Fellow, University of Canterbury, New Zealand
 2013 Montezemolo Visiting Professor, Cambridge University
 2014 Visiting Professor, University of Queensland
 2015 Visiting Scholar, Saïd Business School, University of Oxford
 2015 Visiting Fellow, Institute for Advanced Study, Technical University of Munich
 2015-17 Visiting Professor, University of Oregon
 2016 Visiting Erskine Fellow, University of Canterbury, New Zealand
 2017 Visiting Research Professor, Social Science Center, Berlin
 2017- Courtesy Professor-in-Residence, Lundquist College of Business,,
 University of Oregon

Honors:

1975- Fellow, American Psychological Association
 1986- Fellow, Academy of Management
 1987 Distinguished Scholar Award, Organization and Management Theory
 Division, Academy of Management
 1989- Fellow, Association for Psychological Science
 1989- Fellow, Society for Industrial and Organizational Psychology
 1995 Ph.D. in social science honoris causa, University of Stockholm
 1995 "William H. Starbuck" par Philippe Baumard. Revue Française de Gestion,
 No. 110, pp. 56-68
 1998 Honorary Fellow, British Academy of Management
 2001 Jack Rudin & John G. Driscoll Distinguished Visiting Professor, Hagan
 School of Business, Iona College
 2004 Docteur honoris causa de l'Université Panthéon-Assas (Paris II)
 2004 Distinguished Scholar Award, Managerial and Organizational Cognition
 Division, Academy of Management
 2005 Award for Distinguished Scholarly Achievement, Academy of Management
 2006 Docteur honoris causa de l'Université Paul Cézanne (Aix-Marseille III)
 2007 "(Un)learning and (mis)education through the eyes of Bill Starbuck: An
 interview with Pandora's playmate" by Michael L. Barnett. Academy of
 Management Learning and Education, 6(1): 114-127
 2007 "Produire la connaissance et éduquer les managers: Entretien de William
 H. Starbuck," par Jean-Claude Tarondeau. Revue Française de Gestion,
 33(178-179): 71-89
 2009 Distinguished Scholar Award, Western Academy of Management
 2009 Uppsala Lecturer in Business, University of Uppsala
 2009 25th Anniversary speaker, Iowa State University

- 2012 "William H. Starbuck" par Philippe Baumard. Entrée pour l'Encyclopédie de Ressources Humaines (3rd edn.), J. Allouche, P. Louart (Eds.), 2012
- 2015 "The Journal Interview: William H. Starbuck" by David D. Spaulding. The Journal of Performance Measurement, Winter 2014/2015, 19(2)
- 2021 Interview by Hardy Mok, Tsinghua Business Review, Beijing, September 2021

Professional Activities:

- 1966-68 Member, Editorial Board, Administrative Science Quarterly
- 1966-69 Member, Research Advisory Committee, U.S. Air Force Personnel Research Laboratory
- 1968-71 Editor, Administrative Science Quarterly
- 1970-78 Member, Editorial Board, Journal of Applied Social Psychology
- 1973-74 Chairman, College on Organization, The Institute of Management Sciences
- 1974 Member, Advisory Panel, Research Management Improvement Program, National Science Foundation
- 1978- Member, Editorial Board, Journal of Management Studies
- 1981-83 Member, Advisory Screening Committee for Senior Fulbright Awards in Business Management, Council for International Exchange of Scholars
- 1981-86 Member, Editorial Review Board, Academy of Management Review
- 1982-85 Member, Editorial Board, Administrative Science Quarterly
- 1983-84 Chairman, Advisory Screening Committee for Senior Fulbright Awards in Business Management, Council for International Exchange of Scholars
- 1984- Member, Editorial Board, Scandinavian Journal of Management
- 1988-95 Member, Editorial Board, Journal of Behavioral Economics/Journal of Socioeconomics
- 1989-07 Member, Editorial Board, British Journal of Management
- 1989-00 Member, Editorial Board, Accounting, Management and Information Technologies
- 1990 Chair, Interest Group on Managerial and Organizational Cognition, Academy of Management
- 1991 Member, Editorial Board, Journal of Management Inquiry
- 1991-99 Member, Board of Governors, Academy of Management
- 1993-2010 Member, Editorial Board, Organization
- 1994-95 Vice President and Program Chair Elect, Academy of Management
- 1995-96 Vice President and Program Chair, Academy of Management
- 1996-97 Vice President and President Elect, Academy of Management
- 1997-98 President, Academy of Management
- 1997-05 Member, Editorial Board, M@n@gement
- 1998-99 Past President, Academy of Management
- 1997 Member, Editorial Board, Asian Case Research Journal
- 1997 Member, Editorial Board, Knowledge Management and Information Studies
- 1998-20 Member, Editorial Board, International Journal of Management Reviews
- 2001-20 Member, Editorial Board, Information and Organization
- 2001-03 Member, Review Panel, Innovation and Organizational Change Program, National Science Foundation

- 2002- Member, Society for the Advancement of Management Studies
- 2003 Member, Advisory Board, Organization Management Journal
- 2003 Advisory Editor, Blackwell Encyclopedia of Management, second edition
- 2004 Member, Committee of Visitors, Economics Decision and Management Sciences Cluster, National Science Foundation
- 2006 Advisory Board, United Nations and Academy of Management conference on business as an agent of world benefit
- 2008-2020 Member, Council of the Society for the Advancement of Management Studies
- 2011-2020 Member, panel of judges for the Grigor McClelland Award for the best doctoral dissertation in Management
- 2020- Member, Senior Advisory Board, Information and Organization

Publications:

- 1 "Computing machines: Rent or buy?" Journal of Industrial Engineering, 1958, 9: 254-258.
- 2 "Two experiments on bias and conflict in organizational estimation," with Richard M. Cyert and James G. March, Management Science, 1961, 7: 254-264.
- 3 "Testing case-descriptive models." Behavioral Science, 1961, 6: 191-199. Reprinted in Computer Simulation of Human Behavior; Wiley, 1971.
- 4 "A generalization of Terborgh's approach to equipment replacement." International Journal of Production Research, 1962, 1(3): 29-38.
- 5 "Level of aspiration." Psychological Review, 1963, 70: 51-60.
- 6 "Level of aspiration theory and economic behavior." Behavioral Science, 1963, 8: 128-136.
- 7 "Sales volume and employment in British and American retail trade." Pages 212-219 in W. S. Decker (ed.), Emerging Concepts in Marketing; American Marketing Association, 1963.
- 8 Contributions to A Behavioral Theory of the Firm, by Richard M. Cyert and James G. March. Prentice-Hall, 1963.
- 9 "Discussion of 'Measurement of behavior structures of means of input-output data,'" with Philip G. Herbst. Human Relations, 1963, 16: 385-389.
- 10 "On managers and theories," with John M. Dutton. Management International, 1963, No. 6: 25-50.
- 11 "The aspiration mechanism." General Systems, 1964, 9: 191-203.
- 12 "Mathematics and organization theory." Pages 335-386 in J. G. March (ed.), Handbook of Organizations; Rand McNally, 1965. Partially reprinted in Tenth Muse, Spring, 1966. Instituto Nacional de Administracion Publica, Madrid, sold a Spanish translation in Spain and South America.
- 13 "Organizational growth and development." Pages 451-583 in J. G. March (ed.), Handbook of Organizations; Rand McNally, 1965. Reprinted in Organizational Growth and Development; Penguin Books, 1971. A Polish translation appeared in Socjologia Organizacji i Zarzadzania (edited by Morowski and Doktor), Panstwowe Sydawnictwo Naukowe, Warsaw.
- 14 "Eve with 28 faces." Contemporary Psychology, 1966, 11: 119 and 122.
- 15 "Mathematics and the social sciences." Tenth Muse, Spring, 1966.

- 16 "The effects of advisors on business game teams," with Ernest Kobrow. *American Behavioral Scientist*, 1966, 10(3): 28-30. Reprinted in S. S. Boocock and E. O. Schild (eds.), *Simulation Games in Learning*; Sage Publications, 1967, 232-239.
- 17 "The efficiency of British and American retail employees." *Administrative Science Quarterly*, 1966, 11: 345-385. Reprinted in *Organizational Growth and Development*; Penguin Books, 1971.
- 18 "On teaching business policy." *Academy of Management Journal*, 1966, 9: 356-361.
- 19 "An experimental study of risk-taking and the value of information in a new product context," with Frank M. Bass. *Journal of Business*, 1967, 40: 155-165.
- 20 Review of R. E. Brown's *Judgment in Administration*. *Administrative Science Quarterly*, 1967, 11: 697-699.
- 21 "How Charlie estimates run-time," with John M. Dutton. Pages 48-63 in M. P. Hottenstein and R. W. Millman (eds.), *Research Toward the Development of Management Thought*; Academy of Management, 1967.
- 22 "Organizational metamorphosis." Pages 113-132 in R. W. Millman and M. P. Hottenstein (eds.), *Promising Research Directions*; Academy of Management, 1968. Reprinted in *Organizational Growth and Development*; Penguin Books, 1971.
- 23 "Some comments, observations, and objections stimulated by 'Design of proof in organizational research.'" *Administrative Science Quarterly*, 1968, 13: 135-161.
- 24 "Coordination, output markets, and collective action." Pages 312-321 in M. Zald (ed.), *Power in Organizations*; Vanderbilt University Press, 1969.
- 25 *Organizational Growth and Development* (edited); Penguin Books, 1971.
- 26 "Concerning a misspecified specification." *Sociometry*, 1971, 34: 214-226.
- 27 "Computer simulation models of human behavior: A history of an intellectual technology," with John M. Dutton. *IEEE Transactions on Systems, Man and Cybernetics*, 1971, SMC-1: 128-171.
- 28 "The history of simulation models," with John M. Dutton. Pages 9-102 in *Computer Simulation of Human Behavior*; Wiley, 1971.
- 29 "Finding Charlie's run-time estimator," with John M. Dutton. Pages 218-242 in *Computer Simulation of Human Behavior*; Wiley, 1971.
- 30 *Computer Simulation of Human Behavior*, edited with John M. Dutton; Wiley, 1971.
- 31 "Bargaining strategies with asymmetric initiation and termination," with Dorothy F. Grant. *Journal of Applied Social Psychology*, 1971, 1: 344-363.
- 32 "A critique" (of a paper by Robert J. Swieringa and Joel S. Demski). Pages 458-474 in T. J. Burns (ed.), *Behavioral Experiments in Accounting*; The Ohio State University, 1972.
- 33 Review of H. C. White's *Chains of Opportunity*. *Acta Sociologica*, 1972, 15: 298-301.
- 34 "Computer simulation as a tool for descriptive behavioral science," with John M. Dutton. Pages 257-289 in W. Goldberg (ed.), *Computer Simulation Versus Analytical Solutions for Business and Economic Models, Volume I: Simulation Methodology*; BAS, Business Administration Studies, No. 17, 1973.
- 35 "Tadpoles into Armageddon and Chrysler into butterflies." *Social Science Research*, 1973, 2: 81-109.
- 36 "Designing adaptive organizations," with John M. Dutton. *Journal of Business Policy*, 1973, 3(4): 21-28.

- 37 "Trends in the growth and development of computer simulation," with John M. Dutton. Pages 47-52 in W. G. Yost and M. H. Mickle (eds.), *Modeling and Simulation, Volume 4*; Instrument Society of America, 1973.
- 38 "The current state of organization theory." Pages 123-139 in J. W. McGuire (ed.), *Contemporary Management: Issues and Viewpoints*; Prentice-Hall, 1974.
- 39 Review of J. Hage's *Techniques and Problems of Theory Construction in Sociology*. *Administrative Science Quarterly*, 1974, 19: 262-264.
- 40 "Systems optimization with unknown criteria." Pages 67-76 in *Proceedings of the 1974 International Conference on Systems, Man and Cybernetics*; Institute of Electrical and Electronics Engineers, 1974.
- 41 "Information systems for organizations of the future." Pages 217-229 in E. Grochla and N. Szyperski (eds.), *Information Systems and Organizational Structure*; de Gruyter, 1975.
- 42 "Organizations and their environments." Pages 1069-1123 in M. D. Dunnette (ed.), *Handbook of Industrial and Organizational Psychology*; Rand McNally, 1976.
- 43 "Camping on seesaws: Prescriptions for a self-designing organization," with Bo L. T. Hedberg and Paul C. Nystrom. *Administrative Science Quarterly*, 1976, 21: 41-65.
- 44 "Interacting processes as organization designs," with Paul C. Nystrom and Bo L. T. Hedberg. Pages 209-230 in R. H. Kilmann, L. R. Pondy, and D. P. Slevin (eds.), *The Management of Organization Design, Vol. I, Strategies and Implementation*; Elsevier North Holland, 1976.
- 45 "Why prescription is prescribed," with Paul C. Nystrom. Pages 1-5 in *Prescriptive Models of Organizations*; North-Holland, 1977.
- 46 "Designing organizations to match tomorrow," with Bo L. T. Hedberg and Paul C. Nystrom. Pages 171-181 in *Prescriptive Models of Organizations*; North-Holland, 1977. Reprinted in M. R. Weisbord (ed.), *Organizational Diagnosis*; Addison-Wesley, 1978, pages 115-123; and in P. E. Connor (ed.), *Organizations*; SRA, 1980, pages 501-507.
- 47 *Prescriptive Models of Organizations*, edited with Paul C. Nystrom; North-Holland, 1977.
- 48 "Saving an organization from a stagnating environment," with Bo L. T. Hedberg. Pages 249-258 in H. B. Thorelli (ed.), *Strategy + Structure = Performance: The Strategic Planning Imperative*; Indiana University Press, 1977.
- 49 "Responding to crises," with Arent Greve and Bo L. T. Hedberg. *Journal of Business Administration*, 1978, 9(2): 111-137. Also pages 111-137 in C. F. Smart and W. T. Stanbury (eds.), *Studies on Crisis Management*; Institute for Research on Public Policy, 1978. Reprinted in S. J. Andriole (ed.), *Corporate Crisis Management*; Petrocelli Books, 1985, pages 155-188.
- 50 "Diffusion of an intellectual technology," with John M. Dutton. Pages 489-511 in K. Krippendorff (ed.), *Communication and Control in Society*; Gordon and Breach, 1979.
- 51 "Organisationstheorie - Mathematische Modelle einer einzelnen Organisation." Pages 309-314 in M. J. Beckmann, G. Menges, and R. Selten (eds.), *Handwörterbuch der Mathematischen Wirtschaftswissenschaften, Volume 1*; Th. Gabler, 1979.

- 52 Review of L. L. Cummings and B. M. Staw (eds.), *Research in Organizational Behavior*. *Administrative Science Quarterly*, 1980, 25: 533-536.
- 53 "A trip to view the elephants and rattlesnakes in the garden of Aston." Pages 167-198 in A. H. Van de Ven and W. F. Joyce (eds.), *Perspectives on Organization Design and Behavior*; Wiley-Interscience, 1981. Reprinted in D. S. Pugh (ed.), *The Aston Programme*; Ashgate Publishing, 1998, and in Cary L. Cooper (ed.), *Classics in Management Thought*; Edward Elgar, 2000.
- 54 "Designing and understanding organizations," with Paul C. Nystrom. Pages ix-xxii in Volume 1 of *Handbook of Organizational Design*; Oxford University Press, 1981.
- 55 *Handbook of Organizational Design*, two volumes, edited with Paul C. Nystrom; Oxford University Press, 1981. The Academy of Management awarded these the George R. Terry Book Award, as the best books on management published during the year ending May 1982.
- 56 "Why the world needs organisational design," with Paul C. Nystrom. *Journal of General Management*, 1981, 6: 3-17. Reprinted in R. Wolff (ed.), *Organizing Industrial Development*; de Gruyter, 1986, pages 355-370.
- 57 "Congealing oil: Inventing ideologies to justify acting ideologies out." *Journal of Management Studies*, 1982, 19(1): 3-27.
- 58 Edited special issue on "Ideologies within and around organizations." *Journal of Management Studies*, 1982, 19(1).
- 59 "Epson MX-80 print-control program for the Apple II." *BYTE*, 1982, 7(3): 166-170.
- 60 "Doing it with a naked Apple: Relocating machine language." *Call-A.P.P.L.E.*, 1982, 5(12): 15-21.
- 61 "Amplifying uncertainty." *Contemporary Psychology*, 1982, 27: 726-727.
- 62 "Pursuing organizational effectiveness that is ambiguously specified," with Paul C. Nystrom. Pages 135-161 in K. Cameron and D. A. Whetten (eds.), *Organizational Effectiveness*; Academic Press, 1983.
- 63 "Organizations as action generators." *American Sociological Review*, 1983, 48: 91-102. Reprinted in D. B. Gutknecht (ed.), *Meeting Organization and Human Resource Challenges*; University Press of America, 1984.
- 64 "Computer simulation of human behavior." *Behavioral Science*, 1983, 28: 154-165.
- 65 "To avoid organizational crises, unlearn," with Paul C. Nystrom. *Organizational Dynamics*, 1984, 12(4): 53-65. Reprinted in K. Cameron, R. Sutton, and D. Whetten (eds.), *Readings in Organizational Decline*; Ballinger, 1988; and in B. M. Staw (ed.), *Psychological Dimensions of Organizational Behavior*; Macmillan, 1991. A German translation appeared in *gdi-impuls*, 1984, 2(4): 36-46.
- 66 *Microwriter //e*; Apple Puget Sound Program Library Exchange (A.P.P.L.E.), 1984.
- 67 "Managing beliefs in organizations," with Paul C. Nystrom. *Journal of Applied Behavioral Science*, 1984, 20(3): 277-287.
- 68 "Organizational facades," with Paul C. Nystrom. *Academy of Management, Proceedings of the Annual Meeting*, Boston, 1984, 182-185.
- 69 *Microwriter][+*; Apple Puget Sound Program Library Exchange (A.P.P.L.E.), 1984.
- 70 "Acting first and thinking later: Theory versus reality in strategic change." Pages 336-372 in *Organizational Strategy and Change*, by J. M. Pennings and Associates; Jossey-Bass, 1985.

- 71 "Führung in Krisensituationen" (Leadership in crisis situations), with Paul C. Nystrom. Pages 1274-1283 in A. Kieser, G. Reber, and R. Wunderer (eds.), *Handwörterbuch der Führung*; C. E. Poeschel Verlag, 1987.
- 72 "Sharing cognitive tasks between people and computers in space systems." Pages 418-443 in T. B. Sheridan, D. S. Kruser, and S. Deutsch (eds.), *Human Factors in Automated and Robotic Space Systems: Proceedings of a Symposium*; National Research Council, 1987.
- 73 "Theory building in industrial and organizational psychology," with Jane Webster. Pages 93-138 in C. L. Cooper and I. T. Robertson (eds.), *International Review of Industrial and Organizational Psychology 1988*; Wiley, 1988.
- 74 "Surmounting our human limitations." Pages 65-80 in R. Quinn and K. Cameron (eds.), *Paradox and Transformation: Toward a Theory of Change in Organization and Management*; Ballinger, 1988.
- 75 "Challenger: Fine-tuning the odds until something breaks," with Frances J. Milliken. *Journal of Management Studies*, 1988, 25: 319-340.
- 76 "Executives' perceptual filters: What they notice and how they make sense," with Frances J. Milliken. Pages 35-65 in D. C. Hambrick (ed.), *The Executive Effect: Concepts and Methods for Studying Top Managers*; JAI Press, 1988.
- 77 "Why organizations run into crises ... and sometimes survive them." Pages 11-33 in K. C. Laudon and J. Turner (eds.), *Information Technology and Management Strategy*; Prentice-Hall, 1989.
- 78 "Innocents in the forest: Forecasting and research methods," with P. Narayan Pant. In *Yearly Review of Management*, *Journal of Management*, 1990, 16(2): 433-460.
- 79 "Creating effective symbioses of computers and people." Pages 395-399 in K. M. Kaiser and H. J. Oppelland (eds.), *Desktop Information Technology*. Amsterdam: North-Holland, 1990.
- 80 "Knowledge-intensive firms: Learning to survive in strange environments". Pages 10-20 in L. Lindmark (ed.), *Kunskap som kritisk resurs (Knowledge as a critical resource)*; University of Umeå, Department of Business Administration, 1990.
- 81 "When is play productive?" with Jane Webster. *Accounting, Management & Information Technologies*, 1991, 1: 1-20.
- 82 "Impact factors of journals related to I/O psychology," with David Ahlstrom and John Mezias. *The Industrial-Organizational Psychologist*, 1992, 30(1): 51-55.
- 83 "Learning by knowledge-intensive firms". *Journal of Management Studies*, 1992, 29(6): 713-740. Reprinted in M. D. Cohen and L. S. Sproull (eds.), *Organizational Learning*; Sage, 1996; and in L. Prusak (ed.), *Knowledge in Organizations*; Butterworth Heinemann, 1997. Reprinted in Nico Stehr and Reiner Grundmann (eds.), *Knowledge: Critical Concepts*; Routledge, 2004. Honored in 2010 as a "Journal of Management Studies Classic."
- 84 "Strategizing in the real world." *International Journal of Technology Management, Special Publication on Technological Foundations of Strategic Management*, 1992, 8(1/2): 77-85.
- 85 "Interactions between politics and ideologies in strategy formation," with Alan D. Meyer. Pages 99-116 in K. Roberts (ed.), *New Challenges to Understanding Organizations*; Macmillan, 1993.

- 86 "Keeping a butterfly and an elephant in a house of cards: The elements of exceptional success." *Journal of Management Studies*, 1993, 30(6): 885-921. Reprinted, with an addendum, in Chun Wei Choo and Nick Bontis (eds.), *The Strategic Management of Intellectual Capital and Organizational Knowledge*, Oxford University Press, 2002, pp. 371-401.
- 87 "'Watch where you step!' or Indiana Starbuck amid the perils of Academe (Rated PG)." Pages 63-110 in A. Bedeian (ed.), *Management Laureates*, Volume 3; JAI Press, 1993.
- 88 *Information Technology and Ethics: What are the Issues?* With Conger, S. Loch, K. D. Oz, E. Proceedings of the International Conference on Information Systems, 1993, Society for Information Management.
- 89 "On behalf of naiveté." Pages 205-220 in J. A. C. Baum and J. V. Singh (eds.), *Evolutionary Dynamics of Organizations*; Oxford University Press, 1994.
- 90 "Führung in Krisensituationen" (Leadership in crisis situations), with Paul C. Nystrom. Pages 1386-1398 in A. Kieser, G. Reber, and R. Wunderer (eds.), *Handwörterbuch der Führung*; 2nd Edn., C. E. Poeschel Verlag, 1995.
- 91 "How organizations channel creativity". Pages 106-114 in C. M. Ford and D. A. Gioia (eds.), *Creative Action in Organizations*; Sage, 1995.
- 92 "Le secret des meilleurs lawyers des USA, ou comment garder un papillon et un éléphant dans un château de cartes." *Les Annales de l'École de Paris*, 2: 431-440.
- 93 "Préface". Pages v-vii in P. Baumard's *Organisations Deconcertées*. Paris: Masson, 1996.
- 94 "Opening Pandora's box: Studying the accuracy of managers' perceptions," with John M. Mezas. *Journal of Organizational Behavior*, 1996, 17(2): 99-117.
- 95 "Journal impact ratings," with J. Mezas. *The Industrial-Organizational Psychologist*, 1996, 33(4): 101-105.
- 96 "Organizational information and knowledge," with Kenneth Laudon. Pages 3923-3933 in M. Warner (ed.), *International Encyclopedia of Business and Management*, London: Routledge/Thompson Business Press, 1996, Vol. 4. Pages 297-307 in M. Warner (ed.), *The IEBM Handbook of Organizational Behavior*, London: Routledge/Thompson Business Press, 1997. Pages 218-229 in M. Zeleny (ed.), *The IEBM Handbook of Information Technology in Business*, London: Business Press, 2000.
- 97 "Trying to help S&Ls: How organizations with good intentions jointly enacted disaster," with P. Narayan Pant. Pages 35-60 in Z. Shapira (ed.), *Organizational Decision Making*, Cambridge University Press, 1996.
- 98 "Unlearning ineffective or obsolete technologies." *International Journal of Technology Management*, 1996, 11: 725-737.
- 99 "Ancient Chinese theories of control," with Violina P. Rindova. *Journal of Management Inquiry*, 1997, 6: 144-159. The Western Academy of Management recognized this article as the best article the journal published during 1997.
- 100 "Distrust in dependence: The ancient challenge of superior-subordinate relations," with Violina P. Rindova. Pages 313-336 in T. A. R. Clark (ed.), *Advancements in Organization Behaviour: Essays in Honour of Derek Pugh*; Ashgate Publishing, 1997.

- 101 "Développer une culture de l'apprentissage." *Les Annales de l'École de Paris*, 1999, 5: 375-379. Reprinted as "Développer une culture de l'apprentissage: l'enseignement et la publication en management aux Etats-Unis" in Gilles Garel et Eric Godelier (eds.), *Enseigner le management*. Paris: Lavoisier, 2004.
- 102 "Our shrinking earth." *Academy of Management Review*, 1999, 24: 187-190.
- 103 "Is Janus the god of understanding?" Pages 287–300 in T. Lant and Z. Shapira (eds.), *Organizational Cognition: Computation and Interpretation*. Mahwah, NJ: Erlbaum, 2000.
- 104 "How organizations learn from success and failure," with Bo L. T. Hedberg. Pages 327-350 in M. Dierkes, A. Berthoin Antal, J. Child, and I. Nonaka (eds.), *Handbook of Organizational Learning and Knowledge*; Oxford University Press, 2001.
- 105 "The future of organizational cultures." Pages 519-520 in C. L. Cooper, S. Cartwright, and P. C. Earley (eds.), *The International Handbook of Organizational Culture and Climate*. Chichester: Wiley, 2001.
- 106 "Where are organizational cultures going?" with Philippe Baumard. Pages 521-531 in C. L. Cooper, S. Cartwright, and P. C. Earley (eds.), *The International Handbook of Organizational Culture and Climate*. Chichester: Wiley, 2001.
- 107 "Information and knowledge, organizational," with Patrizia Porrini. Pages 7453-7456 in N. J. Smelser and P. B. Baltes (eds.), *International Encyclopedia of the Social & Behavioral Sciences*; Oxford: Elsevier Science, 2001.
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Teaching Cases:

Bob Knowlton at Simmons Laboratories
Bob Knowlton at Simmons Securities
The Sandhogs
The Sandhogs continued
Wachtell, Lipton, Rosen & Katz

Subjects Taught:

Academic success
Advanced organizational design
Advanced research in corporate strategy
Advanced research in organization theory
Advanced research in organizational behavior
Advanced research methods
Business policy
Computer foundations
Decision making in organizations
Descriptive decision theory
Designing organizations
Human relations (applied social psychology)
Individual problem solving
Introduction to doctoral education
Management and organizational behavior
Management information systems
Managerial accounting
Managerial economics
Managing organizational behavior
Managing your own and others' careers
Mathematical analysis of social systems
Mathematical organization theory
Multidisciplinary perspectives in corporate strategy research
Organization theory
Organizational growth and development
Probability and statistics
Qualitative research methods

Quantitative methods (optimization and programming)
Research design, analysis, and writing
Research methods
Seminar in organization theory and strategy
Strategic forecasting
Understanding organizations
Understanding people
University administration