

# Mark J. Zbaracki

## ADDRESS

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## EDUCATION

- Ph.D. Organizational Behavior, Department of Industrial Engineering and Engineering Management, Stanford University, 1994.
- M.S. Manufacturing Systems Engineering, Stanford University, 1987.
- B.S. Industrial Engineering, with Distinction, Iowa State University, 1982.
- B.A. Economics, with Distinction, Iowa State University, 1982.

## ACADEMIC POSITIONS HELD

- 2008- Associate Professor, General Management, Richard Ivey School of Business, University of Western Ontario.
- 2012-2013 Visiting Professor, Carlson School of Management, University of Minnesota.
- 2006-2008 Visiting Assistant Professor, Department of Management, The Stern School, New York University.
- 1999-2006 Assistant Professor, Management Department, The Wharton School, University of Pennsylvania.
- 1994-1999 Assistant Professor of Behavioral Science, Graduate School of Business, University of Chicago.

## **TEACHING**

### **Courses taught**

#### **University of Western Ontario, Richard Ivey School**

“Power and Politics in Organizations,” MBA Elective (2016 Rating 6.3/7.0).

Cross Enterprise Leadership, HBA Program Team teaching in the Learning Through Action.

“Organization Theory,” Doctoral course (6.8/7.0 rating).

“Ivey Field Project,” Undergraduate core course, supervisor for 12 consulting projects.

“Making decisions to implement strategy,” Undergraduate elective (2015 rating 6.1/7.0).

“Strategy Implementation,” MBA elective and Executive MBA elective (6.5/7.0).

“Strategic Analysis and Action,” Undergraduate core course, 2011 Course rating, 5.9 & 6.3/7.0.

“Cross Disciplinary Research,” Doctoral Course (6.1/7.0).

#### **New York University, Stern School of Business**

“Management and Organizational Analysis,” Stern Scholars (Honors section) undergraduate core course, Fall 2007, Course rating, 6.5 & 6.1/7.0

“Managing in Organizations,” MBA core course, Fall 2007 course rating, 5.9/7.0.

#### **University of Pennsylvania, Wharton School**

“Strategic Implementation,” undergraduate elective (Wharton School Award for excellence in undergraduate teaching, Academic Year 2003 and Academic Year 2005), Fall 2005 course rating, 3.6/4.0.

“Strategic Implementation,” MBA elective, Fall 2005 course rating, 3.5/4.0.

#### **University of Chicago**

“Managing in Organizations,” the required MBA core course in organizational behavior at the University of Chicago.

“Research in Behavioral Science,” a doctoral seminar on behavioral science research methods.

## Courses developed

Cross Disciplinary Research, a Doctoral Course at the Richard Ivey School.

Management 282, "Strategic Implementation," The Wharton School.

"Manufacturing Organization." A course developed with Professor Robert I. Sutton for Stanford University's Ph.D. program in Manufacturing.

## RESEARCH AND PUBLICATIONS

### Publications

Zbaracki, Mark J. and Mark Bergen. 2015. "Managing Market Attention." *Advances in Strategic Management* **32**: 371-406.

Johansson, Magnus, Niklas Hallberg, Andreas Hinterhuber, Mark Zbaracki and Stephan Liozu, 2012, "Pricing strategies and pricing capabilities" *Journal of Revenue and Pricing Management*. 11(1): 4-11.

Zbaracki, Mark J., and Mark Bergen, 2010, "When Truces Collapse: A longitudinal study of price adjustment routines," *Organization Science*. 21(5): 955-972

Zbaracki, Mark J., 2007, "A sociological view of costs of price adjustment: Contributions from grounded theory methods." *Managerial and Decision Economics* **28**: 553-567.

Zbaracki, Mark J., 2006, "Success, Failure, and 'The Race of Truth,'" *Journal of Management Inquiry* 15(3): 336-339.

Zbaracki, Mark J., and Mark Ritson, Daniel Levy, Shantanu Dutta, Mark Bergen, 2004, "Managerial and Customer Dimensions of the Costs of Price Adjustment: Direct Evidence From Industrial Markets," *Review of Economics and Statistics* 86(2): 514-533.

Cited by George Akerlof in his Nobel Prize lecture, December 8, 2001:  
[http://nobelprize.org/nobel\\_prizes/economics/laureates/2001/akerlof-lecture.pdf](http://nobelprize.org/nobel_prizes/economics/laureates/2001/akerlof-lecture.pdf)

Ritson, Mark, Mark Bergen, Shantanu Dutta, Daniel Levy and Mark J. Zbaracki, 2003, "Shattering the Myth of Costless Price Changes," *European Management Journal* 21 (6): 663-669.

Dutta, Shantanu, Mark J. Zbaracki, and Mark Bergen, 2003, "Pricing Process as a Capability: A Resource Based Perspective," *Strategic Management Journal* 24 (7): 615-630.

Dutta, Shantanu, Mark Bergen, Daniel Levy, and Mark J. Zbaracki, 2002, "Pricing as a Strategic Capability," *Sloan Management Review* 43 (3): 61-66.

Also published as "A fixação do preço como capacidade estratégica," in *Revista Portuguesa e Brasileira de Gestão*, Abril/Junho, 2002: 8-15.

Also as "Pricing als strategische ressource," in *GDI\_Impuls 1.03*, 2003: 16-22.

Zbaracki, Mark J., 1998, "The Rhetoric and Reality of Total Quality Management," *Administrative Science Quarterly* 43: 602-636.

Winner of the 2004 "Administrative Science Quarterly Award for Scholarly Contribution" as the best paper published in 1998.

Published in Chinese in *Collection of the Administrative Science Quarterly Award-Winning Papers*, Peking University Press, 2005.

Eisenhardt, K., and Zbaracki, Mark J., 1992, "Strategic Decision Making," *Strategic Management Journal* 13: 17-37.

### **Published Book Reviews**

Zbaracki, Mark J. Forthcoming. Book Review: *Making a Market for Acts of God: The Practice of Risk-trading in the Global Re-insurance Industry*, *Administrative Science Quarterly*.

Zbaracki, Mark J. 2016. Book Review: *All I Want Is a Job: Unemployed Women Navigating the Public Workforce System*, *ILR Review* 69:2 (March 2016): 509-510

Zbaracki, Mark J. 2014. Review of Alessandro Lomi and J. Richard Harrison, Eds. *The Garbage Can Model of Organizational Choice: Looking Forward at Forty*, *Research in the Sociology of Organizations*, Volume 36 (2012), *Organization Studies* 35(3): 454-459.

Zbaracki, Mark J. 2014. Review of Robert E. Cole, *Managing Quality Fads: How American Business Learned to Play the Quality Game*, New York: Oxford University Press, 1999. *American Journal of Sociology* 106:2 (September 2000): 529-531.

### **Papers Under Review**

Arjaliès, Diane-Laure, Farah Kodeih, Mia Raynard, Mike Lounsbury, and Mark Zbaracki. "Doing Well by Doing Less: Occupational Identity, Rationalized Myth and the Legitimacy Outcomes of New Practice Adoption." Under third round review, *Academy of Management Journal*.

Maslach, David. Oana Branzei, Claus Rerup, and Mark Zbaracki, "Re-imagining the Learning Curve: Towards a Flow-Based Theory of Learning from Others' Failures." Third round revise and resubmit, *Organization Science*.

Zbaracki, Mark J. and Mark Bergen, "The marginal role of the sales force." Reject and resubmit, *Academy of Management Discoveries*.

### **Working Papers**

Anthony, Callen, Mark Zbaracki and Claus Rerup. 2015. "Too big to sink: Technology failure and the construction of the North European Ferry Industry."

Rerup, Claus, Porac, Joseph, and Mark Zbaracki. 2015. "Disaster sensemaking as a hall of mirrors: The social construction of error in the Estonia ferry accident."

Raz, Maziar and Mark J. Zbaracki. 2014. "Dynamic Capabilities: Maintaining the distinction between practices and possibilities."

Zbaracki, Mark J., and Mark Bergen. 2013. "Performing pricing: Artifacts as sources of stability and change in pricing."

Zbaracki, Mark J. and Mark Bergen. "Fear and loathing in pricing practice: Marginality meets materiality."

Rerup, Claus and Mark J. Zbaracki. "Risk, rare events, and the politics of organizational learning."

Maslach, David. Oana Branzei, Claus Rerup, and Mark Zbaracki. "Innovation Spillovers to Public Safety."

Rerup, Claus & Zbaracki, Mark. "Organizational learning in the grey zone between success and failure."

Zbaracki, Mark J. "What Is Insight?"

Zbaracki, Mark J., Mark Bergen, and Daniel Levy. "The Anatomy of a Price Cut: Discovering the Organizational Sources of the Costs of Price Adjustment."

Lafkas, John J., and Mark J. Zbaracki. "Value creation in organizations: Toward a synthesis."

### **Conference Presentations**

Zbaracki, Mark J., Callen Anthony and Claus Rerup. "Anything you can do I can do better." Paper presented at the Davis Conference for Qualitative Research. Davis, CA. March 2016.

Rerup, Claus, Joe Porac, and Mark Zbaracki. "Disaster Sensemaking as a Hall of Mirrors." Paper presented at the Academy of Management Annual Meeting.

Vancouver, BC. August 2015

Anthony, Callen, Mark Zbaracki, and Claus Rerup. "Too big to sink: Technology failure and the construction of the North European Ferry Industry." Paper presented at the 31<sup>st</sup> Annual EGOS Colloquium. Athens, Greece. June 2014

Raz, Maziar and Mark J. Zbaracki, "Dynamic Capabilities: Maintaining the distinction between practices and possibilities." Paper presented at the Academy of Management Annual Meeting, Philadelphia, PA. August 2014.

Zbaracki, Mark J., Callen Anthony, and Claus Rerup. "The Myopia of Strategy." Laguna Beach Knowledge and Innovation Conference." Laguna Beach, CA. March 2014.

Rerup, Claus, Porac, Joseph, and Mark Zbaracki. 2013. "Disaster sensemaking as a hall of mirrors: The social construction of error in the Estonia ferry accident." Paper presented at the Academy of Management Annual Meeting, Lake Buena Vista, Florida, August 2013.

Zbaracki, Mark J. and Mark Bergen, "Performing pricing: Artifacts as sources of stability and change in pricing." Paper presented at the 29<sup>th</sup> Annual EGOS Colloquium, Montreal, Quebec, Canada, July 2013.

Zbaracki, Mark J. and Mark Bergen, "Fear and loathing in the market: Heterogeneity seeking coherence in price adjustment." Paper presented at the 28<sup>th</sup> Annual EGOS Colloquium, Helsinki, Finland, July 2012.

Also presented at the Academy of Management Annual Meeting, Boston, Massachusetts, August, 2012.

Zbaracki, Mark J. and Mark Bergen. "Making the market material." Paper presented at the 27<sup>th</sup> Annual EGOS Colloquium, Gothenburg, Sweden. July, 2011.

Zbaracki, Mark J. and Mark Bergen. 2011. "Relational Aspects of Agency." Paper session at the Society for the Advancement of Socio-Economics, Madrid, Spain. June, 2011.

Rerup, Claus and Mark Zbaracki. "Risk, rare events, and the politics of organizational learning." Carnegie School Organizational Learning Conference organized by Jerker Denrell and David Maslach, Asilomar Conference Grounds, California, April 1-3, 2011.

Also accepted for presentation at the Academy of Management Conference, San Antonio, August 12-16, 2011.

Zbaracki, Mark J. and Mark Bergen, 2010, "Price, value, and the marginal role of the sales force: Lessons from work and practice." Annual Meetings of the American Sociological Association. Atlanta, Georgia. August 2010

Zbaracki, Mark J. and Mark Bergen, 2010, "Price, value, and the marginal role of the sales force: Lessons from work and practice." Annual Meetings of the Academy of Management. Montreal, Quebec, Canada. August 2010

Zbaracki, Mark J. and Mark Bergen, 2010, "Price, value, and the marginal role of the sales force: Lessons from work and practice." Organization Science Winter Conference, Steamboat Springs, CO, February 4-7, 2010.

Zbaracki, Mark J. and Claus Rerup. "Learning from Ambiguous Events: A Longitudinal Study of Near Failures in the European Ferry Industry." Paper presented at the Annual Meetings of the Academy of Management. Chicago, IL. August 2009.

Zbaracki, Mark J. "Price, performativity, and economic sociology." PDW Presentation at the Annual Meetings of the Academy of Management. Chicago, IL. August, 2009.

Zbaracki, Mark J. and Mark Bergen, "Price, value and the marginal role of the sales force." Paper presented at the Society for the Advancement of Socio-Economics, Paris, France, July, 2009.

Zbaracki, Mark J. and Mark Bergen. "When Truces Collapse: A longitudinal study of price adjustment routines." Paper presented at the Society for the Advancement of Socio-Economics, Paris, France. July, 2009.

Zbaracki, Mark J. and Mark Bergen. "Price, value and the marginal role of the sales force." Paper presented at the 25<sup>th</sup> Annual EGOS Colloquium, Barcelona, Spain. July, 2009.

Zbaracki, Mark J., Industry Architecture Dynamics Professional Development Workshop, Annual Meeting of the Academy of Management, Anaheim, CA, August 2008.

Zbaracki, Mark J., "Learning from Failure," Annual Meeting of the Academy of Management, Philadelphia, PA, August 2007.

Zbaracki, Mark J., Qualitative Research Methods Professional Development Workshop, Annual Meeting of the Academy of Management, Philadelphia, PA, August 2007.

Zbaracki, Mark J., Mark Bergen, and Daniel Levy, July 2007, "The anatomy of a price cut: Discovering the Organizational Sources of the Costs of Price Adjustment", NBER Summer Institute, Monetary Economics Workshop, Christina and David Romer, Organizers, Cambridge, MA.

Zbaracki, Mark J., Mark Bergen, and Daniel Levy, "The anatomy of a price cut: Discovering the Organizational Sources of the costs of Price Adjustment", Paper presented at the Cowles Foundation 75<sup>th</sup> Anniversary Conference, Macroeconomics

Conference on Lumpy Adjustment, Ricardo Cabellero and Eduardo Engel, Organizers, Yale University, New Haven, Connecticut, June 2007.

Zbaracki, Mark J. and Mark Bergen, "Pricing Structure and Structuring Price," Paper presented at the 22<sup>nd</sup> Annual EGOS Colloquium, Bergen, Norway, July 2006.

Zbaracki, Mark J. and Mark Bergen, "Pricing Structure and Structuring Price," Paper presented at the Annual Meeting of the Academy of Management, Honolulu, Hawai'i, August 2005.

Zbaracki, Mark J. and Mark Bergen, "Pricing Structure and Structuring Price," Paper presented at the Annual Meeting of the American Sociological Association, San Francisco, CA, August, 2004.

Bergen, Mark, Mark J. Zbaracki, Shantanu Dutta, Mark Ritson, and Daniel Levy, "Beyond the Costs of Price Adjustment: Investments in Pricing Capital," NBER Summer Institute 2002, Capital Markets in the Economy Workshop, Cambridge, MA, July 2002.

Zbaracki, Mark J., Shantanu Dutta, and Mark Bergen, "Pricing Process as a Capability: A Resource Based Perspective," Paper Presented at the Annual Meeting of the Academy of Management, Washington, D.C, August 2001.

Zbaracki, Mark J., Shantanu Dutta and Mark Bergen, "Pricing Process as a Capability: A Resource Based Perspective," Paper presented at the Organization Science Winter Conference, Steamboat Springs, Colorado, February 2001.

Zbaracki, Mark J., Shantanu Dutta and Mark Bergen, "Pricing Process as a Capability: A Resource Based Perspective," Paper presented at the INFORMS Meetings, San Antonio, Texas, November, 2000.

Zbaracki, Mark J., and Mark Ritson, Daniel Levy, Shantanu Dutta, Mark Bergen, "Managerial and Customer Dimensions of the Costs of Price Adjustment: Direct Evidence From Industrial Markets," Paper presented at the Academy of Management Annual Meetings, Toronto, Canada, August 2000.

Zbaracki, Mark J., and Mark Ritson, Daniel Levy, Shantanu Dutta, Mark Bergen, "Managerial and Customer Dimensions of the Costs of Price Adjustment: Direct Evidence From Industrial Markets," Paper presented at the NBER Monetary Economics Program Meeting, Cambridge, Massachusetts (Julio Rotemberg, Discussant), April, 2000.

Zbaracki, Mark J., "The Social (Re)construction of Price: Organizational perspectives," Paper presented at the Academy of Management Annual Meetings, Chicago, Illinois, August 1999.

Zbaracki, Mark J., "Managerial Rhetoric: Intention, Interpretation, and Action," Paper presented at the Asilomar Organizational Conference, Asilomar, CA April 1997.

Zbaracki, Mark J., "Qualitative research in organizations," Paper Presented at the Annual meetings of the Academy of Management, Cincinnati, Ohio, August 1996.

Zbaracki, Mark J., "The Rhetoric and Reality of Total Quality Management." Paper Presented at the Annual meetings of the Academy of Management, Dallas, Texas, August 1994.

Zbaracki, Mark J., "The Rhetoric and Reality of Total Quality Management," Paper presented at the Society for Industrial and Organizational Psychology, Nashville, Tennessee, April, 1994.

### **Speaking Invitations**

Tuck School of Business, Dartmouth College. May 2015.

Invited speaker, Mini-Conference on Organizational Routines, May 2012, Department of Management & Human Resources, Fisher College of Business, Ohio State University.

Wharton School, University of Pennsylvania. September 2011.

Carlson School of Management, University of Minnesota, April 2011.

Invited Participant, Workshop on Pricing Capabilities and Pricing Strategies, Lund School of Economics and Management, Lund University, November 2010.

Ross School of Business, University of Michigan, December 2008.

Invited discussant, July, 2007, The Practice of Communities Workshop, Bolzano, Italy.

Graduate School of Business, University of Chicago, May 2007.

Invited Speaker, Qualitative Research & Theorizing Workshop, The Ivey School, University Of Western Ontario, London, Ontario, Canada, April 2007.

Robert Smith School, University of Maryland, September, 2006.

Graduate School of Business, University of Chicago, November, 2005.

Ivey School, University of Western Ontario, London, Ontario, November 2005.

Olin School of Business, Washington University, September, 2005.

Sloan School of Management, Massachusetts Institute of Technology, September, 2005.

Carlson School of Management, University of Minnesota, Marketing Department, April, 2005.

London Business School, London, England. March 2004.

Harvard Business School, Boston, MA, December 2003.

David Eccles School of Business, University of Utah, October, 2003.

Institutions, Conflict and Change conference, Northwestern, September 2003.

The Davis Conference on Qualitative Research, University of California at Davis, April, 2001.

### **Seminars and colloquia organized**

Organizing Committee, Montreal/Toronto Qualitative working group conference, HEC Montreal, May 2015.

Organizer, session chair and discussant, Penn Third Economic Sociology Conference, February 2003.

### **Research Grants**

“Risk, Rare Failure, and Regulation: A field study of the marine industry.” Social Science and Humanities Research Council of Canada. Co-principal investigator with Claus Rerup. \$97,500.

### **Cases published**

Zbaracki, Mark, Maziar Raz. “The Heat Is On.” Ivey Product Number 9B14M097. Publication Date, 7/30/2014. Teaching note, Ivey Product Number 9B14M097. Publication Date, 7/30/2014.

Devin Cheta, Kristofer Wong, Claus Rerup, and Mark Zbaracki. “A Model for Decision Making Risk,” Ivey Product Number: 9B11M080, Publication Date: 4/27/2012, 30 pages.

## **PROFESSIONAL ACTIVITIES**

### **Academy of Management**

1. Senior faculty Representative, BPS New Faculty Consortium, Annual Meeting of the Academy of Management, Vancouver, British Columbia. 2015.
2. Irwin Teaching Award Committee, Academy of Management, 2013-2014.

3. BPS Dissertation Consortium, Annual Meeting of the Academy of Management, Montreal, Quebec, Canada, 2010. Read and discussed dissertation for 5 doctoral students.

4. Junior Faculty Consortium speaker, Annual Meeting of the Academy of Management, Honolulu, Hawai'i, August 2005.

## **University-Related Activities**

### **Doctoral Dissertation Committees**

1. Mazi Raz, Co-Chair, Ivey Business School, Western University, 2010-2014, Dissertation Defended August, 2014.
2. David Maslach, Richard Ivey School of Business, University of Western Ontario. 2008-2010.
3. Sheila Taylor Goins, University of Chicago Graduate School of Business (1998-2000).
4. Elizabeth Anne Rosenthal, University of Chicago Graduate School of Business (1995-1996).

### **Examining Committees**

1. Yves-Plourde, Ivey Business School, Western University, Dissertation Defense March 2015.
2. Chethan Shrikant, Ivey Business School, Western University, Dissertation Proposal Committee, November 2014.
3. Patrick Shulist, Ivey Business School, Western University, Dissertation Proposal Committee. November, 2014.
4. Liliana Lopez, Ivey Business School, Western University, Dissertation Defence, July 2014.
5. Krista Pettit, Ivey Business School, Western University, Dissertation Proposal Committee, April 2014.
6. Rida Elias, Ivey School of Business, Western University, Dissertation Proposal Committee, October 2013.
7. Jay Horwitz, Rotman School of Business, University of Toronto, External examiner, Dissertation Defence July 2011.
8. Pouya Seifzadeh, Richard Ivey School of Business, University of Western Ontario, Dissertation Proposal Committee 2011.
9. Brent MacKnight, Richard Ivey School of Business, University of Western Ontario, Dissertation Proposal Committee 2010.
10. David Kunsch, Richard Ivey School of Business, University of Western Ontario, Dissertation Proposal Committee 2010.
11. Frank Jiang, Richard Ivey School of Business, University of Western Ontario, Dissertation Defense, 2010.

### **Advising**

1. Kate Lawrence, CEL Project Co-supervisor, (with Claus Rerup), Ivey MBA, 2009.

2. Martha Tian, University of Pennsylvania undergraduate, Huntsman Program, Spring 2005.
3. Eling Yang, Penn undergraduate, Joseph Wharton Scholar Thesis, Spring 2000.
4. Peter Ditchman, University of Chicago, Master of Arts Thesis, Spring 1995.

### **Executive Education**

2002 and 2003 Executive MBA Program of the Stockholm School of Economics

**Co-convener, Ontario Qualitative Methods Working Group, May 2010-.**  
With Sarah Kaplan, Rotman School, University of Toronto.

### **UWO service**

Faculty Mentor, Laurina Zhang, 2014  
Non-Medical Research Ethics Review Board, Western University 2013-  
Hiring Committee, Strategy Area, 2013-2014.  
Faculty Retreat Planning Committee, 2012  
Hiring Committee, Strategy Area, 2011-2012  
Hiring Committee Chair, Strategy Area, 2010-2011  
Hiring Committee, Strategy Area (and acting chair), 2009-2010  
Coordinator, Ivey Research Speaker Series, 2009 to present  
Co-coordinator, with Ariff Kachra, HBA Strategy, 2009-2010, 2010-2011  
Advisory Committee, New Building Design, Fall 2008

### **Editorial activities**

Editorial Board Member, *Organization Science*. 2011-  
Editorial Board Member, *Academy of Management Journal*. 2012-  
Editorial Board Member, *Academy of Management Review*. 2014-

### **Refereeing**

*Academy of Management Journal*  
*Academy of Management Review*  
*Administrative Science Quarterly*  
*American Economic Review*  
*American Sociological Review*  
*Journal of International Business Studies*  
*Journal of Management Inquiry*  
*Journal of Management Studies*  
*Management Science*  
*Organization Science*  
*Organization Studies*  
*Quality Management Journal*  
*Strategic Management Journal*

**Professional Affiliations**

Academy of Management

American Sociological Association

European Group for Organization Studies

Institute for Operations Research and the Management Sciences

Society for the Advancement of Socio-Economics

## HONORS AND AWARDS

- 2014 Exemplary Reviewer Award, *Academy of Management Discovery*.
- 2014 Outstanding Reviewer Award, *Organization Science*.
- 2013 Outstanding Reviewer Award, *Organization Science*.
- 2011 Nominated for excellence in Ivey HBA core teaching.
- 2006 Finalist for the Helen Kardon Moss Anvil Award for excellence in MBA teaching, Wharton School, University of Pennsylvania.
- 2005 Wharton Graduate Association Students Choice Award for excellence in teaching (second professor chosen).
- 2005 The Wharton School Award for excellence in undergraduate teaching.
- 2004 *Administrative Science Quarterly* Award for Scholarly Contribution for “The Rhetoric and Reality of Total Quality Management.”
- 2003 The Wharton School Award for excellence in undergraduate teaching.
- 1999 Runner up for the Best Organizational Behavior Publication of 1998 in the Organizational Behavior Division of the Academy of Management for “The Rhetoric and Reality of Total Quality Management.”
- 1993 Research Award from the Stanford Integrated Manufacturing Association (\$25,000).
- 1992 Research Award from the Stanford Office of Technology Licensing (\$25,000).
- 1992 Stanford Center for Organizational Research dissertation incentive award.
- 1985 Selected by IBM to attend Stanford University as Honors Co-op Student.
- 1981-83 *Phi Beta Kappa, Phi Kappa Phi, Tau Beta Pi*.

## OTHER PROFESSIONAL EXPERIENCE

- 1982-91 *Associate, Senior Associate and Staff Engineer, IBM Corporation, Rochester, Minnesota (Malcolm Baldrige Award-winning IBM Site)*.