

## **Roger L. M. Dunbar**

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### **Education**

Ph. D., 1970, Cornell University, Ithaca, New York  
Major: Organization Theory  
Minors: Operations Management, Organization Behavior  
Dissertation: "Some characteristics of the interaction between budgets and people."

M. Comm. (Hon.) 1966, University of Otago, New Zealand  
Major: Accounting, Operations Management

B. Comm. 1963, University of Otago, New Zealand  
Major: Accounting

ACA (NZ) 1971, Chartered Accountant, New Zealand

### **Professional Experience**

2013 - Professor Emeritus,  
Stern School of Business Administration  
New York University

2011 - Visiting Professor,  
University of Cologne  
NY Summer Program

1995 - Visiting Professor  
Design Management Program  
Pratt Institute, New York.

2011 Erskine Fellow and Visiting Professor  
University of Canterbury  
Christchurch, New Zealand

1991 - 2013	Professor of Management Stern School of Business Administration New York University
1992	Visiting Professor, Faculty of Commerce and Administration Victoria University of Wellington, Wellington, New Zealand
1986	Visiting Professor, Department of Management Studies, University of Auckland, Auckland, New Zealand
1979-1990	Associate Professor of Management Schools of Business Administration New York University
1975-1979	Research Fellow International Institute of Management West Berlin, Federal Republic of Germany
1973-1975	Associate Professor of Management School of Business Administration, Southern Methodist University, Dallas, Texas, 75275
1970-1973	Assistant Professor of Management School of Business Administration, Southern Methodist University, Dallas, Texas, 75275
1966-1970	Doctoral Student Graduate School of Business and Public Administration, Cornell University, Ithaca, New York
1964-1966	Assistant Lecturer, University of Otago, Dunedin, New Zealand

### **Courses Taught**

New York University, Stern School of Business Administration

Undergraduate: Management and Organizational Analysis

	Business Policy Senior Seminar on Organization Design
Graduate MBA	Business Strategy and Policy Industry and Corporate Strategy Studies International Business Negotiation Exercise Management Assistance Project Managing Organizations The Global Manager and Negotiator
Doctoral	Introduction to Organization Theory Advanced Topics Seminar Research Methods
Executive MBA	Management Simulation Experience Modules

## Publications

### Articles

“Knowledge generation and governance in management research” (with Rudi K. F. Bresser) Journal of Business Economics, 2014, 84(1): 129-144

“Value creation and knowledge loss: The case of Cremonese stringed instruments” (with Gino Cattani, and Zur Shapira) Organization Science, 2013, 24(3): 813-830

“Dealing with unusual experience: A narrative perspective on organizational learning,” (with Raghu Garud and Caroline Bartel) Organization Science, 2011, 22 (3): 587-601

“Distributed knowledge processes and indeterminate meaning: The case of the Columbia shuttle flight,” (with Raghu Garud) Organization Studies, 2009, 30 (4): 397-421

“Learning to design organizations and learning from designing them,” (with William H. Starbuck), Organization Science, March-April, 2006, 17 (2): 171-178

‘Nicht so schnell nachgeben’ (with Rudi F. K. Bresser & Klemens Millonig) Harvard Business Manager, 2004, 7: 55-63

“Corporate Reputation and Performance in Germany,” (with Joachim Schwalbach) Corporate Reputation Review, 2000, 3 (2): 115-123

“Steinway: A Case of ‘Reputation by Design’,” (with Raghu Garud & Suresh Kotha)

Corporate Reputation Review, 1998, 1 (3) 283-287

Appreciating cultural differences: The case of German reunification" (with Rudi F. K. Bresser), Administration and Society, 1997, 29 (4) 440-470

"Run, rabbit, run! But, can you survive?"(with Raghu Garud & Sumita Raghuram), Journal of Management Inquiry, 1996, 5 (2): 168-175

"A frame for deframing in strategic analysis," (with Raghu Garud & Sumita Raghuram), Journal of Management Inquiry, 1996, 5 (1): 23-34

"Intergrations-Zirkel," (Rudi K. F. Bresser) Personalwirtschaft 1995, 10: 34-40

"Strategic action generators: A comparison of emphasis placed on generic competitive methods by US and Japanese managers," (with Suresh Kotha & Allan Bird), Strategic Management Journal, 1995, 16: 195-220

"Seeking the institutional balance of power: Avoiding the power of a balanced view," (with David Ahlstrom) Academy of Management Review 1995, 20 (1) 171-192

"A conceptual model of the effects of areas studies training programs and a preliminary investigation of the model's hypothesized relationships," (with Allan Bird, Susan Heinbuch & Marian McNulty) International Journal of Intercultural Relations 1993, 17: 415-435

"Preparing managers for foreign assignment: The Expatriate Profile program," (with Allan Bird) Journal of Management Development 1992), 11(7): 58-66

"Teaching the expatriate experience: A computer-based approach," (with Allan Bird), Journal of Teaching in International Business, 1992, 4(1): 69-85

"A psychoanalytic reading of hostile takeover events," (with Susan C. Schneider), Academy of Management Review, 1992 17(3): 537-567

"Management development: Choosing the right leadership simulation for the task," (with Stephen A. Stumpf, Thomas P. Mullen & Maria Arnone), Journal of Management Education, 1992, 16(2): 220-230

"The effects of personality type on choices made in strategic decision situations," (with Stephen A. Stumpf), Decision Sciences, 1991, 22(5): 1047-1072

"International renegotiations: The case of the Dominican Republic and Falconbridge," Natural Resources Forum 1991, 15(4): 258-269

- “Developing entrepreneurial skills through the use of behavioral simulations,” (with Stephen A. Stumpf & Thomas P. Mullen) Journal of Management Development, 1991, 10(5): 32-46
- “Getting the job done over there: Improving expatriate productivity,” (with Allan Bird), National Productivity Review 1991, 10 (Spring): 145-156
- “Using behavioral simulations in teaching strategic management processes,” (with Stephen A. Stumpf) Organizational Behavior Teaching Review 1990, 14(2): 43-62
- “Trainings that demystify strategic decision making processes,” (with Stephen A Stumpf), Journal of Management Development 1989, 8 (1): 36-42
- “Comment: The concept of ideology in organizational analysis,” (with Janice M. Beyer & Alan D. Meyer), Academy of Management Review, 1988, 13: 483-489
- “Recognizing contexts and managing processes in universities,” (with Rudi K. F. Bresser) Organization Studies 1988, 9: 257-261
- “Context, structure and academic effectiveness: Evidence from West Germany,” (with Rudi K. F. Bresser) Organization Studies, 1986, 7: 1-24
- “Regulating external threats: The case of the cigarette industry,” (with Nikolai Wasilewski) Administrative Science Quarterly 1985, 30: 540-559
- “Towards an applied administrative science,” Administrative Science Quarterly 1983, 28: 129-144
- “Crossing mother: Ideological constraints on organizational improvements,” (with John M. Dutton & William R. Torbert) Journal of Management Studies 1982, 19: 91-108
- “Business administration and organization studies in the Federal Republic of Germany,” (with Rudi K. F. Bresser) International Studies of Management and Organization 1981, 9: 3-16
- “Measuring industrial stagnation: The case of the US railroads,” (with Marshall Sarnat) Journal of Industrial Economics 1980, 28: 255-268
- “Testing Mintzberg’s managerial roles classification using an in-basket simulation,” (with Zur Shapira) Journal of Applied Psychology 1980, 65: 87-95
- “Crisis development and strategic response in European corporations,” (with Walter H. Goldberg) Journal of Business Administration 1978, 9: 139-149 Reprinted in Studies in

Crisis Management, Chapter 6, edited by Caroline Smart & William T. Sandburg (Montreal, Canada: Butterworth, 1978)

“Transactional analysis in an alcohol safety program,” (with Susan H. Clayton) Social Work 1977, 22 (3): 209-213

“A method for short-term profit analysis,” (with Walter H. Goldberg et al.) Omega 1977, 5: 309-315

“Strategies for profit: An exploratory study of a behavioral model of Swedish firms,” (with Walter H. Goldberg et al.) Management International Review, 1977, 17: 35-44

“Managers’ influence on subordinates’ thinking about safety,” Academy of Management Journal, 1975, 27: 34-38

“Student learning in a restructured environment,” (with John M. Dutton) Journal of Research and Development in Education, 1972, 27: 6:26-37

“Budgeting for control,” Administrative Science Quarterly, 1971, 16: 88-96

### **Book Chapters**

“Semiotic methods and the meaning of strategy in firm annual reports,” (with Maria Cristina Cinici) In: Giovanni Battist Dagnino (ed.) Handbook of Research on Competitive Strategy, Cheltenham, UK: Elgar Publishing, 2012, pp.397-414

“A historical perspective on organizational control,” (with Matt Statler). In: S. B. Sitkin, L. B. Cardinal and K. Bijlsma-Frankema, (eds.) Organizational Control. Cambridge, UK: Cambridge University Press, 2009. pp. 16-47.

“Making sense of real options reasoning: An engine of choice that backfires?” (with Michael L. Barnett). In: G. Hodgkinson and W. H. Starbuck (eds.), Handbook of Organization Decision Making. New York: Oxford, 2008. pp. 383-398

“Creating better understandings of organizations while building better organizations,” (with A. Georges L. Romme and William H. Starbuck). In: D Barry and H. Hansen (eds.) The Sage Handbook of New Approaches to Management and Organization. New York: Sage, 2008. pp. 554-564.

“Data indeterminacy: One NASA, two modes,” (with Raghu Garud). In: W. H. Starbuck & M. Farjoun (Eds.) Organization at the Limit: Lessons from the Columbia disaster, Oxford, UK: Blackwell, 2005, pp 202-219

“Virtual Organizing,” (with Jerold Tomas). In: Malcolm Warner (Ed.) International Encyclopedia of Business and Management, 2<sup>nd</sup> Edition, London: Thomson Learning, 2002, pp. 6709-17

“Culture-in-the-making in telework settings,” (with Raghu Garud). In: Gary L. Cooper, Sue Cartwright & P. Christopher Early (Eds.), The International Handbook of Organizational Culture and Climate, Chichester, England: Wiley, 2001, pp. 573-586

“Managing Institutional and Cultural Contrasts: The Case of Sanyo Electric in the United States,” (with Suresh Kotha). In: Joseph L. C. Cheng & Richard B. Peterson (Eds.) Advances in International Comparative Management, Stamford CT, JAI Press, 2000, Vol. 13: 149 - 173

“The potential for virtual work to enhance value in financial services firms,” (with Raghu Garud). In: Edward L. Melnick, Praveen R. Nayyar, Michael L. Pinedo & Sridhar Seshadri (Eds.) Creating Value in Financial Services: Strategies, operations and technologies, (Boston: Kluwer Academic Publishers, 2000), pp. 289 – 302

“Competitive and collective strategies: An empirical examination of strategic groups,” (with Rudi K. F. Bresser & T. J. Jithendranathan). In: Paul Shrivastava, Jane Dutton & Anne Huff (Eds.) Advances in Strategic Management, Volume 10B, (Greenwich, CT: JAI Press, 1994), pp. 187-211

“Managerial skills.” In: Lawrence K. Jones (Ed.) The Encyclopedia of Career Change and Work Issues (Phoenix, Oryx, 1992), pp. 177-180

“Designs for organizational control.” In: Paul C Nystrom & William H. Starbuck (Eds.) Handbook of Organizational Design, Vol. 2, (New York: Oxford, 1981) pp. 85-115

“Fear of failure in project management,” (with Pierre Guillet de Montheux. In: Bo Persson (Ed.) Surviving Failures (Atlantic Highlands, NJ: Humanities Press, 1979) pp. 199-217

“Infrastructures of decision-making: critical assessments.” In: Anant Negandhi & Bernhard Wilpert (Eds.) Work Organization Research: European and American Perspectives (Kent, Ohio: Kent State University Press, 1978) pp. 121-125.

### **Editorships**

“Special Issue: Organization Design,” (with William H. Starbuck) Organization Science, 17 (2): 2006, pp. 171-308

“Organization studies in the Federal Republic of German,” (with Rudi K. F. Bresser) International Studies of Management and Organization, 1981, Complete Issue

## **Book Reviews**

“Managing strategy in academic institutions: Learning from Brazil” by Cynthia Hardy. In: Organization Studies (1992) 13: 480-482

“Leadership and management in universities,” by Titus Oshagbemi. In Organization Studies (1990) 11: 456-457

“Conceptual foundations of organization theory,” by Edwin M. Hartman. In: Industrial and Labor Relations Review (1989) 43 (2): 331-333

“Control in business organizations,” by Kenneth Merchant. In: Administrative Science Quarterly (1987) 22: 471-472

## **Practitioner Pieces**

Best practices in the virtual workplace,” (with Raghu Garud) *STERNBusiness* (Summer, 1998) pp. 15-17

“The Steinway Piano, a World of Identity” *STERNBusiness* (Fall, 1998) pp. 37-40

## **Educational and Executive Training Programs - Co-author**

*Global Directions: A simulation-based training program to increase awareness of how cross-cultural issues impact strategic decisions*, New York and Chicago: Park Li, 1993

*Foodcorp: A simulated company in the consumer products industry*.  
New York: New York University, 1988

*Metrobank: A simulated company in the financial services industry*.  
New York: New York University, 1985

*Investcorp: A simulated company in the financial services industry*  
New York: New York University, 1985

## **Multimedia CD-ROMs**

“*Steinway & Sons and Starbucks Corporation: Multimedia business cases on “icons” of American Business*,” (with Suresh Kotha) New York: McGraw-Hill, 2001

*Bridging Cultures*, New York: Park Li, 1998



## Conferences and Proceedings

An actor network case: Steinway & Sons (with Raghu Garud and Suresh Kotha), 26<sup>th</sup> EGOS Colloquium, Lisbon, Portugal, July 2010

Material, Symbolic and Institutional Value: The Case of Steinway & Sons (with Raghu Garud and Suresh Kotha) 25<sup>th</sup> EGOS Colloquium, Barcelona, Spain, July 2009

"Perspectives on routines: An emerging dialog on routines between evolutionary economics and communities of practice," (with Natalia Levina, Gino Cattani and Emma Vaast), Professional development workshop, Academy of Management Annual Meeting Anaheim August 2008

"How firms represent and communicate strategy to stockholders," (with Cristina Cinici) Sub-theme 37: Transforming Others: The Discourse Strategies and Practices of Change, 24<sup>th</sup> EGOS Colloquium, Amsterdam, July 10-12 2008

"Data indeterminacy in organizations" (with Raghu Garud) EGOS Conference, Bergen, June 2006. and the Academy of Management Annual Meeting, Atlanta, August 2006

"Mapping an institutional landscape: Discursive practices in New York City schools," (with Ebony Bridwell-Mitchell) Academy of Management Meeting, Honolulu, August, 2005

"Talking about careers," (with Polly Parker) EGOS Conference, Berlin, June 2005

"Data indeterminacy on the Columbia flight," (with Raghu Garud) EGOS Workshop, Santorini, June, 2005

"Becoming the Best: The case of Steinway & Sons," EGOS Conference, Copenhagen, July 2003

"In the field – Now what?" Honing technology insights from complex field data," Pre-program Workshop, Academy of Management Meeting, Toronto, 2000

"E-media Journeys in the pluralistic world of the Academy," Pre-Academy Workshop, Academy of Management Conference, Chicago, 1999

"Adapting in world that gets bigger and smaller," Centennial Address, Victoria University of Wellington, NZ, May 17, 1999

"Technological Changes in the Workplace," Presentation at the Conference on Technological Innovations in Business Education, University of Virginia, April, 1998

“Best practices in the virtual workplace,” (with R. Garud) Presentation at the Workshop on Achieving Strategic Advantage from Telework, Telecommute America Week, October 20-24, 1997 at New York University

“The role people play in technological development processes: The case of the Steinways,” The International CISTEMA Sponsored Workshop on Path Creation and Dependence, Copenhagen, Denmark, August 19-22, 1997

“Local, regional and global maxima and the valleys in between: Lessons from NCR’s virtual work initiative,” (with R. Garud & D. Accrocco) The Academy of Management Conference, Boston, August 1997

“Quantum physics and career populations,” (with J. King & A Hurley) The Academy of Management Conference, Boston, August 1997

“Cultural diversity and the process of German reunification,” (with R F. K. Bresser) The Academy of Management Conference, Boston, August 1997

“The quantum mechanics of career paths and trajectories,” (with Amy Hurley). Pre-conference meeting of the Careers Division, The Academy of Management Conference, Cincinnati, August, 1996

“Improbable invasions: United States firms in Japan and Japanese firms in the United States,” Symposium presented at The Academy of Management Conference, Vancouver, Canada, August, 1995

“A frame for deframing in strategic analyses,” (with R. Garud and S. Raghuram) The Academy of Management Conference, Dallas, August, 1994

“Deframing in strategic analyses,” (with R. Garud and S. Raghuram) In: Strategic Management Society Conference, Chicago, September, 1993

“Exploring patterns in business strategy: An empirical comparison of US and Japanese managers,” (with S. Kotha & A. Bird). In: The First IFSAM Conference Proceedings, Tokyo, Japan. September, 1992

“‘Situated’ learning for managers preparing to live abroad: An example of a personal computer approach,” (with A Bird). In: The Academy of Management Conference, Las Vegas, NA, August, 1992

“Teaching the expatriate experience: A computer-based approach,” (with A. Bird) The Eastern Academy of Management Conference Baltimore, May, 1992

“Matching managers and international assignments,” (with A. Bird). The Conference of the Association of International Business, Miami, October 1991

“Simulations in entrepreneurship education: Oxymoron or untapped opportunity?” (with S. A. Stumpf & T. P. Mullen) The Babson College Entrepreneurship Research Conference Babson College, Wellesley, MA, 1991

“Using behavioral simulations in teaching strategy implementation” (with S. A. Stumpf) Symposium paper: The strategy Implementation Challenge: What to teach? How to teach it? The Proceedings of the Academy of Management, Anaheim, CA 1988

“The language of takeovers,” (with S. C. Schneider) The Second Meeting, International Society for the Psychoanalytic Study of Organizations. Pace University, New York, 1987

“Takeover attempts: What does the language tell us?” (with S. C. Schneider). The Third International Conference on Organizational Symbolism and Corporate Culture Milan, Italy, 1987

“The impact of crises on industry: The case of the tobacco industry” The First Conference on Industrial Crisis Management. New York University, New York, 1986

“Policy-making perspectives: Contrast between problem-setting and problem-solving,” (with John M. Dutton) The Proceedings of the Academy of Management, Chicago, 1986

“Researching corporate entrepreneurship: Methodological issues and directions,” (with A. Ginsberg & I. MacMillan) First Biennial Conference, US Affiliate, International Council for Small Business, Orlando, FL, 1985

“Narcissistic dilemmas and studies of organizations,” The Conference on Alternative Perspectives on Organizations, Baruch College, New York, 1985

“Managing innovation” (with S. A. Stumpf & K. Hartman). In: The Proceeding of the Southern Management Association (New Orleans) 1982. pp. 325-327

“Paradigm development: A promising construct for organization theory” (with D. Dodge & R. F. K. Bresser) The Proceedings of the Midwest Academy of Management, Chicago, 1981. pp. 431-432

“Rules, achievements and control: Attempting to control a college faculty,” (with J. M. Dutton), The ORSA/TIMS Joint National Meeting, Milwaukee, WI, 1979

“Socialwissenschaftliche Ausbildung und Modelle,” (with M. Patzak). In Konferenzdokumentation: Bedingungen des Lebens in der Zukunft und die Folgen fuer die Erziehung. Berlin: Technische Universitaet, 1978. pp. 482-498

“One man, two organizations: The fool on the hill” The Conference on Entrepreneurship sponsored by EGOS, Copenhagen, Denmark, 1977

“The management science implementation gap,” (with I. Vertinsky. The International Meeting of the Institute of Management Science, Athens, Greece, 1977

“The employment of women in universities - trends evident in affirmative action plans,” The Proceedings of the American Institute of Decision Science, Atlanta, GA, 1974, p 266

“The allocation decisions of business school faculty,” (with N. Crandall & J. L. Tartar), The Proceedings of the Midwest American Institute of Decision Sciences, Minneapolis, MI, 1974

“Research in business schools,” (with J. L. Tartar & N. Crandall) In: The Proceedings and Abstracts, The American Institute for Decision Sciences, San Francisco, CA 1974 p. 68

“Design of a faculty” The Proceedings of the 20th International Meeting of the Institute of Management Science Tel Aviv, Israel, 1973. pp. 393-398

“Action research and student learning” The Conference on Action Research London Business School, London, England, 1972

## **Service and Professional Activities**

### **Stern School of Business**

#### **Management Department**

Management Area, Undergraduate Advisor, 2005-2009  
Management Area Undergraduate Director, 1998 - 2003  
Coordinator, Management and Organizational Analysis, 1998 -  
Management Area Recruiting Committee 1980-1986; 1991-1992; 1996 - 2000  
Management Area Doctoral Committee 1982-1984; 1988 -1992; 1997- 2000  
Coordinator, Management and Organization Behavior Course 1994-1996  
Management Area Doctoral Advisor 1991-1992  
Management Area Climate Advisory Committee 1990 -1992  
Management Area Promotion and Tenure Committee 1985 -  
Graduate Business Policy Course Committee 1989 -1992  
Management Area Tier VI Coordinating Committee 1986 -1987  
Member, Management Simulations Project Group 1981-1991

#### **School-wide Committees**

Stern School Admissions and Placement Committee 1994 -1997  
Stern School P&T Committee 1995-1996  
Stern School Disciplinary Committee 1991-1992

### **New York University**

Stern Alternate, NYU Faculty Council, 2006-2009  
NYU Humanities Council, 2005 - 2011  
New York University Faculty Council, 1993  
Faculty Benefits Committee  
Personnel and Affirmative Action Committee

### **The Academy of Management**

Co-Director for Electronic Media, 1997 – 1999

### **Senior Editor**

Organization Studies, 2003 – 2009

### **Editorial Boards**

Academy of Management Learning & Education, 2006 –

**Ad Hoc Editorial Referee**

Academy of Management Journal  
Academy of Management Review  
Administrative Science Quarterly,  
Human Relations  
Journal of Management  
Journal of Management Education  
Journal of Management Inquiry  
Journal of Strategic Information Systems  
Management Science  
Organizational Behavior and Human Performance  
Organizational Behavior Teaching Review  
Organization Science  
Organization Studies

**Professional Association Memberships**

The Academy of Management  
The European Group for Organization Studies  
The Institute of Management Science  
The International Society for the Psychoanalytic Study of Organizations  
The New Zealand Society of Accountants  
The Strategic Management Society

**Advisory Boards**

The International Advisory Network on Organizational Discourse

**Grants and Awards**

2011 Erskine Fellowship, University of Canterbury, New Zealand.

2003 Conference Grant Award from the National Science Foundation's Innovation and Organization Change Program, #0405384. Conference on Organization Design held at NYU, June 4-6, 2004

1994 The Free University Berlin, Visiting Scholar Grant

1990 US. Department of Education: Business and International Education Program (with Allan Bird). Grant # P153A00028

1988-1991 Four Research Grants, Management Simulations Project

1986 University of Auckland, Visiting Faculty Research Fellowship

### **Awards**

John F. Mee Award for best contribution to management history, Management History Division, Academy of Management Conference, Philadelphia, August 2014 (with Renee Rottner)

Global Gold Medal Award, Interactive Multimedia, Personal/Professional Category, 1998 New York Festivals Multimedia Competition (“Bridging Cultures” CD)

The 1997 Best Paper Award, Journal of Management Inquiry (“A frame for deframing in strategic analysis.”)

Academy of Management Learning & Education, Outstanding Reviewer Awards, Editorial Review Board, 2009, 2014

### **Executive Training Programs and Consulting Activities**

#### **USA**

American Express  
American Institute of Banking  
AT&T  
Dow Jones & Company  
Honeywell, Inc  
IFC, World Bank Group  
Indiana University  
National Council of Savings Institutions  
Northern Telecom, Inc  
Park Li, Inc  
Pratt Institute  
Waterford-Wedgewood, Ltd

#### **New Zealand**

Cording Young (NZ) Ltd  
Databank (NZ) Ltd  
DFC (NZ) Ltd  
Fletcher Challenge Ltd  
Nathan Finance (NZ) Ltd  
Unisys-Linc (NZ) Ltd

## **Personal**

Citizenship: USA and New Zealand

Daughter: Emma Magdalena Dunbar