

Jennifer Merluzzi, PhD

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Education

- University of Chicago, Booth School of Business** Chicago IL
PhD, Organizations and Markets 2010
Dissertation Title: Informal networks and the modern professional managerial career: Four studies of interpersonal influence on career decisions and outcomes
Committee: Ron Burt (Chair), Damon Phillips, Stanislav Dobrev, Matthew Bothner, Elizabeth Pontikes
- Washington University in St. Louis, Olin School of Business** St. Louis MO
MBA, Finance and Accounting 1997
Recipient of *Scholars in Business Scholarship*, Mark Twain Bancshares
- Tulane University, Newcomb College** New Orleans LA
BA, English and Sociology 1993
Recipient of *Dean's Honor Scholarship* (four years full tuition)
Cum Laude, Phi Beta Kappa

Employment

- George Washington University, School of Business** Washington DC
Associate Professor, Strategic Management and Public Policy (with tenure) 2019 to present
Assistant Professor, Strategic Management and Public Policy 2017 to 2018
- Tulane University, A.B. Freeman School of Business** New Orleans LA
Associate Professor of Management and Strategy (with tenure) 2017
Assistant Professor of Management and Strategy 2011 to 2017
- University of Chicago, Booth School of Business** Chicago IL
Adjunct Assistant Professor of Organizations and Strategy 2010 to 2011

Research Interests

Careers and identity, inequality, gender, professional labor markets, social capital and networks, economic and organizational sociology

Teaching Experience

Strategic Management (Core, Undergraduate, Graduate – Full-time, Part-time MBA, Security Technology Transition MBA); *Social Capital & Strategic Leadership* (Elective, Graduate – Full-time, Part-time, & Executive MBA)

Publications

Merluzzi, J., Phillips, D.J. 2022. “Early Career Leadership Advancement: Evidence of Incongruity Penalties toward Young, Single Women Professionals.” *Organization Studies* 43(11): 1719-1743. doi-org.proxygw.wrlc.org/10.1177%2F01708406221081619

- Featured in *Washington Post* (2022), *Forbes* (2022), *Bloomberg* (2022), *Psychology Today* (2022).

Merluzzi, J., Burt, R.S. 2021. “One Path Does Not Fit All: A Career Path Approach to the Study of Professional Women Entrepreneurs.” *Entrepreneurship Theory & Practice* 45(6): 1366-93. doi.org/10.1177/1042258720936987.

Sterling, A.D., Merluzzi, J. 2019 (2020¹). “A Longer Way In: An Introduction and Research Agenda on Tryouts.” *Research in Organizational Behavior*, 39: 100122 (1-17). doi.org/10.1016/j.riob.2020.100122

Kanze, D., Conley, M.A., Okimoto, T.G., Phillips, D.J., Merluzzi, J. 2020. “Evidence that Investors Penalize Female Founders for Lack of Industry Fit.” *Science Advances*, 6(48): eabd7664. doi: 10.1126/sciadv.abd7664.

Dobrev, S.D., Merluzzi, J. 2018. “Stayers vs. movers: Social capital and Early Career Imprinting among Young Professionals.” *Journal of Organizational Behavior*, 39(1): 67-81. doi.org/10.1002/job.2210.

Merluzzi, J. 2017. “Gender and Negative Network Ties: Exploring Difficult Work Relationships Within and Across Gender.” *Organization Science*, 28(4): 636-52. doi.org/10.1287/orsc.2017.1137

Merluzzi, J., Sterling, A. 2017. “Lasting Effects? Hiring through Referrals and the Post-Entry Career Outcomes of Women & Minorities.” *ILR Review*, 70(1): 105-31. doi.org/10.1177%2F0019793916669507.

Burt, R.S., Merluzzi, J. 2016. “Network Oscillation.” *Academy of Management Discoveries*, 2(4): 368-91. doi.org/10.5465/amd.2015.0108.

Merluzzi, J., Phillips, D.J. 2016. “The Specialist Discount: Negative Returns for MBAs with Focused Profiles in Investment Banking.” *Administrative Science Quarterly*, 61(1): 87-124. doi.org/10.1177%2F0001839215610365.

- Featured in *Irwin, N. (2019) How to Win in a Winner-Take-All World; U.S. News & World Report* (8/1/16); *New York Times* (9/11/16)

Merluzzi, J., Dobrev, S.D. 2015. “Unequal on top: Gender profiling and the Income Gap among High Earner Male and Female Professionals.” *Social Science Research*, 53: 45-58. doi.org/10.1016/j.ssresearch.2015.04.010.

¹ Completed, accepted in 2020, not available online until 2021; due to COVID and publisher backlog, the publication was backdated to 2019.

Publications (continued)

Burt, Ronald S., Merluzzi, J. 2014. "Embedded Brokerage: Hubs versus Locals." In *Research in the Sociology of Organizations*, (Eds.) Daniel J. Brass, Giuseppe Labianca, Ajay Mehra, Daniel S. Halgin, and Stephen P. Borgatti. Bradford, UK: Emerald Publishing, Vol. 40, 161-177.

Merluzzi, J., Burt, R.S., 2013. "How Many Names are Enough? Identifying Network Effects with the Least Set of Listed Contacts." *Social Networks*, 35(3): 331-37.
doi.org/10.1016/j.socnet.2013.03.004.

Merluzzi, J., 2013. "Social Capital in Asia: Investigating the Influence of Organizational and National Culture on Returns to Brokerage." *Social Science Research*, 42(3): 882-92.
doi.org/10.1016/j.ssresearch.2012.12.002.

- Published in Best Paper Proceedings at Academy of Management, 2009
- Runner-Up for Carolyn Dexter Award, OMT Division *Academy of Management*, 2009

Other Publications

Merluzzi, J., Sterling, A.D. 2017. "Research: Black employees are more likely to be promoted when they were referred by another employee." *Harvard Business Review*, February 28, 2017

- Available at: <https://hbr.org/2017/02/research-black-employees-are-more-likely-to-be-promoted-when-they-were-referred-by-another-employee>

Merluzzi, J. 2016. Book Review of "Lauren A. Rivera: Pedigree: How Elite Students Get Elite Jobs" *Administrative Science Quarterly*, 61(2): NP13-NP16.

Merluzzi, J., Torres, N. 2016. "Generalists get better job offers than specialists." *Harvard Business Review*, 94: 32-33. [Reprint featured in print in OnPoint and HBR Online special issue on Careers, February 2018]

- 119,036 reads, 5:30mins time on page, 'Most Popular' list June 2016.

Manuscripts Under Review & In Preparation

Melin J., Merluzzi J. "When Women Do 'Men's Work': Hybrid Femininity and Within-Gender Inequality in Job Search." *Revise and resubmit, Organization Studies*.

Accepted for Presentation at Academy of Management Annual Meetings (August 2022); European Group of Organizational Studies (July 2022); Presented at Wharton People & Organizations Conference (September 2021, Virtual); Organizational Ecology Annual Conference (Stanford University, Virtual, June 2021); Carnegie-Mellon's Seminar Series (Virtual, May 2021).

Meuris J., Merluzzi J. "Devaluation by association: Award nominations in masculine work as women increase in representation." *Under Review, American Sociological Review (2022)*

Manuscripts Under Review & In Preparation (*continued*)

Merluzzi J., Wade J.B., Phillips D.J. “Employer (thinks they) know best: A comparison of hiring practices on the career outcomes of early-career professionals.” *Under Review, Academy of Management Discoveries 2022*

Presented at Annual Meeting of the Academy of Management (Virtual, 2020); Economic Sociology Conference (Atlanta GA, 2019); Annual meeting of European Group for Organizational Studies (Tallinn, Estonia, 2018); Annual meeting of the American Sociological Association (Philadelphia PA, 2018); Wharton People & Organizations Conference (Philadelphia PA, 2018)

Merluzzi J., Phillips D.J. “Who gets promoted? Specialization and early career mobility for professional managers.” *Under Review ILR Review 2022*.

Presented at the Wharton’s People and Organizations Conference (2020, Virtual); Annual meeting of the European Group for Organizational Studies (Hamburg Germany, 2020, Virtual); Organizational Ecology Conference (Berlin Germany, 2020, Virtual), Annual meeting of the Academy of Management (Boston MA, 2019).

Galperin, R. Merluzzi, J. Sterling A.D. “Who do men and women go to for help at work? Homophily in advice networks of patent examiners and task-level organization of work.” *Working paper, (Preparing to submit to Management Science)*.

Presented at Annual meeting of Academy of Management (Seattle, 2022); Annual meeting of the European Group for Organizational Studies (Hamburg Germany, 2020, Virtual); Wharton People & Orgs (Philadelphia PA, 2021, Virtual). Industry Studies Association Annual Conference (Boston MA June 2020, Virtual).

Meuris J., Merluzzi J., Avery A., Melin J., “Overcompensation in response to increased female representation in male-dominated occupations.”

Currently interviewing subject matter experts to validate mechanism. Presented at University of WI, Madison seminar. Presented at Wharton People & Organizations Annual Conference, October 2022.

Melin J., Merluzzi J. “COVID and the Fatherhood Penalty.”

Initial analysis complete, preparing paper. Target submission *ILR Review*, Spring 2023.

Research Projects

Merluzzi J., Phillips D.J., “Specialization & Gender: Career path specialization by gender.”

- Coding data of two cohorts of graduates (2008, 2009) through December 2021.
- Examining data on congressional aides, lobbyists, federal employees.

Merluzzi J., Phillips D.J., “Does the Specialist Discount Persist: Investigating a decade of career histories of professional managers”

- Coding data of two cohorts of graduates (2008, 2009) through December 2021.
- Initiating supplemental qualitative study on career choices

Phillips D.J., Merluzzi J. “Single Women, Gender Inconsistency and Leadership”

- Initiating and developing book proposal on single women, leadership penalties across multiple settings including business, military, politics, sports, and entrepreneurs.

Merluzzi J., Burt R.S. “Historical careers of professional women.”

- Collecting, coding and analyzing data of 60 years of women graduates (1938-98) of top-ranked graduate business program and locating, updating through 2023.

Refereed Presentations

- 2022 *Wharton People & Organizations*, Annual meeting October 2022 (Philadelphia PA); *Academy of Management*, Annual meeting August 2022 (Seattle WA); *European Group for Organizational Studies (EGOS)*, Annual meeting July 2022 (Vienna Austria)
- 2021 *Academy of Management*, Annual meeting August 2021 (virtual); *Organizational Ecology Conference* (Stanford University, Virtual) June 2021
- 2020 *Academy of Management*, Annual meeting August 2020 (Vancouver CA virtual); *European Group for Organizational Studies (EGOS)*, Annual meeting July 2020 (Virtual); *Organizational Ecology Conference* June 2020 (Virtual)
- 2019 *Academy of Management*, Annual meeting August 2019 (Boston MA); *Economic Sociology*, Annual meeting September 2019 (Atlanta GA)
- 2018 *European Group for Organizational Studies (EGOS)*, Annual meeting July 2018 (Tallinn Estonia); *American Sociological Association*, Annual meeting August 2018 (Philadelphia PA); *Academy of Management*, Annual meeting August 2018 (Chicago IL); *Wharton People & Organizations*, Annual meeting September 2018 (Philadelphia PA)
- 2017 *HEC Inequality in Organizations & Society Research Conference*, May 2017 (Paris France); *Academy of Management*, Annual meeting, August 2017 (Atlanta GA); *John Hopkins Carey School of Business Broadening Perspectives of Women at Work*, October 2017 (Baltimore MD)
- 2016 *European Group for Organizational Studies (EGOS)*, Annual meeting, July 2016 (Naples Italy); *Academy of Management*, Annual meeting, August 2016 (Anaheim CA); *Wharton People & Organizations Conference*, September 2016 (Philadelphia PA)
- 2015 *American Economic Association*, Annual meeting, Panel on Diversity in the Professions, January 2015 (Boston MA); *ILR/Cornell Conference: Increasing Inclusion/Reducing Discrimination: What Works?* June 2015 (New York NY); *Connected Commons Conference: UVA Social Networks Conference*, September 2015 (Charlottesville VA); *Wharton People & Organizations Conference*, October 2015 (Philadelphia PA); *INFORMS Conference*, Annual meeting, November 2015 (Philadelphia PA)
- 2014 (+ earlier) *European Group for Organizational Studies (EGOS)*, July 2014, (Rotterdam Netherlands); *American Sociological Association*, August 2014 (San Francisco, CA); *Academy of Management*, August 2014 (Philadelphia, PA); *Wharton's People and Organizations Conference*, October 2014, (Philadelphia, PA); *American Bar Foundation*, Annual Conference of the Research Group on Legal Diversity, May 2013 (Chicago, IL); *Conference on Structuring Work in and around Organizations*, McGill University, August 2013 (Montreal Canada); *Women Faculty Research Consortium*, Tulane University, April 2012 (New Orleans, LA); *American Sociological Association*, Annual meeting, August 2012 (Denver, CO); *Academy of Management*, Annual meeting, August 2012 (Boston, MA); *Academy of Management*, Annual meeting, August 2011 (San Antonio, TX), 2010 (Montreal Canada), 2009 (Chicago IL), 2007 (Philadelphia PA); *4th Annual Inter-Organizational Networks Conference*, April 2010 (Lexington, KY); *American Sociological Association*, Annual meeting, August 2009 (San Francisco, CA)

Invited Talks & Seminars

Global Women's Summit, NYC NY
ILR School (OB), Cornell University
University of Wisconsin (Madison), Wisconsin School of Business, Madison WI

Invited Talks & Seminars (*continued*)

Johnson School of Business (Management & Organizations) Cornell University, Ithaca NY
Johns Hopkins Carey School of Business, Baltimore MD
MIT Sloan School of Management, Boston MA
Chicago Booth Women's Conference, Chicago IL
INSEAD, Organizational Theory Seminar, Fontainebleau France
University of Kentucky, Gatton School of Business, Lexington KY
University of Wisconsin (Milwaukee), Lubar School of Business, Milwaukee WI
George Washington University, School of Business, Washington DC
University of Wisconsin (Madison), Wisconsin School of Business, Madison WI
Georgia Institute of Technology, Scheller College of Business, Atlanta GA
Tulane University, Department of Sociology, New Orleans LA
Washington University of St. Louis, Olin School of Business, St. Louis MO
University of Utah, David Eccles School of Business, Salt Lake City UT
Instituto de Empresa Business School, Strategy Department, Madrid Spain
Tulane University, A. B. Freeman School of Business, New Orleans LA
Illinois Institute of Technology, Stuart School of Business, Chicago IL
Carnegie Mellon University, Tepper School of Business, Pittsburgh PA

Research Media Coverage

“Single, Female, and Looking for Business Success: New research”, N. Cahn, *Forbes*, 5/2/22.
Available at: <https://www.forbes.com/sites/naomicahn/2022/05/02/single-female-and-looking-for-business-success-new-research/?sh=66edfcc779af>

“These single women say they face a workplace penalty too.” S. Youn. *Washington Post*, 4/21/22. Available at: <https://www.washingtonpost.com/business/2022/04/21/single-women-workplace-penalty/>

“Why Don't Talented Single Women get Promoted?” B. dePaulo. *Psychology Today*, 4/8/22.
Available at: <https://www.psychologytoday.com/intl/blog/living-single/202204/why-dont-talented-single-women-get-promoted>

“Single, Talented and Penalized” *GW Today*, 3/16/22. Available at:
<https://gwtoday.gwu.edu/single-talented-and-penalized>

“Being Single, Smart is Bad for Young Women's Careers”, E. Ceron, *Bloomberg*, 3/10/22.
Available at: <https://www.bloomberg.com/news/articles/2022-03-10/being-single-and-smart-is-bad-for-young-women-s-careers-study-finds>

“Single women” featured in *S. Correll twitter* on April 10th, 2019, available at:
<https://twitter.com/svleadershiplab/status/1116042699277094912?s=12>

“Specialist Discount” featured in *N. Irwin, How to Win in a Winner-Take-All World*, published June 18, 2019, by St. Martin's Press.

Research Media Coverage (*continued*)

- “Exploring difficult work relationships within and between gender” *Womanthology* 9/20/17.
- “Strong friendships among women in the workplace reduce conflict, according to a new study” *Science Daily* 7/14/17.
- “Can job referrals improve employee diversity?” *Stanford Graduate School of Business* 4/11/17.
- “Diversity and inclusion: Black employees are more likely to be promoted when they were referred by another employee” *Exponential Talent Flash Briefing* 3/22/17.
- “How to become a CEO? The quickest path is a winding one” N. Irwin *New York Times* 9/11/16.
- “MBA study finds national audience” Mary Cross *Tulane New Wave* 8/23/16.
- “Weigh being a generalist, specialist in business school” *US News & World Report* 8/1/16.
- “Networking differently could increase your salary” *Chicago Booth Review* Fall 2016.
- “Specialist discount, An interview with Jennifer Merluzzi, Damon Phillips” *Administrative Science Quarterly Blog* June 2016.
- “The surprising impact of a referral on promotions for African-American workers” *FastCompany* 4/7/16.
- “Social network effects in hiring” *strategy+business* 3/21/16.
- “Gender Gap Remains in Louisiana’s Banking Industry” *City Business* 11/12/15.
- “For Job Seekers, Breadth Brings Benefits” *Columbia Business School Ideas at Work* 8/13/15.
- “Breaking Stereotypes about Female Entrepreneurs” *Capital Ideas – University of Chicago Booth School of Business*, December 2013.

Teaching

The George Washington University, School of Business

MBAD 6288 - *Strategy Formulation & Implementation* (MBA Strategy Core – 7-week course)

Spring 2022 [*In Person, 1 section*]

- Mean (4.8) / Median (5.0) overall instructor rating (out of 5), 94% response rate

MBAD 6290 – *Social Capital & Strategic Leadership* (Graduate Elective 4-week, all-day intensive)

Spring 2022 [*In Person, 1 section*]

- Mean (5.0) / Median (5.0) overall instructor rating (out of 5), 92% response rate

Spring 2021 [*Online, 1 section*]

- Mean (4.9) / Median (5.0) overall instructor rating (out of 5), 65% response rate

Spring 2020 [*In Person, 1 section*]

- Mean (4.8) / Median (5.0) overall instructor rating (out of 5), 75% response rate

Teaching (continued)

The George Washington University, School of Business (continued)

BADM 4801 – *Strategic Management* – (Undergrad Strategy Core, 14-week course)

Fall 2020 [*Online, 2 sections*]

- Mean (4.1) / Median (5.0) overall instructor rating (out of 5), 65% response rate

Fall 2019 [*In Person, 2 sections*]

- Mean (4.6, 4.6) / Median (5.0) overall instructor rating (out of 5) 74%,63% response rates

Spring 2019 [*In Person, 1 section*]

- Mean (4.3) / Median (5.0) overall instructor (out of 5), 100% response rate

MBAD 6288 – *Strategic Management* (Graduate Strategy Core, 14-week course)

Spring 2019 [*PMBA, MBA, 2 sections*]

- Mean (4.7, 4.1) / Median (5.0) overall instructor (out of 5), 100%, 89% response rates

Fall 2017 [*PMBA, 1 section*]

- Mean (4.9) / Median (5.0) overall instructor rating (out of 5), 94% response rate

MBAD 6287 – *Strategy Fundamentals* (MBA Strategy Core – 7-week course)

Fall 2017 [*MBA, 2 sections*]

- Mean (4.7) / Median (5.0) instructor rating (out of 5), 73% response rate

MBAD 6286 – *Strategy Formulation & Implementation* (MBA Strategy Core – 2nd Year, 7-week course)

Fall 2017 [*MBA, 2 sections*]

- Mean (4.4) / Median (5.0) instructor rating (out of 5), 71% response rate

Tulane University, A.B. Freeman School of Business,

MGMT 7160 -- *Strategic Leadership and Social Capital* (MBA Management/Strategy Elective)

Fall 2016 [*MBA, 1 section*]

- Awarded top instructor, course satisfaction ratings (above Area, School, Course mean)
- Mean (6.8) / Median (7.0) instructor rating (out of 7)

MGMT 4010 -- *Strategic Management* (BSBM Undergraduate Core Curriculum Course)

Fall 2011- Fall 2016 [*Undergraduate, 3 sections/year*]

- Awarded top instructor, course satisfaction ratings (above Area, School, Course mean)
- Mean (6.2) / Median (7.0) instructor rating (out of 7)

University of Chicago Booth School of Business

39002 -- *Network Structures of Effective Strategic Management* (MBA Strategy Elective Course)

Spring 2010 [*MBA, PMBA, 2 sections*]

- Awarded top instructor, course satisfaction ratings (above Area, School, Course mean)

Academic Service

Senior Editor, Organization Science (2022 to 2025)

Editorial Board, Administrative Science Quarterly (2017 to present); Organization Science (2019 to 2022)

Academic Service (*continued*)

Active Reviewer: Academy of Management Journal; Academy of Management Discoveries; Administrative Science Quarterly; American Journal of Sociology; American Sociological Review; Entrepreneurship Theory & Practice; Management Science; Industrial Labor Relations Review; Organization Science; Social Science Research; Social Networks; Sociological Inquiry

Membership:

- Academy of Management - Organization Management Theory (OMT); Careers (CAR)
- Academy of Management OMT Research Committee (2017, 2018); Best Dissertation Award Committee (2016, 2018); Best International Paper Committee (2019)
- American Sociological Association, OOW Thompson Graduate Student Article Award Committee (2020-2021)
- European Group of Organizational Studies (EGOS)
- INFORMS – Organization Science & INFORMS Organization Science Research Committee – Best Dissertation Award (2016)
- Economic Sociology Conference: 2021 (Virtual); 2020 (Pittsburgh PA); 2019 (Atlanta GA); 2018 (Raleigh NC); 2017 (Washington DC)
- Organizational Ecology Conference (Stanford University, Nagymaros Invited Conference, 2020, 2021)

Faculty Representative:

The George Washington University, Washington DC

- Dean's Council (2023)
- GWSB School Wide Promotion & Tenure Committee, elected (2020-2022)
- Dean's Diversity Council (2019-2021)
- Research Committee, University Senate (2017-2019)
- Review Committee, Doctoral Program - Strategic Management & Public Policy (2018), Management (2019)

Tulane University, New Orleans LA

- Hearing Board, Office of Student Conduct (2016 – 2017)
- Board Member, Altman Program, selective undergraduate program in International Business and Liberal Arts (2012 – 2017)
- Speaker Series Organizer, Management Area (2012 – 2017)
- Strategic Planning Committee & People Task Force (2011 - 2012)
- Board Member (Academic Advising) Kappa Kappa Gamma (2015 to 2017)
- Review Committee, Doctoral Program, Management Area (2011 – 2013)

Awards & Grants

Outstanding Reviewer Award, *Organization Science*, 2022

Nominated *Top Professor of Student-Athletes*, George Washington University, 2019-20

OMT Research Service Award recipient for Academy of Management OMT division, 2019

Runner-up, Best Symposium for Academy of Management OMT division, 2019

Invited *Academy of Management* CAR division Representative-at-Large position 2018-20

COR Faculty Grant Recipient, Tulane University, 2014, 2015, 2016, 2017

Awards & Grants (continued)

Selected for *Organizations Management Theory Junior Faculty Consortium* at the *Academy of Management*, August 2013 (Orlando, FL)

Selected for the *Dissertation Proposal Workshop for OMT Division* of Annual Meetings of the *Academy of Management*, August 2008 (Anaheim, CA)

Runner-Up for Carolyn Dexter Award, OMT Division, *Academy of Management*, 2009

Industry Experience

2003 to 2004 – *Independent Management Consultant*, Chicago IL

Clients included: American Building Maintenance Industries, Inc.; Equity Office Property Management

2000 to 2003 – *Consulting Manager*, Keane Consulting Group, Chicago IL

Clients included: AON; Aetna; Goodyear; Nicor Utility; USG

1997 to 2000 – *Director*, McMaster-Carr Industrial Supply Company, Elmhurst IL

Roles included: Director of Call Center (direct reports: 200+ employees, 15 supervisors), Warehouse Supply Chain Manager (direct reports: 65 employees, 3 supervisors), Warehouse Supply Chain Supervisor (direct reports: 15 employees), Buyer, Purchasing Department

1993 to 1995 – *Paralegal* (for 3 attorneys), O’Neil Eichin Law Firm, New Orleans LA