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Department of Strategic Management and Public Policy
School of Business
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EDUCATION

Ph.D. (Business, Government and Society), 1984, University of Washington (Seattle)
M.B.A., 1982; M.S. (Civil Engineering), 1979; B.A. (Political Science), 1974, University of Washington (Seattle)

ACADEMIC EMPLOYMENT

Chair, Department of Strategic Management and Public Policy, 1994-2000, 2020-present

Associate Professor of Strategic Management and Public Policy, The George Washington University, 1989-present

Director, Corporate Governance Program, GW Institute for Corporate Responsibility, 2006-2008

Director, Program in Business, Economics, and Public Policy, 1989-1990

Director and Professor, The Bryce Harlow Summer Institute on Business and Government Affairs, Georgetown University, 1990-1993

Assistant Professor of Business Administration, The George Washington University, 1982-1989

FELLOWSHIPS AND GRANTS

Policy Research Scholar, George Washington Institute of Public Policy, 2003-2005

Fellow, Institute for International Corporate Governance and Accountability [IICGA], The George Washington University Law School, 2001-present

Project Co-Leader, IICGA Project on Supply Chain Relationships, \$40,000 Research Project Grant

HONORS

[2009-2010 Professional MBA and Accelerated MBA Outstanding Faculty Award](#)

“The End of Managerial Ideology: From Corporate Social Responsibility to Corporate Social Indifference,” with Allen Kaufman, *Enterprise & Society*, 2004, vol. 5, no.3, pp. 404-450

[CHOSEN 2006 BEST PAPER IN THE FIELD OF BUSINESS AND SOCIETY BY THE INTERNATIONAL ASSOCIATION FOR BUSINESS AND SOCIETY](#)

REFEREED JOURNAL PUBLICATIONS

"Behavioral Economics, Federalism, and the Triumph of Stakeholder Theory," with Allen Kaufman, *Journal of Business Ethics*, September 2011, vol. 102, no.3, pp.421-438. [ABS 3]

"A Team Production Model of Corporate Governance," with Allen Kaufman, *Academy of Management Executive*, vol.19, no.3, pp.9-22 August 2005 [ABS 3]

"The End of Managerial Ideology: From Corporate Social Responsibility to Corporate Social Indifference," with Allen Kaufman, *Enterprise & Society*, 2004, vol. 5, no.3, pp. 404-450 [ABS 3]

"Kohlberg Kravis Roberts & Co. and the Restructuring of American Capitalism," (with Allen Kaufman) *Business History Review*, vol. 67, 1993, pp. 52-97. [ABS 4]

"Structural Aspects of Issues Management: Transaction Costs and Agency Theory," (with Allen Kaufman and Alfred Marcus) *Research in Corporate Social Performance and Policy*, vol. 11, 1989, pp. 257-271

"Technology and Oliver Williamson's Transaction Cost Economics," *Journal of Economic Behavior and Organization*, volume 10, number 3, 1988, pp. 339-354 [ABS 3]

"The Inside Contract System of Organization and Control: A Neglected Aspect of the History of the Firm," *Labor History*, volume 28, number 4, Fall 1987, pp.429-446 [ABS 2]

"Coastal Zone Problems: A Basis for Evaluation," (with Jim Feldmann and Marc Hershman) *Coastal Zone Management Journal*, vol.3, 1977, pp. 217-23

REFEREED ARTICLES REPRINTED OR ADAPTED AS CHAPTERS IN BOOKS

"Executive Compensation, Political Economy, and managerial Control: The Transformation of Managerial Incentive Structures and Ideology, 1950-2000," with Allen Kaufman in Thomas Clarke and Jean-Francois Chanlat, editors, *European Corporate Governance: Readings and Perspectives*, Routledge Press, 2009, pp.340-359.

"Kohlberg Kravis Roberts & Co. and the Restructuring of American Capitalism," (with Allen Kaufman) **Reprinted**, in part, in Allen Kaufman, *Managers vs. Owners: The Struggle for Corporate Democracy in the American Democracy* (Oxford University Press, 1995), pp. 145-157

"Technology and Oliver Williamson's Transaction Cost Economics," in Claude Menard, ed., *The International Library of the New Institutional Economics*, (Edward Elgar Publishing, U.K., 2004)

"Selecting an Organizational Structure for Implementing Issues Management: A Transaction Costs and Agency Theory Perspective," (with Allen Kaufman and Alfred Marcus) in Barry Mitnick, Ed., *Corporate Political Agency*, Sage Publications (Newbury Park, CA, 1993), pp. 148-168

REFEREED ARTICLES IN CONFERENCE PROCEEDINGS OR IN BOOKS OR JOURNALS FROM CONFERENCE PROCEEDINGS

"Federalist Industrial Policy: State and Federal Government Efforts at Industrial Modernization in the 1980s," *Business and Economic History*, volume twenty-three, 1994, pp.283-294.

"Kohlberg Kravis Roberts & Co. and the Challenge to Managerial Capitalism," (with Allen Kaufman) *Business and Economic History*, volume twenty-one, 1992, pp. 97-108;

"The Political Economy of Biotechnology: Innovation and Politics in an Emerging Industry," *Business and Economic History*, volume twenty, 1991, pp. 136-141

"International Competitiveness: The Failure to Regulate the U.S. Biotechnology Industry," *Business and Economic History*, volume seventeen, 1988, pp. 143-153

"Public Issues Management and Transaction Costs," Eastern Academy of Management *Proceedings*, 1987, pp.83-86

"Efficiency and Control in the 19th Century Firm: The Failure of the 'New Institutionalism,'" Academy of Management, *Best Papers PROCEEDINGS*, 1984 pp.137-141

WORKING PAPERS PUBLISHED ONLINE(SocialScienceResearchNetwork)

"Sarbanes - Oxley and the New Corporate Governance in the United States," with Allen Kaufman, under Review and Resubmit at *Academy of Management Perspectives*, available at Social Science Research Network #1030804

"Behavioral Economics, Federalism, and the Triumph of Stakeholder Theory," with Allen Kaufman, under Review and Resubmit at *Academy of Management Perspectives*, available at Social Science Research Network #103084

"The Managerial Thesis Revised: Independent Directors and the CEO 'Directorate'," with Allen Kaufman and Christopher Tucci, available at Social Science Research Network #1030845

"A Team Production Proposal to the Shareholder - Stakeholder Quarrel: The OECD Principles of Corporate Governance," with Allen Kaufman, available at Social Science Research Network #1030846

"Managerial Fiduciary Duty and Social Responsibility: The Changing Nature of Corporate Governance in Post-War America," (with Allen Kaufman), December 2004. Social Science Research Network, <http://ssrn.com/abstract=472965>

"A Team Production Model of Corporate Governance Revisited," (with Allen Kaufman and Craig H. Wood), September 2003. Social Science Research Network, <http://ssrn.com/abstract=410080>

"Executive Compensation, Political Economy, and Managerial Control: The Transformation of Managerial Incentive Structures and Ideology, 1950-2000" (with Allen Kaufman), January 2003. Social Science Research Network, <http://ssrn.com/abstract=408820>

INVITED ARTICLES AND BOOK REVIEWS

"Business Roundtable" in Robert Kolb, ed., *Encyclopedia of Business Ethics and Society*, (Sage, 2007)

Book review of Mark J. Roe, *Strong Owners, Weak Managers: The Political Roots of American Corporate Governance*, in *Journal of Economic History*, vol. 55, 1995, pp. 738-740

Book review of JoAnne Yates, *Control Through Communication, The Rise of System in American Management*, in *Journal of Economic History*, vol.53, 1993, pp. 967-968.

CONFERENCE PRESENTATIONS

"Sarbanes-Oxley and the New Corporate Governance in the United States," with Allen Kaufman, Academy of Management, Anaheim CA, August 2008

"The Managerial Thesis Revised: Independent Directors and the CEO Directorate," with Allen Kaufman and Chris Tucci, Eastern Academy of Management, Washington DC, May 2008

"The Business Roundtable and Corporate Governance, 1977-2007," Business History Conference, Sacramento CA, April 2008

"Behavioral Economics, Federalism, and the Triumph of Stakeholder Theory," with Allen Kaufman, at the conference on "Corporate Social Responsibility and Corporate Governance: The contribution of economic theory and related disciplines," Trento, Italy, June 2006

"Executive Compensation, Political Economy, and Managerial Control: The Transformation of Managerial Incentive Structures and Ideology, 1980-2000," (with Allen Kaufman) Business History Conference, Wilmington, DE, April 2002

"The Politics of Executive CEO Compensation and Managerial Accountability," (with Allen Kaufman), International Institute on Corporate Governance and Accountability, Washington DC, June 2001

"Federalist Industrial Policy: State and Federal Efforts at Industrial Modernization in the 1980s," (with Allen Kaufman and Ross Gittell) Business History Conference, Williamsburg, March 1994

"A Strategic Structural Analysis to Business-Government Relations" (symposium on integrating Business and Public Policy and Strategic Management), Academy of Management, Atlanta, August 1993

"KKR and the Restructuring of American Capitalism," (with Allen Kaufman) Business History Conference, Pasadena, March 1992

"The Political Economy of Biotechnology: Innovation and Politics in an Emerging Industry," Business History Conference, Toronto, March 1991

"Structural Aspects of Issues Management: Transaction Costs and Agency Theory," (with Allen Kaufman and Alfred Marcus) Academy of Management, Washington, D.C., August 1989

"International Competitiveness of American Business in Historical Perspective: Biotechnology in the U.S. and Japan," Economic and Business Historical Society, Charleston, South Carolina, April 1989

"Technology and the Struggle for Control in the 19th Century Workplace," Society for the History of Technology, Wilmington, Delaware, October 1988

"International Competitiveness: The Failure to Regulate the Biotechnology Industry in the United States," Business History Conference, Atlanta, March 1988

"Public Issues Management and Transaction Costs," Eastern Academy of Management, Boston, May 1987

"An Inquiry into the Economic Theory of the Firm," Business History Conference, Columbus, Ohio, March 1986

"Efficiency and Control in the 19th Century Firm," Academy of Management, Boston, August 198

UNIVERSITY ACTIVITIES

Executive Committee, University Faculty Senate, 1993-1996, 2005-2008
University Faculty Senate, 1992-1996, 2003-2009
Faculty Senate Committee on Professional Ethics and Academic Freedom, Chair, 2003-2005, Member 1983-1985
Faculty Senate Committee on Physical Facilities, Chair, 1994-1996, Member 1993-1994
Faculty Senate Committee on Fiscal Planning and Budgeting, Member 1986-87
Faculty Senate Committee on Research, 1989-90
Faculty Senate Committee on Honors and Academic Convocation, 1992-1993
Faculty Representative, University Space and Construction Committee, 1993-1996
School of Business, Dean's Council, Chair 2004-2008, Member 2002-2004, 2014-2019
School of Business, MBA Program Committee, Chair,
School of Business, Research Committee
Dean Search Committee, School of Business and Public Management, 1991-1992
SMPP Department Appointment, Promotion, Tenure Committee, Chair, 2017-2019

PROFESSIONAL ACTIVITIES

Manuscript reviewer, *Enterprise and Society*, *Corporate Governance: An International Review*, *Business & Society*

International Association for Business and Society: Founding Member; executive committee (1989-1992); review papers for annual meetings (since 1989)

Business History Conference: regular attendance at annual meetings and conference presentations (see above); session chair, "The Impact of Corporate Social Entrepreneurship," (2007); "Public Policy Toward Specific Industries" (1998)

Academy of Management, Social Issues in Management Division: review papers for annual meetings (since 1986); faculty instructor, doctoral student colloquium (1991, 1992); faculty instructor, faculty development workshop (1990); outstanding book in SIM award committee (1992, 1994, 1995); best paper committee (1991, 1994); SIM research committee (1989-1992); SIM curriculum committee (1988-1990); paper discussant, "Corporate Responsiveness" (1992); chair, research roundtable on "Research in Business-Governmental Relations" (1991); chair, workshop on "Business and Society into the 1990s" (1989); local arrangements committee (1989); regular attendance at annual meetings

Eastern Academy of Management: review papers for annual meetings (1986-89); session chair, "Changing Legal Environment of Business" (1989); session chair, "Social Issues and Corporate Responsibility" (1988); 1988 conference media coordinator; regular attendance at annual meetings

Society for the Advancement of Socio-Economics: session chair, "Business and Politics," (1990)

other memberships: American Economic Association; Economic History Association; Economic and Business Historical Society