

Graduate School of Business
Stanford University.
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HAYAGREEVA RAO
CURRICULUM VITAE

EDUCATION

Case Western Reserve University,
Department of Organizational Behavior,
Weatherhead School of Management,
Ph.D., August, 1989.

Xavier Labor Relations Institute,
Jamshedpur, India,
Post-Graduate Diploma in Personnel Management and Industrial Relations.
1980.

Andhra University,
Waltair, India.
Bachelor of Arts.
1978.

APPOINTMENTS

2017-2018. BP Faculty Fellow In Global Management
2006- to date Atholl McBean Professor of Organizational Behavior and Human Resources and by
Courtesy, Professor of Sociology.
2007-2011 Morgan Stanley Co-Director of the Center for Leadership and Development.
Younger Family Fellow, 2008. Graduate School of Business. Stanford University.
2005-2006 Professor, Stanford Graduate School of Business. Stanford University.

2002-2005. Richard L. Thomas Distinguished Professor of Leadership and
Organizational Change, Kellogg School of Management.
Northwestern University.

2001 Charles Howard Candler Professor of Management.
Goizueta Business School.
By courtesy, Professor of Sociology, Emory University.

2000- Professor of Organization & Management, Goizueta Business School.
By courtesy, Professor of Sociology, Emory University.

1995-2000
Tenured Associate Professor of Organization & Management, Goizueta Business School.
By courtesy, Associate Professor of Sociology, Emory University.

1989-1994.

Assistant Professor of Organization & Management, Goizueta Business School.

By courtesy, Assistant Professor of Sociology, Emory University.

BOARDS

CARNEGIE FOUNDATION FOR THE ADVANCEMENT OF TEACHING

ADVISORY BOARDS

CHILDREN NOW. 2009.

STANFORD CANCER INSTITUTE

BILLIONS INSTITUTE

PULSE INC.

DROP THOUGHT

COLLECTIVE HEALTH INC

VISITING PROFESSORSHIPS

2012. Distinguished Visitor, INSEAD Singapore.

2004. Visiting Professor, London Business School.

2001-2005 Leader, Organizations Area. Indian School of Business, Hyderabad, India.

1997-1998.

Visiting Associate Professor, Michigan Business School, University of Michigan.

1995-1996.

Visiting Associate Professor, HEC, Paris, Summer Terms.

1992-1993.

Visiting Assistant Professor, Netherlands Business School, Summer Term.

AWARDS AND HONORS

Wall Street Journal Best Seller List for 2014. Scaling Up Excellence.

Best Books of 2014 Financial Times, Inc Magazine, Forbes, Washington Post, and Amazon for Scaling Up Excellence.

Honorable Mention, Law and Society Association Article Prize, Law and Society Association, 2012.

Honorable Mention, Viviana Zelizer Award, American Sociological Association, 2009.

Fellow, Academy of Management. 2008.

Fellow, Sociological Research Association. 2007.

Fellow, Center for Advanced Study in Behavioral Science. 2006.

W. Richard Scott Award for Distinguished Contribution to Scholarship, American Sociological Association, 2005.

Member, Advisory Board, McDonald's Center for Innovation.

Sidney Levy Award For Teaching, Kellogg School of Management, 2004.

Panel Member, Organizational Innovation and Change Section. National Science Foundation. 2000-2001.

Best Symposium Award, Organization and Management Theory Division, Academy of Management, 2001.

Erskine Fellow, University of Canterbury, New Zealand. 2000.

Elected member, Macro-Organizational Behavior Society, 1999.

Halle Institute Fellowship, Emory University, 1998-1999.

Keough Award for Faculty Excellence, Goizueta Business School, Emory University, 1997.

J.N. Tata Scholar, 1989.

India Foundation Scholar, 1989.

GRANTS

Davidson Institute Research Grant, University of Michigan Business School, 1998. \$2,000.

Outstanding Scholar Grant, 1996; Goizueta Business School, Emory University. \$3,000.

Outstanding Scholar Grant, 1995; Goizueta Business School, Emory University. \$3,500.

Outstanding Scholar Grant, 1994; Goizueta Business School, Emory University. \$3,000.

Outstanding Scholar Grant, 1993; Goizueta Business School, Emory University. \$3,400.

University Research Committee Grant, 1992, Emory University. \$10,000

University Research Committee Grant, 1991, Emory University. \$5,000.

EDITORIAL APPOINTMENTS

Editorial Board Member, American Sociological Review. 2012-2015.

Editor, Administrative Science Quarterly, July 2008 –August 2011.

Associate Editor, Administrative Science Quarterly, 2003-2008 (June).

Consulting Editor, American Journal of Sociology. 1999-2001.

Senior Editor, Organization Science. 2000-2002.

Guest Editor, Academy of Management Journal, 1996.

Member, Editorial Board, Administrative Science Quarterly. 1996-2002.

Member, Editorial Board, Organization Science. 1997-2002.

Member, Editorial Board, Academy of Management Review. 1998-2002.

Member Editorial Board, Journal of Management Inquiry. 1996-2002.

Member Editorial Board, Strategic Organization. 2001-present.

Guest Co-editor, Academy of Management Journal, Special Research Forum on "*Extending the Frontiers of Organizational Ecology*". 1996.

Co-Organizer, Organization Science Winter Conference, 2002.

Chair, ASQ Scholarly Impact Award Committee. 2001.

Member, ASQ Scholarly Impact Award Committee. 2000.

Judge, INFORMS Dissertation Competition. 1996, 1999. College of Organization Science.

UNIVERSITY AND SCHOOL COMMITTEES

Curriculum Review Committee, Chair, Stanford Graduate School of Business. 2009-2010.

Research Computing Committee, Stanford Graduate School of Business. 2006.

Member, Leadership Task Force, Kellogg School of Management, Northwestern University. 2004.

Member, Task Force on Demands on Faculty Time, Kellogg School of Management, Northwestern University. 2004.

Co-chair Doctoral Admissions Committee, MORS Department, Kellogg School of Management, Northwestern University. 2004.

Member, Change Management Advisory Council. Northwestern University. 2003 -2004.

Member, University Priorities Committee, Emory University, 2001-2002.

Member, Personnel Committee, Goizueta Business School, 2001-2002.

Member, Emory University Teaching Committee, 1999-2001.

Member, Emory University Research Committee, 1998-2001.

Member, Emory University Teaching Fund Committee, 1996-1997.

Member, Promotion and Tenure Committee, Goizueta Business School, 1995-1999.

Member Post-Tenure Review Committee, Goizueta Business School, 1996.

Member, Globalization Committee, Goizueta Business School, 1995.

Member, Priorities Committee, Goizueta Business School, 1995.

Chairman, Computing Committee, Goizueta Business School, 1993-1995.

INVITED COLLOQUIA

Boston University, 2009.2016

Columbia University. 2000.2006.

Cornell University.1999. 2005.

Duke University. 2000.

E.M. Lyon European School of Management, 2000.

Harvard Business School, 2001.2008. 2009.

Indian Institute of Management, Bangalore. 2001.

Kellogg Graduate School of Management, Northwestern University. 1998. 2002

London Business School. 2004.

MIT Sloan School of Management, 2001. 2006.

Queens University, 2002.

New York University, 2006, 2012, 2015.

INSEAD, 2003.

Northwestern University, 1994.1999. 2001

Princeton University. 2001.

Stanford University. 1998. 2005.

University of Alberta., 1998.

University of Arizona. 1999.2016

University of California at Berkeley, 2005. 2013.

University of California, Irvine. 1998. 2005.

UCLA. 2013.

University of Canterbury, 2000.

University of Chicago, Business School. 2002. 2008.2017.

University of Illinois, Urbana-Champaign. 1998.

University of Michigan Business School.1997. 2005. 2017

University of Toronto. 1997. 2001. 2013.

University of Washington, 2008.

University of Wisconsin, 2006.

Yale University, 2015.

DISSERTATION COMMITTEES

Sunasir Dutta: Advisor

Ming Leung, Stanford University.
Elizabeth Pontikes. Stanford University.
Jarrett Spiro. Stanford University.
Nicholas Switanek. Stanford University.
Subramaniam Ramnarayan: Kellogg School of Management Committee Member. Now at UCLA.
Jonah Berger. Stanford GSB. Orals Committee Member. Now at Wharton.
Hongwei Xu. Stanford GSB. Orals Committee Member. Now at INSEAD.
Eric Chen. Stanford Engineering. Member. Dissertation Committee.
Maria Elena Gonzalez: Stanford Sociology. Chair. Dissertation Proposal Defense
Paul Martorana. Kellogg School of Management. Member.
Amit Nigam. Kellogg School of Management. Member.
Amin Ghaziani. Kellogg School of Management. Member,
Stefan Jonsson. Stockholm School of Economics. External Reviewer.
Marvin Washington Kellogg Graduate School of Management.
David Hirst, Department of Sociology, Emory University. Member.
Richard Clarke, Department of Sociology, Emory University. Member

DOCTORAL ADVISER

Sunasir Dutta, Stanford University.
Ming Leung, Stanford University.
Jo-Ellen Pozner. Kellogg School of Management. Now at Berkeley.

BOOKS

Scaling Up Excellence: How to Get to More Without Settling for Less. NY: Random House (Crown Publishing). 2014.

Market Rebels: How Activists Shape Innovation. Princeton, NJ: Princeton University Press. 2009.

PUBLICATIONS IN REFEREED JOURNALS

52. Hayagreeva Rao and Henrich Greve. 2018. *Disasters and Community Resilience: Spanish Flu and the Formation of Cooperatives in Norway* Academy of Management Journal. 6:1: 1-21.

51. Hayagrteeva Rao and Sunasir Dutta. 2017. *Why Great Strategies spring from Identity Movements: Strategy Science*. 2: 4: 1-11

50. David Baron, Margaret Neale. 2016. *Extending Non-Market Strategy: Political Economy and the Radical Flank Effect in Private Politics* Strategy Science, 1(2) 105-126.

49. Sunasir Dutta. *Infectious Diseases, Contamination Rumors, and Ethnic Violence: Regimental Mutinies in the Bengal Native Army in 1857*. 2015. Organizational Behavior and Human Decision Processes

48. Lori Yue, Hayagreeva Rao, Paul Ingram. December, 2013. *Informational Spillovers from Protests Against Corporations: A Tale of Walmart and Target*. Administrative Science Quarterly.

47. Hayagreeva Rao and Sunasir Dutta. 2012. "Free Spaces as Organizational Weapons of the Weak: Religious Festivals and Regimental Mutinies in the Bengal Native Army, 1857". Administrative Science Quarterly. 57: 627-668.
46. Henrich Greve and Hayagreeva Rao. 2012. *Echoes of the Past: An Institutional Legacy of Mutualism in Norway*. American Journal of Sociology. 118: 635-675.
45. Christophe Boone, Carolyn Declerc, Hayagreeva Rao, and Kristin Van den Buys. 2012 *Out of Tune: The Rise and Fall of Modernistic Music in Brussels I, 1919-1939*. Poetics. 40: 44-66.
44. Hayagreeva Rao, Lori Yue, Paul Ingram: 2011 *Laws of Attraction: Regulatory Arbitrage in the Face of Activism in Right-To-Work States*. American Sociological Review. 76: 3 365-385
43. Giacomo Negro, Michael Hannan, Hayagreeva Rao. 2011 *Category Reinterpretation and Defection: Modernism and Tradition in Italian Winemaking*, Organizational Science. 22(6):1449-1463.
42. Henrich Greve, Jo Ellen Pozner, Hayagreeva Rao. 2010. Vox Veritatis: Reply to Hart-Brison. American Journal of Sociology, 116: 2: 656-662.
41. Paul Ingram, Lori Yue, and Hayagreeva Rao. 2010 *Troubled Store: Probes, Protests and Store Openings by Wal-Mart; 1998-2005*. American Journal of Sociology. 116:53-92.
40. Elizabeth Pontikes, Giacomo Negro, Hayagreeva Rao. 2010 *Stained Red: A Study of Stigma By Association to Blacklisted Artists During the 'Red Scare' in Hollywood, 1945-1960*. American Sociological Review. 75:456-478.
39. Giacomo Negro, Michael Hannan, Hayagreeva Rao. 2010. *Categorical Contrast and Audience Appeal: Niche Width and Critical Success in Winemaking* Industrial and Corporate Change. 19:1397-1425.
38. Klaus Weber, Hayagreeva Rao and LG Thomas. 2009 *From Streets to Suites: How the Anti-BioTech Movement Affected German Pharmaceutical Firms*, American Sociological Review. 22:106-127.
37. Gerald F. Davis, Calvin Morrill, Hayagreeva Rao, and Sarah Soule, 2008. *Introduction: Social Movements in Organizations and Markets*, Administrative Science Quarterly 53(3): 389-394.
36. Heather Haveman, Hayagreeva Rao and Srikant Parachuri 2007. *The Winds of Change: Political Culture and the Diversity of Organizational Forms in the Early California Thrift Industry*. American Sociological Review. 72:1:114-172.
35. Rodolphe Durand, Phillipe Monin, and Hayagreeva Rao. 2007. *The Effects of Core-Preserving and Core-Diluting Changes on Reputation: A Test of Adaptation and Inertia Theories in French Haute Cuisine Restaurants*, Strategic Management Journal. 28:455-472.
34. Henrich Greve, Jo-Ellen Posner and Hayagreeva Rao 2006. *Vox Populi: Resource Partitioning, Organizational Proliferation and the Cultural Impact of the Insurgent Micro-Radio Movement*, American Journal of Sociology. 112 802-837.

33. Heather Haveman and Hayagreeva Rao. 2006. *Hybrid Forms and the Evolution of Thrifts*, American Behavioral Scientist. 49:974-986.
32. Hayagreeva Rao, Philippe Monin, Rodolphe Durand. *Border Crossing: Bricolage and the Erosion of Culinary Categories in French Gastronomy*, American Sociological Review. 70:9868-991. 2005.
31. Tim Rowley, Henrich Greve, Hayagreeva Rao, Joel Baum and Andrew Shipylov *Fraternity, Equality and the Stability of Exchange Cliques: The Canadian Banking Industry; 1952-1990*, Academy of Management Journal. 48, 3:1-22 June, 2005.
30. Paul Ingram and Hayagreeva Rao *Store Wars: The Enactment and Repeal of Anti-Chain Store Legislation in America*, American Journal of Sociology. 110: 2, 446-487. 2004.
29. Ezra Zuckerman and Hayagreeva Rao. *Shrewd, Crude, or Deluded? Comovement and the Internet Phenomenon*, Industrial and Corporate Change. 13: 1: 171-212. 2004.
28. Michael Lounsbury and Hayagreeva Rao. *Sources of Durability and Change in Market Classifications: A Study of the Reconstitution of Product Categories in the American Mutual Fund Industry; 1945-1985*, Social Forces. 82:3: 969-1033. 2004.
27. Hayagreeva Rao. *Institutional Activism in the American Automobile Industry*, Journal of Business Venturing. Special Issue in Honor of Howard Aldrich. 19: 359-384. 2004.
26. Hayagreeva Rao, Phillipe Monin and Rodolphe Durand. *Institutional Change in Toque Ville: Nouvelle Cuisine as an Identity Movement in French Gastronomy*, American Journal of Sociology. 108:4. 795-843.2003.
25. Calvin Morrill, Mayer Zald and Hayagreeva Rao, *Covert Political Conflict in Organizations: The View From Below*, Annual Review of Sociology. 29:391-415. 2003.
24. Hayagreeva Rao and Paul Hirsch. *Czechmate: The Old Banking Elite and the Construction of Investment Privatization Funds in the Czech Republic*, Socio-Economic Review. 1: 247-269. 2003.
23. Hayagreeva Rao. *Gründung von Organisationen und die Entstehung neuer organisatorischer Formen*, Kolner Zeitschrift für Sociologie und Socialpsychologie. 42:319-344. 2002.
22. Hayagreeva Rao and Robert Drazin. *Overcoming Resource Constraints on Product Innovation by Recruiting Talent from Rivals: A Study of the Mutual Fund Industry; 1986-1994*, Academy of Management Journal. 45: 3: 491-508. 2002.
21. Robert Drazin and Hayagreeva Rao. *Harnessing managerial knowledge to implement product-line extensions: When do mutual fund families share portfolio managers across old and new funds?'*, Academy of Management Journal. 45: 3: 609-620. 2002.
20. Hayagreeva Rao, Henrich Greve and Gerald Davis. *Fool's Gold: Social Proof in the Initiation and Abandonment of Coverage by Wall Street Analysts*, Administrative Science Quarterly. 46: 502-526. 2001.

19. Hayagreeva Rao, Gerald M. Davis and Andrew Ward. *Embeddedness and Social Identity: Why Organizations Leave Nasdaq and Join NYSE?*, Administrative Science Quarterly. 45:268-292. 2000.
18. Robert Drazin and Hayagreeva Rao. *SBU Manager Succession: Mutual Fund Managers*, Organization Studies. 20:2, 167-196. 1999.
17. Robert Kazanjian and Hayagreeva Rao. *The Creation of Capabilities in New Ventures: A Longitudinal Study*, Organization Studies. 20: 1:125-142. 1999.
16. Hayagreeva Rao and K. Sivakumar. *Institutional Sources of Boundary-Spanning Structures: The Establishment of Investor Relations Departments in the Fortune 500 Industrials*, Organization Science. 10: 1, 27-42. 1999.
15. Hayagreeva Rao. *Caveat Emptor: The Construction of Non-Profit Watchdog Organizations*, American Journal of Sociology. 103:912-961. 1998. Reprinted in Amy S. Wharton The Sociology of Organizations: An Anthology of Contemporary Theory and Research, LA: Roxbury Publishing Company.
14. Karen Golden-Biddle and Hayagreeva Rao. *Breaches in the Boardroom: Organizational Identity and Conflicts of Commitment in a Mutual Non-Profit*, Organization Science. 8:6,593-611. 1997.
13. Heather Haveman and Hayagreeva Rao. *Structuring a Theory of Moral Sentiments: Institutional and Organizational Co-Evolution in the Early California Thrift Industry*, Co-author: Heather Haveman. American Journal of Sociology. 102:1606-1651. 1997.
12. Terry Amburgey and Hayagreeva Rao. *Organizational Ecology: Past, Present and Future Directions*, Academy of Management Journal 39, 5: 165-1286. 1996.
11. Robert Drazin and Hayagreeva Rao. *The Adoption of Competing Technologies as an Organizing Process* Technology Studies 1: 1-30, 1996.
10. Robert Drazin and Hayagreeva Rao. *Simplicity and Complexity in Cellular Automata Models of Technological Change*, Technology Studies 1: 44-49. 1996.
9. C. Bhattacharya, Hayagreeva Rao and MaryAnn Glynn. *Understanding the Bond of Identification: An Investigation of its Correlates among Art Museum Members*, Journal of Marketing 59, 46-57, 1995. (Also issued as a Yale University Program on Non-Profit Organizations Working Paper No. 219).
8. MaryAnn Glynn, C. Bhattacharya and Hayagreeva Rao. *Art Museum Membership and Cultural Capital: Relating Member's Perceptions of Prestige to Visitation and Benefit Usage*, Poetics: International Journal of Empirical Research on Arts, Media and Literature 24:259-274. Special Issue on Museum Research, edited by Paul DiMaggio. (Also issued as a Yale University Program on Non-Profit Organizations Working Paper No. 218).
7. Leonard Lynn and Hayagreeva Rao. *Failures of intermediate forms: A study of the Suzuki Zaibatsu*, Co-author: Leonard Lynn. Organization Studies. 16, 1, 55-80, 1995. (Reprinted in K. Stucker and S. Beechler (eds.) Japanese Business Enterprise, London: Routledge, 1997).

6. Hayagreeva Rao. *The Social Construction of Reputation: Contests, Credentialing and Legitimation in the American Automobile Industry; 1895-1912*, Strategic Management Journal, 15, 29-44, 1994.
5. V. Nilakant and Hayagreeva Rao. *Agency Theory and Uncertainty: An Evaluation*, Organization Studies, 15,5,649-670,1994.
4. Hayagreeva Rao and Eric Neilsen. *An Ecology of Collectivized Agency: Dissolutions of Savings and Loan Associations; 1960-1987*, Administrative Science Quarterly, 37:448-470, 1992.
3. Mohan Reddy and Hayagreeva Rao. *The Industrial Market as an Interfirm Organization*, Journal of Management Studies, 27 (1) January, 43-59, 1990.
2. Hayagreeva Rao and William Pasmore. *Knowledge and Interests in Organization Studies: A Conflict of Interpretations*, Organization Studies, 10 (2), 225-239, 1989.
1. Eric Neilsen and Hayagreeva Rao. *The Strategy- Legitimacy Nexus: A Thick Description*, Academy of Management Review, 12, (3), 523-533, 1987.

PUBLICATIONS IN EDITED BOOKS

19. Henrich Greve and Hayagreeva Rao. 2014. *History and the Present: Institutional Legacies in Communities of Organizations*, Research in Organizational Behavior. (editors). Barry Staw and Art Brief.
18. Hayagreeva Rao, Lori Yue and Paul Ingram. 2010. *Activists, Categories and Markets: Racial Diversity and Protests against Wal-Mart Store Openings in America*. Research in the Sociology of Organizations. (editors). Greta Hsu and Giacomo Negro
17. Hayagreeva Rao and Martin Keney. *New Forms as Settlements*, Handbook of Institutionalism, edited by Christine Oliver, Royston Greenwood and Roy Suddaby. Sage. 2008.
16. Hayagreeva Rao and Simona Giorgi. 2006 *Code-Breaking: How Institutional Entrepreneurs Exploit Existing Logics to Generate Institutional Change*, Research in Organizational Behavior. Volume 27. 269-304.
15. Jo Ellen Pozner and Hayagreeva Rao. 2006. *Fighting a Common Foe: Enmity, Identity and Collective Strategy* in Joel Baum, Stanislav Dobrev and Arien van Witteloostuijn (eds). Advances in Strategic Management.
14. Henrich Greve and Hayagreeva Rao. 2006. *If it Does not Kill You: Learning from Ecological Competition*, in Joel Baum, Stanislav Dobrev and Arien van Witteloostuijn (eds). Advances in Strategic Management.
13. Heather Haveman and Hayagreeva Rao. *Hybrid Forms and Institutional Change in the Early California Thrift Industry; 1865-1928*, Bending the Bars of the Iron Cage: Institutional Dynamics and Processes, edited by W.W. Powell and Dan Jones, University of Chicago Press. Forthcoming.
12. Martorana, Paul, Adam Galinsky, A. D., & Hayagreeva Rao 2005. *From system justification to system condemnation: Antecedents of attempts to change power hierarchies*. In M. A. Neale,

E. A. Mannix, & M. Thomas-Hunt (Eds.), *Research on Managing in Teams and Groups*. (Vol. 7, 285-315). Greenwich, CT: Elsevier Science Press.

11. Joel A.C. Baum and Hayagreeva Rao. 2004. *Evolutionary Dynamics of Organizational Populations and Communities*, pp. 212-258 in Marshall Scott Poole, Andrew Van de Ven et al. Studying Organizational Change and Development, Oxford University Press. 2004.

10. Hayagreeva Rao. 2002. *Tests Tell: Constitutive Legitimacy and Consumer Acceptance in the American Automobile Industry; 1985-1912*, pp. 307-339 in The New Institutionalism in Strategic Management, edited by Paul Ingram and Brian Silverman, JAI Press.

9. Hayagreeva Rao. 2002. *Interorganizational Ecology*, 541-556 in Companion to Organizations, edited by Joel A.C. Baum, Basil Blackwell. London.

8. Hayagreeva Rao. 2001. *The Power of Public Competition: Promoting Cognitive Legitimacy Through Certification Contests* 262-285 in The Entrepreneurship Dynamic, edited by Kaye Schoonhoven and Elaine Romanelli. Stanford University Press.

7. Hayagreeva Rao and Jitendra Singh. 2001 *Organizational Speciation as New Path Creation: Institution Building Activity in the Early Automobile and Bio-Tech Industries*, pp. 243-269 in Path Dependence and Creation, edited by Raghu Garud and Peter Karnoe. Lawrence Erlbaum.

6. Hayagreeva Rao, Cal Morill and Mayer Zald. 2000. pp. 237-282 *Power Plays: Social Movements, Collective Action and New Organizational Forms*. Research in Organizational Behavior, edited by Barry Staw and Robert Sutton, JAI Press. Volume 22. Reprinted in Amy S. Wharton The Sociology of Organizations: An Anthology of Contemporary Theory and Research, LA: Roxbury Publishing Company.

5. Hayagreeva Rao and Jitendra Singh. 1999. *Sources of Variation in Organizational Populations: The Speciation of New Organizational Forms*, pp. 63-78 in Variations in Organization Science, edited by Joel A.C. Baum and Bill McKelvey. Sage Publications. London.

4. Joel A.C. Baum and Hayagreeva Rao. 1998. *Strategic Management as a Fish-Scale MultiScience*. Co-author: Joel A.C. Baum, pp. 409-418 in Advances in Strategic Management, Vol. 15, edited by Joel A.C. Baum. JAI Press.

3. Hayagreeva Rao. 1996. *Firms as Interfirm Context: The Social Shaping of Business Strategy*, pp. 407-415 in Joel A.C. Baum and Jane Dutton (eds.) Advances in Strategic Management, Vol. 13, Greenwich, CT: JAI Press.

2. Jacques Delacroix and Hayagreeva Rao. 1994. *Externalities and Ecological Theory: Unbundling Density Dependence* pp. 255-268 In Jitendra Singh and Joel Baum (eds.) Evolutionary Dynamics of Organizations Oxford University Press,

1. Eric Neilsen and Hayagreeva Rao. 1990. *Strangers and Social Order: The Institutional Genesis of Organization Development*, Research in Organization Change and Development, Volume 4, 67-99.

BOOK REVIEWS

The Demography of Corporations and Industries, Glenn R. Carroll and Michael T Hannan. Princeton, NJ: Princeton University Press. 2005. Administrative Science Quarterly.

Public Spirit in the Thrift Tragedy, Mark Carl Rom. Pittsburgh, University of Pittsburgh Press. 1999. Administrative Science Quarterly.

Advances in Strategic Management, Volume 10, Parts A and B. 1994. Paul Shrivastava, Anne S. Huff, and Jane E. Dutton. Greenwich, CT: JAI Press. Administrative Science Quarterly.

Permanently Failing Organizations, by Marshall Meyer and Lynne Zucker, Sage Publications, 1990. Academy of Management Review, 15, 4, 706-708.

PUBLICATIONS IN PRACTITIONER RELATED JOURNALS.

Allen Webb, Hayagreeva Rao and Robert Sutton. 2016. *Staying One Step Ahead at Pixar: an Interview with Ed Catmull*. McKinsey Quarterly. March.

Hayagreeva Rao. 2009. *Market Rebels and Radical Innovation* McKinsey Quarterly. January.

Hayagreeva Rao and Robert Sutton. 2008. *The Ergonomics of Innovation* McKinsey Quarterly. September, 2008.

Hayagreeva Rao and Robert Sutton. 2008. *Innovation Lessons from Pixar*. McKinsey Quarterly. April

PAPERS UNDER REVIEW

Dan Wang, Hayagreeva Rao, Sarah Soule. *Crossing Boundaries: A Study of Diversification by Social Movement Organizations*. American Journal of Sociology.

Joe Porac, Hayagreeva Rao, Jarret Spiro and Karl Weick. *Connecting the Dots: Distributed Sensemaking in West Nile and Hanta Virus Episodes*. Administrative Science Quarterly. Revise and Resubmit.

Henrich Greve and Hayagreeva Rao. *Past Failures, Stigma and Pivots by Entrepreneurs; Evidence from Cooperative Foundings in Norway*. Strategic Management Journal.

WORKING PAPERS

Arijit Chatterjee, Sunasir Dutta and Hayagreeva Rao. *Challengers vs Incumbents in Strategic Action Fields: Political Parties and the Use of Bossnapping in Bengal*.

Ruo Jia, Jacob Model and Hayagreeva Rao. *Back to the Future: A Field Experiment on Narratives, For Newcomers in Silicon Valley High Tech Firm*.

TEACHING CONTRIBUTIONS

Faculty Member for MBA core course on People Operations: From Startup to Scaleup, Stanford Graduate School of Business, Stanford University.

Faculty Member for MBA elective on Scaling up Excellence.

Director, People, Culture and Performance: Strategies from Silicon Valley, Stanford Graduate School of Business, Stanford University.

Co Director, Customer Focused Innovation Program, Stanford Graduate School of Business, Stanford University.

Co-Director for the Stanford Innovation and Entrepreneurship Program.

Faculty Member for Stanford Executive Program, Stanford Graduate School of Business, Stanford University.

Faculty Member for MBA courses on Leading the Process of Strategic Change. Kellogg School of Management.

Faculty Member for MBA and Executive MBA courses on Human Resources: Managing People for Competitive Advantage at WHU and at Kellogg School of Management.

Faculty Member, Business Week – Kellogg Conference on Building the Market-Focused Organization.

Faculty Member in Executive Education Programs (Creating the Market-Focused Organization, Executive Development Program, Kellogg Management Institute, Advanced Management Program), Kellogg School of Management.

Faculty Member for Doctoral Seminar on Macro-Organization Theory, Department of Sociology, Emory University. (This is an advanced organization theory seminar for students seeking to minor in organization theory).

Faculty member for MBA-level elective course on Industry and Competitor Analysis (ICA). (I developed the ICA course at Emory, and it is now one of the most popular and highly ranked electives. I have been ranked as one of the top teachers in the school according to Business Week).

Faculty member for capstone graduate courses on Strategic Management and Organization Design. (I have designed and innovated in the delivery of the core courses on Strategic Management and Organization Design for MBAs).

CASE DEVELOPMENT

27. *Scaling Simplification at Astra Zeneca. Multimedia Case.* Graduate School of Business. Stanford University.

26. *Crisis Text Line: Life on the Edge, Multimedia Case.* Graduate School of Business. Stanford University.
25. *The 100,000 Homes Campaign, Multimedia Case.* Graduate School of Business. Stanford University.
24. *Atlassian: Scaling Innovation, Multimedia Case.* Graduate School of Business. Stanford University.
23. *Peixe Urbano: From Founder to Turnaround CEO B;* Graduate School of Business. Stanford University. E-494 B
22. *Peixe Urbano: The Ride up the Roller Coaster A;* Graduate School of Business. Stanford University. E-494 A
21. *Silicon Valley Bank's Expansion into China: Is the Reward Worth the Risk,* Graduate School of Business. Stanford University. E-547.
20. *Wyeth Pharmaceuticals; Changing the Behavior of 17,000 people...One Person at Time,* Graduate School of Business. Stanford University. L-15.
19. *JetBlue Airways: A New Beginning,* Graduate School of Business. Stanford University. L-17.
18. *Mozilla: Scaling Through a Community of Volunteers,* Graduate School of Business. Stanford University. HR-35.
17. *Rite Solutions: Unleashing the Quiet Genius of Employees,* Graduate School of Business. Stanford University. HR-57.
16. *Infosys: Building a Talent Engine to Sustain Growth.* Graduate School of Business. Stanford University. L13.
15. *Institute for Health Improvement: The Campaign to Save a 100,000 Lives.* Graduate School of Business. Stanford University. L-13.
14. *Eu Yun Sang: Reviving a Traditional Family Business With Modern Business Principles.* Graduate School of Business. Stanford University. OB-65.
13. *Employee Recognition at Intuit* Graduate School of Business. Stanford University. HR-31
12. *Seeing in the Dark: Innovation at FLIR Commercial Vision Systems,* Graduate School of Business. Stanford University. HR-32.
11. *Chez Panisse Foundation: Scaling Up A Delicious Revolution.* Graduate School of Business. Stanford University. HR-33.
10. *Andersen-Deloitte: A Tale of Two Organizations.* (with Bob Dewar and Ashleigh Rosette). Kellogg School of Management.

9. *Shock to the System: The Galante and Read Merger (A)* (with John Joseph) Kellogg School of Management.
8. *Shock to the System: The Galante and Read Merger (B)* (with John Joseph) Kellogg School of Management.
7. *Shock to the System: The Galante and Read Merger (C)* (with John Joseph) Kellogg School of Management.
6. *Shock to the System: The Galante and Read Merger (D)* (with John Joseph) Kellogg School of Management.
5. *Comitron: Introduction of Forced Ranking (A)* (with Jeff Schumacher) Kellogg School of Management.
4. *Comitron: Introduction of Forced Ranking (B)* (with Jeff Schumacher) Kellogg School of Management.
3. *Comitron: Introduction of Forced Ranking (C)* (with Jeff Schumacher) Kellogg School of Management.
2. *Washington Mutual: A Very Old Bank can Grow Very Fast* (with Bob Dewar). Kellogg School of Management.
1. *UPS Supply Chain Solutions* (with Bob Dewar). Kellogg School of Management.