

Marshall W. Meyer
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Current Position

Tsai Wan-Tsa Professor and Professor of Management, The Wharton School, University of Pennsylvania; also Professor of Sociology, Department of Sociology and Associate Member, Center for East Asian Studies, University of Pennsylvania

Past Positions

Tommie Goh Visiting Professor of Entrepreneurship and Management, Singapore Management University, Spring, 2004.

Richard A. Sapp Professor, The Wharton School, 2002-2010

Visiting Professor, School of Business and Finance, Chinese University of Hong Kong, Summer, 2001.

Visiting Professor, School of Business and Economics, Tsinghua University (Beijing), Summer, 1999.

Visiting Professor, Department of Management of Organisations, Hong Kong University of Science and Technology, Summer 1996; Spring, 2005.

Visiting Scholar, Russell Sage Foundation, 1993-94.

Anheuser-Busch Term Professor, The Wharton School, 1987-92.

Visiting Professor, Yale School of Organization and Management, and Visiting Fellow, Institution for Social and Policy Studies, Program on Nonprofit Organizations, 1986-87.

Visiting Professor of Sociology, University of California, Los Angeles, 1985-86.

Chair and Professor, Department of Economics, University of California, Riverside, 1983-85.

Visiting Professor of Social Sciences, University of California, Irvine, Winter quarters 1979 and 1980.

Professor of Sociology, University of California, Riverside, 1975-87.

Past Positions, continued

Associate Professor of Sociology, University of California, Riverside, 1973-75.

Assistant Professor of Industrial and Labor Relations and of Sociology, Cornell University, 1969-73.

Instructor/Lecturer on Sociology, Department of Social Relations, Harvard University, 1967-69.

Editorships and Review Panels

Executive Senior Editor, *Management and Organization Review: The Journal of the International Chinese Management Research Association*, 2011--; Founding Senior Editor, 2003-2011

Advisory Editor, *Harvard Business Review—China*, 2003—.

Special Senior Editor, *Organization Science* special issue on “Corporate Transformation in the People’s Republic of China: Implications for Management in Private, State-owned and Foreign Organizations,” March, 2004.

Editorial Board, Arnold and Caroline Rose Monograph Series, American Sociological Association, 1992--1999. (I was a member of the “old” Rose Monograph editorial board and served on the board of the reconstituted series.)

Consulting Editor, DeGruyter Studies on Organizational Theory, 1991--2000.

Associate Editor, *Administrative Science Quarterly*, 1987--1995.

Editorial Board, *Organization Studies*, 1986-87 (withdrew from *Organization Studies* editorial board due to conflict with ASQ responsibilities).

Associate Editor, *Computational Statistics and Data Analysis*, 1981--87.

Associate Editor, *Social Forces*, 1980-83.

Editorial Board, *Social Science Quarterly*, 1979-1988.

Associate Editor, *Contemporary Sociology*, 1976-79.

Editorial Board, *Administrative Science Quarterly*, 1975-79.

Associate Editor, *American Sociological Review*, 1973-75.

Editorships and Review Panels, continued

Member, Sociology Panel, Division of Social and Economic Sciences, National Science Foundation, 1979-82.

Member, Executive Committee, Division of Social and Economic Sciences, National Science Foundation, 1980.

Boards

Advisory Board, National Analysis Worldwide, 2011--.

Advisory Board, Knowledge@Wharton, 2005--.

Advisory Board, Wharton Global Family Initiative, 2004--.

Vice President, Executive Committee Member, Chamber Orchestra of Philadelphia (formerly Concerto Soloists), 1998--.

Board Member, Bach Festival of Philadelphia, 1996--98.

Faculty Advisory Council, SEI Center for Advanced Studies in Management, The Wharton School, 1992--.

Major Research Grants

National Science Foundation grant GS-33509, "Longitudinal Study of Organizations," \$141,400, 7/72-6/75.

National Science Foundation grant SOC73-05688, "Longitudinal Study of Organizations," \$77,600, 7/75-6/77.

National Science Foundation grant PRA75-19967, "Comparison of Innovation in Public and Private Sectors," \$35,700, 9/75-12/76.

National Science Foundation grant SOC77-07626, "Comparative Study of Organizations," \$35,800, 8/77-7/79.

National Science Foundation grant SES79-07134, "Comparative Study of Organizations," \$93,700, 1/80-6/82.

Major Research Grants, continued

Citicorp Behavioral Sciences Research Council, grants supporting research on compensation, business models, and implementation of Travelers strategy/compensation system in US retail bank, \$45,000 (three grants), 8/96-12/01.

Chinese University of Hong Kong and Hong Kong University of Science and Technology, "Permanent failure or successful transformation: an exploratory study of reforming state owned enterprises in the People's Republic of China," HK\$147,000, 4/00-8/01.

Haier Group, Qingdao, China, "Cross-Border Transfer of Management Innovation" (Collaborative Research Agreement), \$124,900, 6/10--.

Honors, Awards and Offices in Professional Societies

Honorary Professor, University of International Business and Economics (Beijing), 2011--.

Honorary Professor, Zhejiang University, Hangzhou, China, 2008--.

Zhu Kezhen Distinguished Lecturer, Zhejiang University, March, 2008

Honorary Professor, South China University, Guangzhou, China, 7.

"SOS" (secretary of society) 1998— and member, Macro Organizational Research Society (MOBS) 1987—

President, Research Committee 17, Sociology of Organizations, International Sociological Association, 1986--94.

Sigma Xi

Honorary New York State Regents' Fellow, 1964

National Defense Education Act Title IV Fellow, University of Chicago, 1964-66.

Wharton School courses

Management 288-788, Governance and Management of Chinese Firms

Management 933, Psychological and Social Foundations of Management

Numerous executive programs

Other Wharton/Penn assignments

Member, Wharton Global Initiatives Advisory Committee

Coordinator, Wharton-Guanghua School (Peking University) strategic partnership

Personal Data

Birthdate: June 24, 1942

Married to: Judith P. Meyer

Children: Joshua M. (born 1968); Gabriel S. (born 1974)

Degrees: A.B., Columbia University, 1964 (History and Sociology)
M.A., University of Chicago, 1965 (Sociology)
Ph.D., University of Chicago, 1967 (Sociology)
M.A. (honorary), University of Pennsylvania, 1988

Publications

A. Books and Monographs

Marshall W. Meyer, ed., *Structures, Symbols, and Systems: Readings on Organizational Behavior*. Boston: Little-Brown, 1971.

Peter M. Blau and Marshall W. Meyer, *Bureaucracy in Modern Society*, 2nd ed. New York: Random House, 1971.

Marshall W. Meyer, *Bureaucratic Structure and Authority: Coordination and Control in 254 Government Agencies*. New York: Harper and Row, 1972.

Marshall W. Meyer, *Theory of Organizational Structure*. Indianapolis: Bobbs-Merrill, 1977.

Marshall W. Meyer, John H. Freeman, Michael T. Hannan, John W. Meyer, William Ouchi, and W. Richard Scott, *Environments and Organizations*. San Francisco: Jossey-Bass, 1978.

Marshall W. Meyer, *Change in Public Bureaucracies*. New York: Cambridge University Press, 1979.

Marshall W. Meyer, William Stevenson, and Steven Webster, *Limits to Bureaucratic Growth*. Berlin and New York: Walter de Gruyter, 1985.

Peter M. Blau and Marshall W. Meyer, *Bureaucracy in Modern Society*, 3rd edition. New York: Random House, 1987.

Marshall W. Meyer and Lynne G. Zucker, *Permanently Failing Organizations*. Newbury Park, CA: Sage, 1989.

W. Richard Scott, Marshall W. Meyer, and Craig Calhoun, eds., *Structures of Power and Constraint: Papers in Honor of Peter M. Blau*. New York: Cambridge University Press, 1990.

Mauro Guillen, Randall Collins, Paula England, and Marshall Meyer (eds.), *The New Economic Sociology: Developments in an Emerging Field*. Russell Sage Foundation, 2002.

Marshall W. Meyer, *Beyond the Balanced Scorecard*. Cambridge and New York: Cambridge University Press, 2002.

--Chinese language edition of *Rethinking Performance Measurement* to be published by China Machine Press, No 1 Nanjie Baiwanzhuang, Xicheng District, Beijing 10003, China, May 2005.

Publications, continued

A. Books and Monographs, continued

--Italian language edition of *Rethinking Performance Measurement* published by RCS Libra, Via della Erbe, 2, 20121 Milano, Italy, November, 2004.

--Japanese language edition of *Rethinking Performance Measurement* published by Springer Verlag Tokyo, 3-13 Hongo 3-chrome, Bunkyo-ku, Tokyo 113, Japan, January 2004.

--Russian language edition of *Rethinking Performance Measurement* published by Publishing House Vershina 2/24 B. Suharevskaya Str, Moscow 127051, Russian Federation, October 2004.

Meyer, Marshall W., *The Great Firms of China and Why You Can't See Them from the Moon*. In progress.

B. Refereed articles

Marshall W. Meyer, "The Two Authority Structures of Bureaucratic Organization." *Administrative Science Quarterly*, 13 (1967): 211-228.

Marshall W. Meyer, "Automation and Bureaucratic Structure." *American Journal of Sociology*, 74 (1968): 256-264.

--reprinted as revised in Chapter 15 of Helen Hughes, ed., *Population Growth and the Complex Society*. Boston: Allyn and Bacon, 1972.

Marshall W. Meyer, "Expertness and the Span of Control." *American Sociological Review*, 33 (1968): 944-951.

Marshall W. Meyer, "Some Constraints in Analyzing Data on Organizational Structures." *American Sociological Review*, 36 (1971): 294-297.

Marshall W. Meyer, "Harvard Students in the Midst of Crisis." *Sociology of Education*, 46 (1971): 203-218.

Marshall W. Meyer, "Size and the Structure of Organizations: A Causal Analysis." *American Sociological Review*, 37 (1972): 434-440.

Marshall W. Meyer, "Harvard Students in the Midst of Crisis: A Note on the Sources of Leftism." *Sociology of Education*, 46 (1973): 203-218.

Publications, continued

B. Refereed articles, continued

Marshall W. Meyer, "A Note on Expertness and the Supervisory Component of Organizations." *Human Organization*, 32 (1973): 379-384.

Marshall W. Meyer, "Organizational Domains." *American Sociological Review*, 40 (1975): 599-615.

Marshall W. Meyer, "Leadership and Organizational Structure." *American Journal of Sociology*, 81 (1975): 514-542.

Marshall W. Meyer and M. Craig Brown, "The Process of Bureaucratization." *American Journal of Sociology* 83, (1977): 364-385.

--reprinted in A. Etzioni and E. Lehman, eds., *A Sociological Reader on Complex Organizations*, 3rd ed. New York: Holt, Rinehart, and Winston, 1980.

Marshall W. Meyer, "Debureaucratization?" *Social Science Quarterly* 60 (1979): 25-34.

Marshall W. Meyer, "Organizational Structure as Signaling." *Pacific Sociological Review* 22 (1979): 481-500.

Marshall W. Meyer, "Police Shootings at Minorities: The Case of Los Angeles." *The Annals of the American Academy of Political and Social Science* 452 (1980) 98-110.

--reprinted in J. Fyfe, ed., *Readings in Police Use of Deadly Force*. Washington, D.C.: The Police Foundation, 1982.

Marshall W. Meyer and William Stevenson, "On the Use and Abuse of Aggregate Data in Analyzing Organizations." *American Sociological Review* 46 (1981): 697-699.

Marshall W. Meyer, "'Bureaucratic' versus 'Profit' Organization." *Research in Organizational Behavior* 4 (1982): 89-125. +

Marshall W. Meyer and Kenneth A. Solomon, "Risk Management Practices in Local Communities: Five Alternatives." UCLA School of Engineering and Applied Science UCLA-ENG-8242 (1982), also Rand Corporation P-6821 (1982). *Policy Sciences*, 16 (1984): 245-265.

--reprinted in *Hazard Prevention*, July/August 1984: 12-15.

Publications, continued

B. Refereed articles, continued

Marshall W. Meyer, "The Growth of Public and Private Bureaucracies," *Theory and Society*, 1987.

--reprinted in Sharon Zukin and Paul DiMaggio, eds., *Structures of Capital*. New York: Cambridge University Press, 1990.

Marshall W. Meyer, "The Performance Paradox." *Research in Organizational Behavior* 16 (1994): 309-369.

Christopher Ittner, David Larcker, and Marshall W. Meyer, "Subjectivity and the Weighting of Performance Measures: Evidence From a Balanced Scorecard," *The Accounting Review* 78 (2003): 725-58.

Anne S. Tsui, Marshall W. Meyer, Claudia Bird Schoonhoven, Chung Ming Lau, and George Milkovich, Research on Organization and Management in the People's Republic of China: Recent Developments and Opportunities to Re-examine Western Based Theories," *Organization Science* 15 (2004): 133-144.

Marshall W. Meyer and Xiaohui Lu, "Managing Indefinite Boundaries: The Strategy and Structure of a Chinese Business Firm," *Management and Organization Review*, 1 (2005): 57-86.

Marshall W. Meyer, "Can Performance Studies Create Actionable Knowledge if We Can't Measure the Performance of the Firm?," *Journal of Management Inquiry*, v. 14 n. 3 (2005): 287-292.

Marshall W. Meyer, "Notes on China's Second Economic Transition: Building National Markets," *Management and Organization Review*, v. 4 n. 1 (January, 2008): 3-15.

Marshall W. Meyer, "No Free Lunch: Dilemmas of Product Quality in China," *Management and Organization Review*, v. 4, n. 2 (July, 2008): 157-175.

Max Boisot and Marshall W. Meyer, "Which Way through the Open Door: Reflections on the Internationalization of Chinese Firms," *Management and Organization Review*, v.4 n.3 (November, 2008): 349-365.

Marshall W. Meyer, "Is it Capitalism?" *Management and Organization Review*, v.7 n.1 (March, 2011): 3-18.

Publications, continued

C. Chapters in books

David R. Segal and Marshall W. Meyer, "The Social Context of Political Partisanship." Chapter 9 of M. Doggan and S. Rokkan, *Quantitative Ecological Analysis in the Social Sciences*. Cambridge: MIT Press, 1969.

--reprinted in M. Doggan and S. Rokkan, eds., *Social Ecology*. Cambridge: MIT Press, 1978.

Marshall W. Meyer, "After the Bust: Student Politics at Harvard, 1969-1972." Chapter 6 of D. Riesman and V. Stadtman, eds., *Academic Transformation: Seventeen Institutions Under Stress*. New York: McGraw-Hill, 1973.

--*Academic Transformation* was selected for the 1973 Book Award of the American Council on Education.

Marshall W. Meyer, "A Case of Incomplete Institutionalization," ch. 11 in David B. Wolf and Mary Lou Zoglin, eds., *External Influences on the Curriculum*. San Francisco: Jossey-Bass, 1988.

Marshall W. Meyer, "Organizations and Sociology," in Herbert Gans ed., *Sociology in America: The Discipline's Roles in and Effects on the Country*. Newbury Park, CA: Sage Publications, 1989.

--*Sociology in America* is an annual volume in the American Sociological Association "Presidential" series.

Marshall W. Meyer, "Notes of a Skeptic: From Organizational Ecology to Organizational Evolution," pp. 295-314 in Jitendra V. Singh, ed., *Organizational Evolution: New Directions*. Newbury Park, CA: Sage Publications.

Marshall W. Meyer, "From Bureaucratic Structure to Bureaucratic Growth and Beyond," ch. 8 in Calhoun, Meyer, and Scott, eds., *Structures of Power and Constraint* (see listing under books above).

Marshall W. Meyer in collaboration with Kenneth C. O'Shaughnessy, "Organizational Design and the Performance Paradox," in Richard Swedberg, ed., *Explorations in Economic Sociology*. New York: Russell Foundation, 1993.

Marshall W. Meyer, "How Government Should Measure Performance: Lessons From The Performance Paradox." Pp. 215-229 in *Power Shifts and Value Changes in the Post Cold War World*. Kibi International University Institute of International Relations, 1992.

Publications, continued

C. Chapters in books, continued

Marshall W. Meyer, "Performance in Organizational Sociology." Pp. 556-578 in Neil Smelser and Richard Swedberg, eds., *Handbook of Economic Sociology*. Princeton: Princeton University Press, 1994.

Marshall W. Meyer, "Turning Evolution Inside the Organization." Pp. 109-116 in Joel A.C. Baum and Jitendra Singh, eds., *Evolutionary Theories of Organizations*. New York: Oxford University Press, 1994.

Marshall W. Meyer, "Bureaucracy." Pp. 35-40 in Nigel Nicholson, Randall Schuler, and Andres Van de Ven, eds., *The Blackwell Dictionary of Organizational Behavior*. Oxford: Blackwell, 1995.

Marshall W. Meyer, "Organizational Decline and Failure," in Malcolm Warner et al., eds., *International Encyclopedia of Business and Management*. London: Routledge, 1996.

--Reprinted in *IEBM (International Encyclopedia of Business and Management) Handbook of Organizational Behaviour*, International Thompson Publishing.

Marshall W. Meyer, "Permanent Failure and the Failure of Organizational Performance." In Helmut K. Anheier, ed., *When Things Go Wrong: Failures and Breakdowns in Organizations*, Sage Publications, 1998.

Marshall W. Meyer, "The Impact of Productivity Cultures on Competition in the Global Marketplace." Pp. 303-322 in A. S. Tsui, E. Weldon, and J.T. Li, eds., *Management and Organizations in the Chinese Context*. MacMillan, 1999.

Marshall W. Meyer, "What Happened to Middle Management?" Ch. 16 in Ivar Berg and Arne Kalleberg, eds., *Sourcebook of Labor Markets: Evolving Structures and Processes*. New York: Kluwer Plenum Academic Press, 2001..

Marshall W. Meyer, Lu Yuan, Lan Hailin, and Lu Xiaohui, "Decentralized Enterprise Reform: Notes on the Transformation of Chinese State-Owned Enterprises." Pp. 241-273 in A.S. Tsui and C.M. Lau, eds, Tsui, *The Management of Enterprises in the People's Republic of China*. New York: Kluwer Plenum Academic Press, 2002.

--Chinese language edition of *The Management of Enterprises in the Peoples Republic of China* reprinted by Peking University Press, 2004.

Publications, continued

C. Chapters in books, continued

Thomas Menkhoff, Hans-Dieter Evers, Marshall W. Meyer and Lionel Meng Huat Lim, "Building Vibrant Science and Technology Parks with Knowledge Management: Trends in Singapore." Pp. 187-220 in Thomas Menkhoff, Hans-Dieter Evers and Yue Wah Chay, eds., *Governing and Managing Knowledge in Asia*. Singapore: World Scientific, 2005, 2nd ed. 2011.

Marshall W. Meyer, "Strategies of Chinese Firms," in David Teece and Mia Augier, *Palgrave Dictionary of Strategy*. New York: Palgrave, 2012.

D. Review Essays

Marshall W. Meyer, "Something Old or Something New," review of Arthur L. Stinchcombe, *Innovation and Organization*. *Contemporary Sociology* 20(1991): 337-339.

Marshall W. Meyer, "Order from Disorder?," review of Harrison C. White, *Identity and Control: A Structural Theory of Social Action*. *Contemporary Sociology*, May, 1993.

E. Research reports

Marshall W. Meyer and Robert O. Williams, III. *Comparison of Innovation in Public and Private Sectors*. Report to the National Science Foundation, 1976. 98 pp.

Marshall W. Meyer, *The Report of the Board of Police Commissioners Concerning the Shooting of Eulia Love and the Use of Deadly Force. Part IV: Officer-Involved Shootings*. Los Angeles Board of Police Commissioners, 1980.

Marshall W. Meyer and Kenneth A. Solomon, "Risk Management Practices in Local Communities: Five Alternatives." UCLA School of Engineering and Applied Science UCLA-ENG-8242 (1982), also Rand Corporation P-6821 (1982). Same as *Policy Sciences* article above.

Kenneth A. Solomon, Marshall W. Meyer, P. Nelson, J. Szabo, and R. Tsai, "Management of Risks Associated with Drinking Water at the State and Local Levels." UCLA School of Engineering and Applied Sciences UCLA-ENG-8243 (1982).

Kenneth A. Solomon, Marshall W. Meyer, J. Szabo, and P. Nelson, "Classification of Risks." UCLA School of Engineering and Applied Science UCLA-ENG-8245 (1982).

Publications, continued

F. Non-refereed articles

Marshall W. Meyer, "Centralization and Decentralization of Authority in Departments of Finance." *Municipal Finance* 40, (1967): 40-46.

Marshall W. Meyer and Lynne G. Zucker, "Forever Failing Firms," *Chief Executive* 60 (July/August, 1990): 68-70.

Marshall W. Meyer, "The Performance Puzzle," *Chief Executive* 62 (April, 1992).

Marshall W. Meyer, "Dilemmas of Performance Measurement in the 1990s and Beyond," *Journal of Strategic Performance Management*, September, 1997.

G. Teaching Cases

Marshall W. Meyer, The COSCO Group: From Asset Owner to Asset Operator. Wharton School, 2007

H. Working papers

Philipp Meyer and Marshall W. Meyer, "Boom, Bust, and Financial Incentives: Bringing the Organization Back into Performance Incentivization," accepted for electronic presentation/poster session at DRUID Summer Conference, 2009.

Marshall W. Meyer, Changqi Wu, and Zhenyan Lu, "Administrative Monopoly and Export Capability 1998-2007: Results from the China National Industrial Census," 2011.

Marshall W. Meyer, Lin Lu, and Anne Tsui, From Self-Management to Self-Ownership: Teams as the Building Blocks of a Global Firm, 2012.