

## CURRICULUM VITA

### Wayne E. Baker

Ross School of Business  
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Department of Management & Organizations  
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#### PRINCIPAL FIELDS OF INTEREST

Social Capital, Networks, Organizational Theory, Culture, Values, Positive Organizational Scholarship, Economic Sociology

#### ACADEMIC POSITIONS

##### University of Michigan

Ross School of Business	Chair, Management & Organizations	2011-present
	Robert P. Thome Professor of Business Administration	2010-present
	Jack D. Sparks Whirlpool Corporation Research Professor	2008-2010
	Professor of Management & Organizations	1999-present
	Director, Center for Positive Organizational Scholarship	2004-2007
	Associate Professor of Organizational Behavior & Human Resource Management	1995-1999
Department of Sociology	Professor of Sociology	2001-present
Organizational Studies Program	Professor of Organizational Studies	2001-present
	Organizational Studies Advisory Committee	2006-present
Institute for Social Research	Faculty Associate	1998-present

<b>University of Chicago</b> Graduate School of Business	Associate Professor of Business Policy & Sociology	1990-1995
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	Assistant Professor of Business Policy & Sociology	1987-1990
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## EDUCATION

<b>Harvard University</b> Graduate School of Business Administration	Post-Doctoral Research Fellow, Organizational Behavior & Finance	1985-1987
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<b>Northwestern University</b>	Ph.D., Sociology	1981
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<b>Northern Illinois University</b>	M.A., Sociology	1976
	B.S., Finance (summa cum laude)	1974

## OTHER EMPLOYMENT EXPERIENCE

The Synectics Group, Inc. Washington, D.C.	Vice President	1984-1985
	Assistant Vice President	1983-1984
	Senior Associate	1981-1983

## TEACHING EXPERIENCE

<b>University of Michigan</b> Ph.D. Program	Field Research Economic Sociology: Markets and Economic Exchange Detroit Area Study, three-course sequence
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MBA Programs	Human Behavior & Organizations (core course) Multidisciplinary Action Projects (MAP) Managing Through Networks Network Tools for Consulting Organization Design Social Capital for Managerial Effectiveness Social Capital for Leadership Effectiveness (EMBA) Organizational Effectiveness and Social Networks
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Undergraduate Programs	Advanced Research Methods in Organizational Studies (LSA) Social Capital, Networks and Enterprise Architecture Managing Professional Relationships
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<b>University of Chicago</b> MBA Programs	Managing Organizations through Networks Organizational Structure & Process Business Policy
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Executive MBA Program	Role of the General Manager
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International Executive MBA Program, Barcelona	Role of the General Manager, international version
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Continuing Education,  
Business & Professional  
Programs

Vail Management Development Seminars

Department of Sociology

Network Theory (Ph.D. level)

## **AWARDS, HONORS, AND OFFICES**

### **Awards**

Senior Faculty Research Award, Ross School of Business, awarded May 2014.

Joanne Martin Trailblazer Award, Academy of Management (shared with members of the Center for Positive Organizational Scholarship), 2010.

Jack D. Sparks Whirlpool Corporation Research Professor, awarded spring 2008.

SO! WHAT Award for Scholarly Contribution, best article in *Strategic Organization*, coauthored with Gerald Davis and Mina Yoo, 2008.

Max Weber Award for Distinguished Scholarship, Section on Organizations, Occupations, and Work, American Sociological Association, 1995

Soundview Executive Book Summaries Award for *Networking Smart*, "one of 30 best business books of 1994" (from 1,500 books considered for the award)

Emory Williams Award for Excellence in Teaching, Graduate School of Business, University of Chicago, 1989

William S. Fishman Research Scholar, Graduate School of Business, University of Chicago, 1990-1991

### **Grants**

- Detroit Arab American Study, Principal Investigator and Team Leader, Russell Sage Foundation (\$755,000). Grant awarded to Baker (PI and Team Leader) and Ronald Stockton (U-M Dearborn).
- Detroit Arab American Study, Principal Investigator and Team Leader, Andrew W. Mellon Foundation (\$75,000).
- Detroit Area Study 2003, Principal Investigator, University of Michigan. "Local Responses to the Rise of the Network Society: Work and Consumer Participation, Social Networks, Beliefs and Identities."

### **American Sociological Association**

Founder and Chair of organizing committee to create an ASA Section on Economic Sociology, 1998 – 2001. Economic Sociology was approved as the 40<sup>th</sup> Section of the American Sociological Association, effective January 1, 2001

Chair, Nominations Committee, Section on Economic Sociology, 2000 – 2001

Chair, Max Weber Award, Organizations and Occupations Section, 1993

Elected Council Member, Section on Sociological Practice, 1986-1989

Chair, Publicity Committee, Section on Sociological Practice, 1987-1989

*Rose Monograph Series* (reviewer)

## **International Network for Social Network Analysis (INSNA)**

Chair, award committee, Visible Path Graduate Student Award, 2006-2007.

### **Editor**

Editorial Board, *Journal of Management, Spirituality, and Religion*, 2012 - present

Associate Editor, *American Journal of Sociology*, 1990 - 1993

Editorial Board, *Administrative Science Quarterly*, 1995 - 1997

Associate Editor, *Evaluation Review*, 1984 - 1987

### **Reviewer**

*American Journal of Sociology, American Sociological Review, Proceedings of the National Academy of Sciences, American Journal of Economics and Sociology, Administrative Science Quarterly, Academy of Management Review, Academy of Management Journal, Strategic Management Journal, Social Forces, Social Networks, Organization Science*, National Science Foundation, Russell Sage Foundation, Office of the Vice President for Research, University of Michigan

### **Other Honors**

Dean's Dissertation Research Grant, Northwestern University.

Beta Gamma Sigma, National Business Honorary Society.

Sigma Iota Epsilon Award, Finance, Northern Illinois University.

Real Estate and Investment Award, Finance, Northern Illinois University.

## **WORKING PAPERS**

- 2013 "Are There Core American Values?" (Received R&R from *American Sociological Review*; revision in progress.)
- 2013 "Personal Values Explain Differences in Cooperation across Individuals and Societies," "with Sheen Levine and Evan Apfelbaum.
- 2013 "Cumulative Advantage or Cumulative Responsibility: Reconsidering the Matthew Effect," with Stewart Miller and Dana Wang.
- 2013 "Resource/Affect Tradeoffs in Organizational Networks," with Ryan Quinn.
- 2013 "Relational Energy at Work," with Brad Owens and Kim Cameron.
- 2013 "The Spirit of Capitalism Around the World," with Shawn Dorius.

## **ACADEMIC PUBLICATIONS**

### **Books**

- 2014 *United America: The Surprising Truth about American Values, American Identity and the 10 Beliefs that a Large Majority of Americans Hold Dear*. Ann Arbor, MI: ReadTheSpirit Books.
- 2009 *Citizenship and Crisis: Arab Detroit after 9/11*, with Sally Howell, Amaney Jamal, Ann Lin, Andrew Shryock, Ronald Stockton, and Mark Tessler. NY: Russell Sage Foundation Press.
- 2005 *America's Crisis of Values: Reality and Perception*. Princeton, NJ: Princeton University Press.

This book received positive reviews in the *American Journal of Sociology*, *Political Science Quarterly*, and the *New York Times*. A lecture on it was recorded and presented on C-SPAN. It is now available in paperback.

- 2000 *Achieving Success Through Social Capital: Tapping the Hidden Resources in Your Personal and Business Networks*. 2000. San Francisco: Jossey-Bass. Republished in Dutch, Japanese, Chinese, Croatian.
- 1994 *Networking Smart: How to Build Relationships for Personal and Organizational Success*. NY: McGraw-Hill. Republished in Spanish, Dutch, Korean. Winner of Soundview Executive Book Summaries Award, "one of 30 best business books of 1994" (from 1,500 books considered for the award). Republished 2000 by iUniverse.

### Articles and Book Chapters

- 2014 "Paying it Forward versus Rewarding Reputation: Mechanisms of Generalized Reciprocity," with Nathaniel Bulkley. Accepted for publication in *Organization Science*.
- 2014 "Making Pipes, Using Pipes: How Tie Initiation, Reciprocity, and Positive Emotions Create New Organizational Social Capital." *Research in the Sociology of Organizations* 40:57-91.
- 2014 "Adolescent Socialization and the Development of Adult Work Orientations," with Kathryn H. Dekas. *Research in the Sociology of Work* 25:51-84.
- 2012 "Discrimination and Psychological Distress: Does Whiteness Matter for Arab Americans?," with Sawsan Abdulrahim, Sherman A. James, and Rouham Yamout. *Social Science and Medicine* 75:2116-2123.
- 2012 "A Dual Model of Reciprocity in Organizations: Moral Sentiments and Reputation," *Oxford Handbook of Positive Organizational Scholarship*, edited by Kim S. Cameron and Gretchen M. Spreitzer. NY: Oxford University Press.
- 2010 "The Duality of American Moral Culture," *Handbook of the Sociology of Morality*, Springer-Science.
- 2009 "Social Capital, Double Embeddedness, and Mechanisms of Stability and Change," with Robert Faulkner. *American Behavioral Scientist* 52:1531-1555.
- 2009 "Differences in Self-Rated Health by Immigrant Status and Language Preference Among Arab Americans in the Detroit Metropolitan Area," with Sawsan Abdulrahim. *Social Science and Medicine* 68:2097-2103.
- 2009 "Voting Your Values," with Connie J. Boudens. *Evangelicals and Democracy in America, Volume II: Religion and Politics*, edited by Steven Brint and Jean Reith Schroedel. NY: Russell Sage Foundation Press.
- 2009 "Values and Cultural Membership," with Amaney Jamal. *Citizenship and Crisis*. NY: Russell Sage Foundation Press.

- 2009 "Local and Global Social Capital," with Amaney Jamal and Mark Tessler. *Citizenship and Crisis*. by the Russell Sage Foundation Press.
- 2009 "Citizenship and Crisis," with Andrew Shryock. *Citizenship and Crisis*: NY: Russell Sage Foundation Press.
- 2008 "America the Traditional." In Ronald Inglehart and Yilmaz Esmer (eds.), *Changing Values, Persisting Cultures: Findings from the World Values Surveys*. Leiden, Netherlands: Brill.
- 2007 "Enabling Positive Social Capital in Organizations," with Jane Dutton. In Jane E. Dutton and Belle Rose Ragins (eds.), *Exploring Positive Relationships at Work: Building a Theoretical and Research Foundation*. Mahwah, NJ: Lawrence Erlbaum Publishers.
- 2006 "Moral Values and Market Attitudes," with Melissa Forbes. *Society*. January/February:23-26.  
 Republished in *Markets, Morals, and Religion*, edited by Jonathan B. Imber. New Brunswick, NJ: Transaction (2008).
- 2005 "Social Science in the Public Interest: To What Extent Did the Media Cover *Culture War? The Myth of a Polarized America?* *The Forum*: 3:2, Article 4. Available at: <http://www.bepress.com/forum/vol3/iss2/art4>
- 2004 "Racial Segregation and the Digital Divide in the Detroit Metropolitan Region," with Kenneth Coleman. Pp. 249 – 268 in Manuel Castells (editor), *The Network Society*: Cheltenham, UK: Edward Elgar.  
 Republished in *La Sociedad Red*. Madrid, Spain: ALIANZA EDITORIAL.
- 2004 "Social Networks and Loss of Capital," with Robert Faulkner. *Social Networks* 26:91-111.
- 2003 "Diffusion of Fraud: Intermediate Economic Crime and Investor Dynamics,\* with Robert Faulkner *Criminology: An Interdisciplinary Journal* 41:1173-1206. (*Criminology* is the flagship journal for the American Society of Criminology.)
- 2003 "Crime by Committee: Conspirators and Company Men in the Illegal Electrical Industry Cartel, 1954 – 1959," with Robert R. Faulkner, Eric Cheney, and Gene Fisher, *Criminology: An Interdisciplinary Journal* 41:511-554.
- 2003 "The Small World of the American Corporate Elite, 1991-2001," with Gerald F. Davis and Mina Yoo. *Strategic Organization* 1(August): 301-326.  
 Winner of "SO!WHAT" Award for Scholarly Contribution, 2005, best article in 2003 volume of *Strategic Organization*
- 2003 "What Creates Energy in Organizations?," with Rob Cross and Andrew Parker. *Sloan Management Review* 44(summer): 51-56.
- 2003 "Positive Organizational Network Analysis and Energizing Relationships," with Rob Cross and Melissa Wooten. Chapter 21 in Kim Cameron, Jane Dutton, and Robert Quinn (eds.), *Positive Organizational Scholarship* (San Francisco: Berrett-Koehler Publishers).
- 2003 "Building Collaborative Relationships," *Leader to Leader* (Number 28, spring)

- 2002 "Charged Up: The Creation and Depletion of Energy in Social Networks," with Rob Cross and Andrew Parker. IBM Institute for Knowledge-Based Organizations (July).
- 2001 "Interorganizational Networks," with Robert R. Faulkner. Pp. 520-540 in Joel A. C. Baum (ed.), *Companion to Organizations*. Oxford: Blackwell Publishers.
- 2001 "Breakthrough Leadership: Believe, Belong, Contribute and Transcend." *Organization Development Journal* 19:80-83(winter).
- 2001 "Building Social Capital as an HR Competence." Special double issue on "Networking and Social Capital/Knowledge." *IHRIM Journal*. International Association for Human Resource Information Management: 98-110 (April – June).
- 2001 "Modernization's Challenge to Traditional Values: Who's Afraid of Ronald McDonald?," with Ronald Inglehart. *The Futurist*:35:16-21 (March – April).
- 2000 "Modernization, Cultural Change, and the Persistence of Traditional Values," with Ronald Inglehart. *American Sociological Review* 65:19-51. (lead article)
- Abridged version reprinted in *Encuentros*, IBD Cultural Center, Inter-American Development Bank (October 2001 – April 2002), NO. 43.
2000. "The Widening Cultural Divide." 2000. *Policy Newsletter* on the EURO. Center for Society & Economy, Volume 1, Issue 1.
- 2000 "Serving Two (or More) Masters: The Challenge and Promise of Multiple Accountabilities," with Aimee Arlington. Pp. 31-58 in Robert E. Quinn, Regina M. O'Neill, and Lynda St. Clair (eds.), *Pressing Problems in Modern Organizations*. NY: AMACOM.
- 1999 "Social Capital by Design: Structures, Strategies, and Institutional Context," with David Obstfeld. In R. T. A. J. Leenders and Shaul Gabbay (eds.), *Corporate Social Capital and Liability*. Norwell, MA: Kluwer Academic.
- 1998 "Hazards of the Market: The Continuity and Dissolution of Interorganizational Market Relationships," with Robert R. Faulkner and Gene A. Fisher. *American Sociological Review* 63:147-177. (lead article)
- 1994 "The Dynamics of Role Enactment," with Robert R. Faulkner. Pp. 235-248 in Gerald M. Platt and Chad Gordon (eds.), *Self, Collective Behavior and Society: Essays Honoring the Contributions of Ralph H. Turner*. Greenwich, CT: JAI Press.
- 1993 "The Social Organization of Conspiracy: Illegal Networks in the Heavy Electrical Equipment Industry," with Robert R. Faulkner. *American Sociological Review*, 58:837-860.
- Winner of the Max Weber Award for Distinguished Scholarship, Section on Organizations, Occupations, and Work, American Sociological Association, 1995.
- Reprinted in Richard Swedberg (ed.), *New Developments in Economic Sociology*. 2 vol. Cheltenham: Edward Elgar Publishing Ltd., 2005

- 1992 "The Network Organization in Theory and Practice." Pp. 397-429 in Nitin Nohria and Robert G. Eccles (eds.), *Networks and Organizations: Structure, Form, and Action*. Boston, MA: Harvard Business School Press.
- 1992 "The Sociology of Money," with Jason B. Jimerson. *American Behavioral Scientist*, 35:678-693.
- 1992 "Information Networks and Market Behavior," with Ananth Iyer. *Journal of Mathematical Sociology*, 16:305-332.
- 1992 "A Case of Network Analysis: Western Electric's Hawthorne Works," with L. Philip Schumm. *Connections*, XV:49-57.
- 1992 "Introduction to Network Analysis for Managers," with L. Philip Schumm. *Connections*, XV:29-48.
- 1991 "Role as Resource in the Hollywood Film Industry," with Robert R. Faulkner. *American Journal of Sociology* 97:279-309. (lead article.)
- 1991 "Strategies for Managing Suppliers of Professional Services," with Robert R. Faulkner. *California Management Review* (summer)33:33-45.
- 1990 "Market Networks and Corporate Behavior." *American Journal of Sociology* 96:589-625.
- 1987 "What Is Money? A Social Structural Interpretation." In Mark S. Mizruchi and Michael Schwartz (eds.), *Intercorporate Relations: The Structural Analysis of Business*. Cambridge University Press.
- Republished, first paperback edition, 1992.
- 1986 "Three-Dimensional Blockmodels." *Journal of Mathematical Sociology*, 12 (2):191-223.
- 1984 "The Social Structure of a National Securities Market." *American Journal of Sociology* 89:775-811. (lead article)
- 1984 "Floor Trading and Crowd Dynamics." In Patricia Adler and Peter Adler (eds.), *The Social Dynamics of Financial Markets*. Greenwich, CT: JAI Press.
- 1982 "Women's and Men's Work in an Israeli Kibbutz: Gender and the Allocation of Labor," with Rosanna Hertz. In Menachem Rozner (ed.), *Women in the Kibbutz*. Kibbutz-Norwood Editions.
- 1981 "Communal Diffusion of Friendship: The Structure of Intimate Relations in an Israeli Kibbutz," with Rosanna Hertz. In Helena Z. Lopata and David Maines (eds.), *Research in the Interweave of Social Roles*, 2. Greenwich, CT: JAI Press (1981). (with R. Hertz).
- Republished in *Friendship in Context* (retitled book), 1988.  
Republished, new edition, 1990.

### **Management and Policy Publications**

- 2001 "Social Capital," *Future—The Aventis Magazine*, Volume 2.
- 2001 "Using 'Social Capital' to Attract and Retain Good People. Personnel Development, *Lightwave*, January.



- 2000 "Building Social Capital as an Organisational Competence," Mastering Strategy series, *Financial Times*, November.
- 1995 "Networking: Folklore Versus Fact," *Employment Management Journal*, 9:30-31.
- 1995 "Desmitificar Las Creencias Populares." *Exito* (Madrid, Spain).
- 1996 "La Paradoja de Potenciación." *Exito* (Madrid, Spain).
- 1995 "Teams as Networks: Using Network Analysis for Team Development." *Training Today* Chicago: Chicagoland Chapter of the American Society for Training and Development.
- 1995 "How to Survive Downsizing," *USA Today* 123:74-76 (a public policy magazine not associated with USA Today newspapers).
- 1994 "The Paradox of Empowerment," *Chief Executive* 93:62-65.
- 1986 "The Phoenix Alternative: Redefining the Hospital's Mission," with Joseph Burger. *Trustee*, 39:20-23. Chicago, IL: American Hospital Publishing, Inc.

### Teaching Cases

- "Zingerman's Community of Businesses: Recipe for a Positive Business"
- "Zingerman's (C): Broad-Based Ownership, Governance, and Sustainability at the ZCob" (new)
- "Zingerman's (B): New Business Development" (new)
- "Open Book Finance," with Ryan Smerek.
- "Melissa McGwire," with Gerald Davis.
- "Capital Partners," with Pablo Beloff (includes network data)
- "Western Electric's Hawthorne Works," with Phil Schumm (includes network data)
- "The French Financial Elite," with Peter Birkeland (includes network data)
- "Direzione Processi Industriali," with Peter Birkeland (includes network data)

### PROFESSIONAL MEMBERSHIPS

Academy of Management  
 American Sociological Association  
 International Network for Social Network Analysis (INSNA)