

M. Diane Burton

Associate Professor of Human Resource Studies
ILR School, Cornell University
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Education

Stanford University, Stanford, CA

Ph.D. in Sociology, 1996.

Thesis: "The Emergence & Evolution of Employment Systems in High-Technology Firms."

A.M. in Sociology, 1990.

Harvard University, Graduate School of Education, Cambridge, MA

M.Ed., Concentration in Interactive Technology in Education, June 1988.

Carnegie Mellon University, Pittsburgh, PA

B.S., Social and Decision Sciences, May 1987. Graduated with high honors.

Academic Appointments

- 7/09 – Associate Professor of Human Resource Studies
School of Industrial and Labor Relations, Cornell University, Ithaca, NY
- 7/06 – 6/09 Associate Professor of Management,
MIT Sloan School of Management, Cambridge, MA
- 7/00 – 6/06 Assistant Professor of Management,
MIT Sloan School of Management, Cambridge, MA
- 7/96 – 6/00 Assistant Professor of Organizational Behavior and Entrepreneurial Management,
Harvard Business School, Harvard University, Boston, MA
- 9/95 – 6/96 Lecturer in Organizational Behavior and Human Resource Management
and Social Science Research Associate,
Graduate School of Business, Stanford University, Stanford, CA

Honors and Awards

Fred Kayne (1960) Career Development Professorship. 2005-2008. MIT Sloan School.

Ray Stata Outstanding Contributor. 2003. Center for Quality of Management, Cambridge, MA.

Michael M. Koerner '49 Career Development Professorship. 2001-2005. MIT Sloan School

Class of 1961 Fellow. 1999-2001. Harvard Business School, Harvard University.

Cilker Teaching Award. 1993. Department of Sociology, Stanford University.

Stanford University Fellowship. 1989. Department of Sociology, Stanford University.

Edith Alexander Award for Best Undergraduate Thesis. 1987. Carnegie Mellon University.

Vira I. Heinz Travel Study Award. 1986. Carnegie Mellon University.

Publications

Refereed Journal Articles

- C. Beckman and M.D. Burton. 2008. "Founding the Future: The Evolution of Top Management Teams from Founding to IPO." *Organization Science*, 19(1):3-24.
- M.D. Burton and C. Beckman. 2007. "Leaving a Legacy: Role Imprints and Successor Turnover in Young Firms." *American Sociological Review*, 72:239-266.
- C. Beckman, M.D. Burton and C. O'Reilly. 2007. "Early Teams: The Impact of Team Demography on VC Financing and Going Public." *Journal of Business Venturing*, 22(2):147-173.
- M.D. Burton, J.B. Sorensen and C. Beckman. 2002. "Coming from Good Stock: Career Histories and New Venture Formation" In Michael Lounsbury and Marc J. Ventresca (Eds.) *Research in the Sociology of Organizations*, 19:229-262. Oxford, U.K.: Elsevier (JAI Press).
- J.N. Baron, M.T. Hannan and M.D. Burton. 2001. "Labor Pains: Organizational Change and Employee Turnover in Young, High-Tech Firms." *American Journal of Sociology*, 106(4):960-1012.
- J.N. Baron, M.T. Hannan and M.D. Burton. 1999. "Building the Iron Cage: Determinants of Managerial Intensity in the Early Years of Organizations" *American Sociological Review*, 64(4):527-547.
- J.N. Baron, M.D. Burton and M.T. Hannan. 1999. "Engineering Bureaucracy: The Genesis of Formal Policies, Positions, and Structures in High-Technology Firms" *Journal of Law, Economics, and Organization*, 15(1):1-41.
- M.T. Hannan, M.D. Burton and J.N. Baron. 1996 "Inertia and Change in the Early Years: Employment Relations in Young, High-Technology Firms." *Industrial and Corporate Change*, 5(2):503-536.
- J.N. Baron, M.D. Burton and M.T. Hannan. 1996 "The Road Taken: The Origins and Evolution of Employment Systems in High-Tech Firms." *Industrial and Corporate Change*, 5(2):239-275.
- M.D. Burton and D.B. Grusky. 1992. "A Quantitative History of Comparative Stratification Research." *Contemporary Sociology*, 21(5):623-631.

Book Chapters

- C.B. Schoonhoven, M.D. Burton, and P.D. Reynolds. 2009. "Reconceiving the Gestation Window: Consequences of Competing Definitions of Firm Conception and Birth." Chapter 6 in Reynolds, P.D. and R.T. Curtin (Eds). *New Firm Creation in the United States: Preliminary Explorations with the PSED II Data Set*. New York, NY: Springer
- M.D. Burton, P.C. Anderson and H.E. Aldrich. 2009. "Beyond Ownership: Rethinking Founding Team Membership." Chapter 11 in Reynolds, P.D. and R.T. Curtin (Eds). *New Firm Creation in the United States: Preliminary Explorations with the PSED II Data Set*. New York, NY: Springer
- P. Osterman and M.D. Burton. 2004. "Ports and Ladders: The Nature and Relevance of Internal Labor Markets In A Changing World." In P.Tolbert and R. Batt (Eds.) *Oxford Handbook on Work and Organization*. Oxford: Oxford University Press.
- M.D. Burton. 2001. "The Company They Keep: Founders' Models for Organizing New Firms." Pp. 13-39 in C.B. Schoonhoven and E. Romanelli (Eds.) *The Entrepreneurship Dynamic: Origins of Entrepreneurship and the Evolution of Industries*. Stanford, CA: Stanford University Press.

Proceedings

M.J. Bidwell and M.D. Burton. 2007. "It's the Thought that Counts: How Manager's Beliefs Shape the Effects of Monitoring." *Academy of Management Best Paper Proceedings*.

Book Reviews

M.D. Burton 2008. Review of Staircases or Treadmills by Chris Benner, Laura Leete and Manuel Pastor. *Administrative Science Quarterly*. 53(4):756-8.

M.D. Burton 2003. Review of Headhunters: Matchmaking in the Labor Market by William Finlay and James E. Coverdill. *Industrial & Labor Relations Review*. 56(3):555.

Working Papers

M.J. Bidwell and M.D. Burton. "Thinking about Employment: How Managerial Reward Assumptions Shape the Employment Relationship." Working Paper.

M.J. Bidwell and M.D. Burton. "It's the Thought that Counts: The Role of Management Beliefs in Shaping the Effects of Formal Management Practices." Working Paper.

M.D. Burton, M. Bidwell, I. Fernandez-Mateo, and T.Kochan. "HRM Challenges for Managing Varied Employment Relationships: IT Employees, Independent Contractors and Consultants." Manuscript prepared for the conference, "New Models of Strategic HRM: An International Perspective" Cornell University, May 9-10, 2003.

M.D. Burton and C. O'Reilly. "Walking the Talk: The Impact of High Commitment Values and Practices on Technology Start-ups." Working Paper.

Work in Progress

M.D. Burton and M.J. Bidwell. "The Micro-Management of Innovation: The Effects of Organizational Structure and Managerial Practice on R&D Project Outcomes." .

C.B. Schoonhoven, M.D. Burton, and P.D. Reynolds. "Reconceiving the Gestation Window: Consequences of Competing Definitions of Firm Conception and Birth." Data analysis stage. Update to book chapter based on additional rounds of data collection. Accepted for presentation at the 2009 Babson College Entrepreneurship Research Conference and publication in the conference proceedings.

M.D. Burton. "Beyond Psychology and Strategy: Towards a Sociology of Human Resource Management." Conceptual paper describing an alternative theoretical frame for human resource management studies.

Invited Presentations

2009 University of Connecticut Distinguished Entrepreneurship Researcher Speaker Series; Babson College Entrepreneurship Research Conference; Academy of Management Annual Meeting, Chicago, IL.

2008 Academy of Management Annual Meeting, Anaheim, CA.; UCLA, Anderson School of Management, Policy Research Seminar; Cornell University, Johnson School, Organizations and Management Seminar; Dartmouth College, Tuck; NYU Stern School

- 2007 Academy of Management Annual Meeting, Philadelphia, PA.; Boston College, Carroll School of Management, Winston Center for Leadership Seminar; Boston University, School of Management, Strategy & Policy Seminar; Duke University, Fuqua School, Strategy Area Seminar; MIT/Portugal Organizational Behavior Seminar, Lisbon; Ohio State University, Fischer College of Business, Management & Human Resources Seminar; Wharton Macro-HR Conference
- 2006 Academy of Management Annual Meeting, Atlanta, GA.; Carnegie Mellon University, SETChange Seminar; Cornell University, School of Industrial and Labor Relations, Human Resources Seminar; INSEAD, Singapore, Entrepreneurship Seminar; University of Kansas, School of Business, Distinguished Scholar Seminar; University of Toronto, Rotman School of Management, Strategy
- 2005 University of Virginia, Darden School, Organizational Behavior; Harvard/MIT Economic Sociology Seminar; Harvard Business School Organizational Behavior Seminar; West Coast Research Symposium on Technology Entrepreneurship, Seattle, WA.; Wharton School Center for Human Resources Careers Conference; University of Maryland Entrepreneurship Conference
- 2004 Academy of Management Annual Meeting, New Orleans, LA.; Management Science Entrepreneurship Conference. Case Western Reserve; MIT ILP Conference Driving Innovation throughout the Organization
- 2003 Academy of Management Annual Meeting, Seattle, WA.; Cornell University, ILR Conference, New Models of Strategic HRM: An International Perspective;
- 2002 Academy of Management Annual Meeting, Denver, CO; Initiative for Studies of Technology Entrepreneurship (INSITE) Seminar, Weinert Center for Entrepreneurship, University of Wisconsin-Madison
- 2001 Academy of Management, Washington D.C.
- 2000 Academy of Management, Toronto; University of Maryland Technology Entrepreneurship Conference; Wharton Management Department
- 1999 American Sociological Association, Chicago, IL.; Entrepreneurship Research Seminar. Robert H. Smith School of Business, University of Maryland
- 1998 Academy of Management, San Diego, CA. August 1998; MIT Sloan School of Management Industrial Relations Seminar
- 1996 Academy of Management, Cincinnati, OH
- 1995 Firms, Markets, and Hierarchies Conference. Haas School of Business, University of California, Berkeley, CA
- 1994 American Sociological Association, Los Angeles, CA.; Social Science History Association, Atlanta, GA
- 1993 Stanford Conference on Organizations, Asilomar, CA.
- 1987 American Sociological Association, Chicago, IL.

Cases and Teaching Materials

Harvard Business School Cases

- Jerry Sanders** Jerry Sanders (498021)
 Interview with Jerry Sanders, Managing Director (498501)
 Jerry Sanders Teaching Note (400008)
- Morgan Stanley** Morgan Stanley: Becoming a “One-Firm Firm” (400043)
 The Firmwide 360-degree Performance Evaluation Process (498053)
 Morgan Stanley Teaching Note (400078)
- Rob Parson at Morgan Stanley (A) (498-054)
 Rob Parson at Morgan Stanley (B) (498-055)
 Rob Parson at Morgan Stanley (C) (498-057)
 Rob Parson at Morgan Stanley (C-Abridged) (498-056)
 Rob Parson at Morgan Stanley (D) (498-058)
 Rob Parson at Morgan Stanley Teaching Note (400-007)
- SCORE!** SCORE! Educational Centers (A) (499056)
 SCORE! Educational Centers (B) (499057)
 SCORE! Educational Centers (C) (499058)
 SCORE! Educational Centers (D) (499059)
 SCORE! Educational Centers: Supplement (499060)
 SCORE! Educational Centers Teaching Note (400009)
 Rob Waldron at SCORE! Educational Centers (400040)

Center for Quality of Management Cases:

Roger Dowdell and American Power Conversion Corporation, circa 2001
 Ted Nixon at D.D. Williamson

Teaching Experience

MBA & Masters Courses

- ILRHR6650 Business Strategy and Human Resource Management.*
 13 session course for MILR students. Cornell University ILR School, 2009-present.
- 15.388 Designing and Leading the Innovative Organization.*
 12 session course for Sloan Fellows. MIT Sloan School of Management, 2005-2009.
- 15.394 (15.396) Designing and Leading the Entrepreneurial Organization*
 25 session MBA elective. MIT Sloan School of Management, 2001-2009.
- 15.660 Strategic Human Resource Management*
 18 session MBA extended core course. MIT Sloan School of Management, 2001-2004.
- Leadership and Organizational Behavior*
 36 session required first-year MBA course. Harvard Business School, 1996-2000.
- Human Resources in Entrepreneurial Companies: GSB-H303*
 20 session MBA elective. Graduate School of Business, Stanford University, 1995.

Doctoral Courses

- 15.342 Doctoral Seminar in Organizations and Environments*

MIT Sloan School of Management. Co-taught: E. Zuckerman 2005, R. Fernandez 2007.

15.347 Doctoral Seminar in Research Methods I

MIT Sloan School of Management. 2005-2006. Co-taught: J. Sorensen.

15.676 Doctoral Seminar in Industrial Relations and Human Resource Management

MIT Sloan School of Management. 2000, 2002, 2004, 2006. Co-taught: T. Kochan.

Design of Field Research in Administration

Harvard Business School. Co-taught: J. Gabarro 1998-99, C. Christensen 1999-00

Undergraduate Courses

Seminar on Entrepreneurs and Entrepreneurial Organizations: ILRHR 6611

14 sessions. Cornell University, Fall 2008

Women, Work & Marriage in the 20th Century: Sociology 148

20 sessions. Stanford University, Fall 1992

Executive Education and Other Short Courses

Managing People, National Arts Strategies. Instructor in two day workshop for leaders of non-profit arts organizations. 2004- present.

Working SPACES: Architecture, Management & Communication, MIT Sloan School of Management. Instructor in three day workshop for architects & managers. 2004- 2006.

Entrepreneurial Development Program, MIT Sloan School of Management

Lecturer in one-week entrepreneurship executive education program. 2001- present.

Harvard Trade Union Program, Harvard University

Guest lecturer in mid-career executive program for trade unionists. January 1999- 2002.

Crimson Greetings, Harvard Business School

Two-day simulation for 1st year MBAs. Instructor 1996-1998, Module Head 1999-2000.

Summer Ventures in Management Program, Harvard Business School

Instructor for a 3-session module on Entrepreneurial Management. 1998-2000.

Strategic Human Resource Management, Harvard Business School

Instructor in one-week Executive Education Program. 1998-2000.

PhD Committees

Maw Der Foo, MIT Sloan School. Ph.D. 1999. (National University of Singapore)

David Hsu, MIT Sloan School. Ph.D. 2001. (University of Pennsylvania, Wharton)

Matthew Bidwell, MIT Sloan School. Ph.D. 2004. (INSEAD)

Isabel Fernandez-Mateo, MIT Sloan School. Ph.D. 2004. (London Business School)

Charles Easley, MIT Sloan School. Ph.D. Ph.D. 2009. (Stanford University)

University Service

MIT

Committee on Outside Professional Activities, 2008-2009
 University Parking and Transportation Committee, 2005-2007

MIT Sloan School of Management

Entrepreneurship & Innovation Program Steering Committee, 2006-2008
 Institute for Work and Employment Research Seminar Co-Coordinator, 2000-2008

Harvard Business School

Faculty Teaching Seminar Facilitator, 1997, 1998
 Organizational Behavior Recruiting Committee, 1997-1999
 Organizational Behavior Research Seminar Co-Coordinator, 1996-2000
 Human Resources Initiative, 1998-2000

Professional Activities

Professional Association Memberships

Academy of Management	1995 - present
American Sociological Association	1987 - present
INFORMS	1999 - present
Labor and Employment Research Association	2000, 2007 - present
Sloan Foundation Industry Studies Affiliate	2006 – present

Professional Association Activities

Academy of Management Organization and Management Theory (OMT) Division:	
Rep-at-Large (Elected)	2007-2010
Doctoral Consortium Organizer	2009
Doctoral Consortium Panelist	2008
Junior Faculty Consortium Panelist	2007
Academy of Management Entrepreneurship Division:	
Research Committee Chair (Appointed)	2007-2008
Research Committee Member (Appointed)	2005-2007

Editorial Activities

Associate Editor:	Management Science	2009-present
Review Board Member:	Administrative Science Quarterly	2006-present
	Journal of Business Venturing	2006-present
	Organization Science	2007-present
	Strategic Entrepreneurship Journal	2009-present

Ad Hoc Reviewer:

Academic Journals: Academy of Management Journal; Academy of Management Review; Administrative Science Quarterly; American Journal of Sociology; American Sociological Review; Entrepreneurship Theory and Practice; Human Resource Management Journal; Journal of Business Venturing; Journal of Management; Journal of Management Studies; Management Science; Organization

Research Methods; Organization Science; Research Policy;
 Research in the Sociology of Organizations; Strategic Management
 Journal

Trade and Text Books: Harvard Business School Press; McGraw-Hill; Prentice Hall

Other Professional Activities

National Study of Charter Management Organization (CMO) Effectiveness Technical Working Group, 2008-2010.

Ewing Marion Kaufmann Foundation

Reviewer for Annual Entrepreneurship Dissertation Grant Program, 2006-present.

Data Advisory Committee for the Panel Study of Entrepreneurial Dynamics II, 2004-present.

Other Professional Experience

6/90-12/91	Marketing Consultant Higher Education Marketing Group	Apple Computer Cupertino, CA
6/88-8/89	Educational Computing Coordinator Division of Academic Computing	Northeastern University Boston, MA
8/87-6/88	Instructional Design Research Assistant Interactive Videodisc Project, Harvard Law School	Harvard University Cambridge, MA