

## Curriculum Vitae

**Name:** Robert Dewar

**Address:** Northwestern University  
Kellogg School of Management  
Management and Organization  
2001 Sheridan Road  
Evanston, Illinois 60208

**Telephone:** (847) 491-8070

**Education:**

1966-1969	Fordham University	B.A. History and Philosophy
1969-1971	University of Wisconsin	M.S. Sociology
1971-1976	University of Wisconsin	Ph.D. Sociology

**Master's Thesis Title:**

“Structural Variables Versus Elite Values in Explaining Organizational Innovation,” under the supervision of Professor Jerald Hage.

**Ph.D. (1976)**

“Shifts Toward More Mechanistic Styles of Social Coordination and Control as Consequences of Growth and Technological Innovation,” under the supervision of Professor Michael Aiken.

**Major Field Of Interest:** Complex Organizations, Organizational Design, Organizational Theory, Service Delivery Systems, Management of Professionals,

**Honors and Stipends:** B.A. From Fordham, Cum Laude  
Teaching Assistantship 1969-1972  
National Center for Health Services, Research and Development Traineeship, 1972-1974  
J. L. Kellogg Research Chair, 1979-1980, 1983-1988  
Teacher of the Year, J. L. Kellogg School of Management 1988

**Positions held:**

1980-present	Associate Professor, Department of Management and Organizations, J. L. Kellogg Graduate School of Management, Northwestern University.
1980-1988	Chairman, Department of Organization Behavior
1976-1980	Assistant Professor, Graduate School of Business, Northwestern University.

- 1975- (summer) Guest Lecturer, Graduate School of Business, The University of Cape Town, Cape Town, South Africa.
- 1974-1976 Instructor, Graduate School of Management, Northwestern University.

**Research and Academic Experience:**

- Courses taught:** Design of Organizational Systems  
Management of Professionals  
Contemporary Issues in Modern Organizations  
Introduction to Organization Behavior

**Publications:**

- Jerald Hage and Robert Dewar  
1973 "Elite Values Versus Organizational Structure in Predicting Innovation," Administrative Science Quarterly, Vol. 18, September, pp. 279-289.
- Michael Aiken, Robert Dewar, Nancy DiTomaso, Jerald Hage and Gerald Zeitz  
1974 Coordinating Human Services, Jossey-Bass, San Francisco.
- Robert Dewar and Robert Duncan  
1977 "Implications for Organizational Design of Structural Alterations as a consequence of Growth and Innovation," Organization and Administrative Science, Vol. 7, Summer-Fall. (This paper was Presented at the annual meetings of the Academy of Management in Kansas City, August 1976 and was reprinted in Elmer Burack and Anant Neghadi, Organizational Design, The Kent State University Press, 1977: 203-222.
- Louis Stern, Robert Dewar, Allan Drebin, Lynn Phillips, and Brian Sternthal  
1977 "The Evaluation of Consumer Protection Laws: The Case of the Fair Credit Reporting Act." Marketing Science Institute, Cambridge, Massachusetts.
- Robert Dewar and Jerald Hage  
1978 "Size, Technology, Complexity and Structural Differentiation: Toward a Theoretical Synthesis," Administrative Science Quarterly, Vol. 23, No. 1 (March): 111-136.

Robert Dewar and James Werbel

- 1979 "Universalistic and Contingency Predictions of Satisfaction and Conflict," Administrative Science Quarterly, Vol. 24, No. 3 (September): 426-448.

Robert Dewar, David Whetton, and David Boje

- 1980 "Reliability and Validity of Scales of Centralization, Formalization, and Control," Administrative Science Quarterly, Vol. 25, No. 1 (March): 120-128.

Robert Dewar and Donald Simet

- 1981 "Predictions of the Span of Control Contrasting the Effects of Complexity, Technology, and size," Academy of Management Journal, Vol. 24, No. 1 (March). (A preliminary version of this paper was presented at the annual meetings of the American Sociological Association in New York, August, 1976.)

Don Schultz and Robert Dewar

- 1983 "Retailers in control: The Impact of Retail Trade Concentration" in The Journal of Consumer Marketing, Vol. 1, No. 2, pp. 81-90.

Robert Dewar

- 1986 "Organizational Aerobics Anyone?" in Executive Excellence, September, pp. 5-6.

Robert Dewar and Jane Dutton

- 1986 "The Adoption of Radical and Incremental Innovations: An Empirical Analysis," in Management Science, Vol. 32, No. 11, November, pp. 1422-1433.

James Walsh and Robert Dewar

- 1987 "Formalization and the Organizational Lifecycle," in The Journal of Management Studies, Vol. 24, No. 3.

Robert Dewar and Don Schultz

- 1989 "The Product Manager, An Idea Whose Time Has Gone," Marketing Communications, May, pp. 28-35.

Eric Bergren and Robert Dewar

- 1992 "Is Product Management Obsolete?" Journal of Retail Banking, Vol. 13, No. 4, Winter 1991-1992: 27-32.

Hyagreeva Rao and Robert Dewar

- 2004 "Building the Market Focused Culture" in David Ulrich, Mike

Losey, Sue Heisinger (eds.) The Future of HR: 50 Thought Leaders Call for Change, New York; John Wiley

**Working Papers:**

Robert Dewar

1978 “The Conversion of Management Policies Concerning Government Regulation into Employee Performance, a Theory of Control Loss,” Northwestern University. (A Preliminary Version of this Paper was presented at the annual meetings of the American Sociological Association, San Francisco, August, 1978.)

Jorn Rognes and Robert Dewar

1987 “An Exploratory Test of Contingency Hypotheses About Workgroup Effectiveness.”

**Teaching Cases Written:**

Styles Consulting, 1986.

Neiman Marcus –Expansion at Neiman Marcus, 1989.

Mega Mortgage Mart – 1992

ITT--1998

CCC, Inc. – 1998

Mega Multi Media Company—2000

Lightnin Mixing Company—2000

CCC, Implementing an “e” Strategy—2000

Neiman Marcus—The Challenge of Customer Focus, 2002

The Customer Focus Case A and B, 2002

The Ties That Bind Make Watchdogs Blind, with Huggy Rao, 2002

Pepsi Customer Service Center, 2003

Washington Mutual (A), with Huggy Rao, 2003

Best Software Builds Customer Focus, 2004

UPS Supply Chain Solutions, 2005

Customer Focus at Neiman Marcus, 2006

The Schneirocksie Corporation, 2009

Washington Mutual (B), 2010

Key State Blue Cross Blue Shield Plan

**Teaching Notes:**

Teaching Note for Customer Focus A and Customer Focus B, 2011

Teaching Note for UPS Supply Chain Solutions, 2011

**Manuscript Review:**

Occasional Manuscript reviews for Management Science, Rand McNally.

Editorial Board of Academy of Management Journal (6 years).

Editorial Board member for The Administrative Science Quarterly (6 years).