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VITA

Robert Bannerman Duncan

Professor of Management &

Dean Emeritus

The Eli Broad College of Business &

The Eli Broad Graduate School of Management

University Address: Department of Management

The Eli Broad College of Business

Michigan State University 455 North Business Complex East Lansing, MI 48824-1122

Phone: 517-884-1672

EDUCATIONAL BACKGROUND

Ph.D. Yale University – 1971, Organization Behavior

Chris Argyris, dissertation chair

M.A. Indiana University – 1966, Sociology, Joint Program

Department of Sociology and School of Business

Specializing in Organization Behavior James D. Thompson, thesis chair

B.A. Indiana University – 1964, with Double Major in

Sociology and Psychology

ACADEMIC EXPERIENCE

Professor of Management, The Eli Broad College of Business and The Eli Broad Graduate School of Management, Michigan State University, 2002 – present

The Eli and Edythe L. Broad Dean, The Eli Broad College of Business and The Eli Broad Graduate School of Management, Michigan State University, 2002 – 2008

Richard L. Thomas Professor of Leadership and Change, Kellogg Graduate School of Management, Northwestern University, 1996–2001

J. L. Kellogg Distinguished Professor of Strategy and Organizations, Kellogg Graduate School of Management, Northwestern University, 1991–1996

Provost (Chief Academic Officer), Northwestern University, 1987–1991

James Allen Distinguished Professor of Strategy and Organizations, Kellogg Graduate School of Management, Northwestern University, 1986–1987

J. L. Kellogg Professor of Strategy and Organizational Behavior, Kellogg Graduate School of Management, Northwestern University, 1983–1986

Earl Dean Howard Professor of Organization Behavior, Kellogg Graduate School of Management, Northwestern University, 1980–1983

Professor, Organization Behavior, Kellogg Graduate School of Management, Northwestern University, 1976–2001

Associate Professor, Organization Behavior, Graduate School of Management, Northwestern University, 1973–1976

Assistant Professor, Organization Behavior Department, Graduate School of Management, Northwestern University, 1970–1973

Teaching Fellow, Department of Administrative Sciences, Yale University, 1969–1970

Teaching Associate, Department of Sociology, Indiana University, 1965–1967

ADMINISTRATIVE EXPERIENCE

The Eli and Edythe L. Broad Dean, The Eli Broad College of Business & The Eli Broad Graduate School of Management Michigan State University, 2002-2008

Professor of Management, The Eli Broad College of Business & The Eli Broad Graduate School of Management Michigan State University, 2002 – present

Provost (Chief Academic Officer), Northwestern University, 1987–1991

Associate Dean for Academic Affairs, Kellogg Graduate School of Management, Northwestern University, 1975–1976, 1980–1982, 1984–1986

Chair, Organization Behavior Department, Kellogg Graduate School of Management, Northwestern University, 1978–1980, 1994–1999

Director, General Motors Strategy Research Center, Kellogg Graduate School of Management, 1986–1987

ACADEMIC AWARDS

Who's Who in America

Elected Fellow, Academy of Management, 1979

National Science Foundation Doctoral Dissertation Research Grant, Yale University, 1970–1971

National Defense Education Act Title 4 Fellowship, Department of Administrative Sciences, Yale University, 1967–1970

Sigma Xi, 1969

Beta Gamma Sigma, 1976

PUBLICATIONS

<u>Articles – Chapters</u>

"The Changing Role of the Business School Environment: The Threat Rigidity Response Is Real," in P. Frost and S. Taylor, *Rhythms of Academic Life*, Sage Publications, 1996.

"The Role of the CEO and Top Management in the Creation and Implementation of Strategic Vision" (with S. Robbins), in D. Hambrick (ed.) *The Executive Effect: Concepts and Methods for Studying Top Managers*, JAI Press, 1988.

"The Influence of the Strategic Planning Process on Strategic Change" (with J. Dutton), *Strategic Management Journal*, Vol. 8, 1987, pp. 103–116.

"The Creation of Momentum for Change Through the Process of Strategic Issue Diagnosis" (with J. Dutton), *Strategic Management Journal*, Vol. 8, No. 3, 1987, pp. 279–296.

"What Is the Right Organization Structure?" Organizational Dynamics, 1979.

"Qualitative Research Methods in Strategic Management," in D. Schendel and C. Hofer (eds.), *Strategic Management: A New View of Business Policy and Planning* (Boston: Little, Brown, 1979).

- "Organizational Learning: Implications for Organizational Design," (with D. Weiss), in B. Staw (ed.), *Research in Organizational Behavior, Volume I* (Greenwich, Conn.: JAI Press, 1979).
- "Developing New Models of Bank Organization Design," (with D. Jacobs, J. Moag), *Journal of Contemporary Business*, Summer 1977, pp. 1–13.
- "A Survey Feedback and Problem-Solving Intervention in a School District," (with A. Mohrman, S. Mohrman, R. Cooke), in P. Mirvis and D. Berg (eds.), *Failures in Organization Development and Change* (Wiley Interscience, 1977).
- "Managing Organizational Change in Health Systems" (with M. Cohn), in W. Horvath (ed.), *Factors Promoting or Inhibiting Change in Service Organizations and Their Clients* (Ann Arbor: Health Services Research Center, 1977).
- "Implications for Organizational Design of Structural Alteration as a Consequence of Growth and Innovation" (with R. Dewar), *Organization and Administrative Sciences*, Vol. 8, No. 2, 1977, pp. 203–222.
- "A Comparative Study of Multi-Unit Health Organizations" (with W. Money and D. Gilfillan), in S. Shortell and M. Brown (eds.), *Organizational Research in Hospitals*. An Inquiry book (Blue Cross Association, Chicago, 1976).
- "The Ambidextrous Organization: Designing Dual Structures for Innovation," in R. Kilmann, L. Pondy and D. Slevin (eds.), *The Management of Organization Design: Volume I, Strategies and Implementation* (New York: Elsevier, 1976).
- "The Management Information System: The Initiation and Adoption of an Organizational Innovation," in E. Grozhla and N. Szyperski (eds.), *Information Systems and Organization Structure* (New York: Walter DeGruyter Publishers, 1975).
- "Ethical and Value Dilemmas in Implementation" (with G. Zaltmen), in R. Schultz and D. Slevin (eds.), *Implementing Operations Research/Management Science:* Research Findings and Implications (New York: American Elsevier, 1975).
- "Education Incentive Plans for the Police: An Evaluation of the Recommendations of the National Advisory Commission of Criminal Justice Standards and Goals" (with H. Juris), *Urban Affairs Quarterly*, December, 1974.
- "Modifications in Decision Structure in Adapting to the Environment: Some Implications for Organizational Learning," *Decision Sciences*, Vol. 5, No. 4, 1974, pp. 705–725.
- "Multiple Decision Making Structures in Adapting to Environmental Uncertainty: The Impact on Organizational Effectiveness," *Human Relations*, Vol. 26, No. 3, 1973, pp. 273–292.

"Organizational Climate and Climate for Change in Three Police Departments: Some Preliminary Findings," *Urban Affairs Quarterly*, Vol. 8, No. 2, 1972, pp. 205–245.

"Characteristics of Organizational Environments and Perceived Environmental Uncertainty," *Administrative Science Quarterly*, Vol. 17, No. 3, 1972, pp. 313–327.

Books

Innovations in Organizations (with Gerald Zaltman and Jonny Holbek), Wiley Interscience, 1973.

Strategies for Planned Change (with Gerald Zaltman), Wiley Interscience, 1977.

PROFESSIONAL ORGANIZATION ACTIVITY

Memberships: Academy of Management.

Positions: Association for the Advancement of Collegiate Schools of

Business (AACSB)

Accreditation Quality Committee: 2003–2006

Committee on Issues in Management Education: 2003–2008

Executive Committee: 2006–2007 Board of Directors: July 2005 –2008

Institute for Supply Management (ISM) Board of Directors,

January 2006 – July 2007

Editorial Board, Academy of Management Executive,

1986-1988

Editorial Board, Strategic Management Journal, 1985–1988

President, Academy of Management, 1983

Vice President and Program Chair, Academy of Management,

1981

Chairman, Organization Theory Division, Academy of

Management, 1977–1978

Program Chairman, Organization Theory Division, 36th Annual

Meeting, Academy of Management, 1976

Editorial Board of Administrative Science Quarterly, 1975–1980

Editorial Board of the <u>Academy of Management Journal</u>, September 1975–1983

Editorial Board, Department of Management and Behavioral Science, Management Science, 1974–1980

TEACHING EXPERIENCE

MBA Courses: - Strategies for Leading & Managing Organizations

Organizational Design

Leading the Strategic Change Process

Ph.D. Courses: – Intervention Theory

Organizations and Their Environments

Strategy Implementation

Elected Outstanding Teacher:

- Selected Professor of Excellence, Executive MBA 2004, Eli Broad College of Business, Michigan State University
- Selected Reunions 1999 Alumni Choice Faculty Award for faculty member who has had greatest impact on students' professional and personal lives – MBA Program, Kellogg School, Northwestern University
- Sidney Levy Teaching Award, MBA Program, 1995, Kellogg School, Northwestern University
- Executive Master's Program, 1984, 1991, 1993, Kellogg School, Northwestern University
- MBA Program, 1984, Kellogg School, Northwestern University

CONSULTING/MANAGEMENT DEVELOPMENT ACTIVITIES

Organizations worked with include the following business, educational, health and governmental organizations:

Executive Programs – Broad School, Michigan State University

American Bankers Association

American Medical Association

Baker & McKenzie Law Firm

Booz Allen & Hamilton

Borg-Warner Corporation

Clorox Corporation

Ernst and Young

General Motors Corporation

General Electric Corporation

Goodyear Corporation

Hartmarx Corporation

IBM Corporation

Kerr McGee Corporation

U.S. Army War College

Eli Lilly

Peat, Marwick & Mitchell

3M Corporation

Zurich Insurance Corporation