

# CURRICULUM VITAE

## LAWRENCE G. HREBINIAK, Ph.D.

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### EDUCATION

#### STATE UNIVERSITY OF NEW YORK AT BUFFALO

Ph.D. in Management, 1971

M.B.A. in Strategic Management, 1968

#### CORNELL UNIVERSITY

A.B. in Economics, 1964

### ACADEMIC EXPERIENCE

#### THE WHARTON SCHOOL

#### UNIVERSITY OF PENNSYLVANIA

1976-1980

Associate Professor of Management

1980-present

Associate Professor of Management (Tenured)

Teaching Courses in:

Competitive Strategy

Strategy Implementation

1991-present

Course Coordinator and Advisor in Strategic Management  
Strategy Group, Department of Management

2000-present

Course and Scheduling Coordinator  
Department of Management

1980-1992

Senior Research Fellow  
Leonard Davis Institute of Economics

**PENNSYLVANIA STATE UNIVERSITY**

1974-1976 Chairman, Organization Faculty Group

1971-1976 Taught Courses in:  
Strategic Management  
Managing Change  
Organizational Design

**STATE UNIVERSITY OF NEW YORK AT BUFFALO**

1968-1971 Research Assistant

1970-1971 Taught Courses in:  
Microeconomics  
Macroeconomics  
Fundamentals of Management

**BUSINESS  
EXPERIENCE**

1966-1968 District Field Manager, Ford Motor Company

1965-1966 Marketing Analyst, Ford Motor Company

1964-1965 Sales Planning Analyst, Ford Motor Company

**RECOGNITION**

Listed in *Who's Who in America*, *Who's Who in American Business*

**CURRENT RESEARCH INTERESTS**

Current research interests are characterized by three themes: (1) a focus on strategic management, especially the implementation of strategy; (2) organizational design; and (3) organizational adaptation and change. Consistent with this thrust, recent publications and current research deal with (a) models of strategy implementation or execution, (b) strategic adaptation, (c) strategy and structure, and (d) the role of managing change in the implementation process. This research is both conceptual/theoretical and empirical, as an attempt is made to posit and test important relationships in the research arena defined above.

**EXECUTIVE DEVELOPMENT AND CONSULTING ACTIVITIES**

Consulting activities and executive development programs have included diverse organizations, such as industrial or manufacturing companies, service organizations, professional societies, and federal agencies, both inside and outside of the U.S.A.

Substantive consulting areas and executive program topics include: Strategy Implementation, Strategy Formulation, Organizational Design, and Corporate Restructuring.

Client organizations include or have included J & J, AT&T, Isuzu (Japan), Weyerhaeuser, Dun & Bradstreet, DuPont, Management Center (Europe), the Social Security Administration, Bristol Meyers-Squibb, Bank Julius Baer, General Motors (U.S., Brazil, Japan, Venezuela), Mars, Inc., Chase Manhattan, Studio Ambrosetti (Milan), Seminarium (Mexico, Chile, Brazil, Argentina, and Peru), Microsoft, Aventis, Deutsche Post (U.S. and Germany), Crown Cork, Microsoft, Philips (Netherlands), Medtronic, PMA Capital, Reiffeisen International Bank (Vienna), and General Electric.

**AWARDS AND HONORARY SOCIETIES**

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| 1994, 1995, 1996,                                    | Recipient of the Miller-Sherred Award for Excellence in Teaching  |
| 2008   | Recipient of the Core Teaching Award for Excellence in Teaching in the Wharton MBA Program.                           |
| 1988 - Present                                       | “Who's Who in Finance & Industry”<br>Beta Gamma Sigma, Red Key, Sphinxhead  |
| 1979, 1981, 1985,<br>1988, 1989, 1994,<br>1995, 1996 | Nominated for Anvil Award for Teaching<br>The Wharton School, University of Pennsylvania.                             |
| 1974, 1976   | “Excellence in Teaching Award”<br>MBA Program, College of Business Administration, The Pennsylvania State University. |

**EDITORIAL AND OTHER PROFESSIONAL ACTIVITIES**

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| 2005-Present | Commentator on Knowledge at Wharton on various topics dealing with Strategic Management |
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- 1988 - 1991            Television Commentator on Strategic Management, “The Wharton Report,” A Nationally Syndicated Program on the Financial News Network (FNN Cable TV).
- 1978 - 1986            Member of Editorial Board  
Administrative Science Quarterly.
- 1973 - Present        Outside Reviewer for Administrative Science Quarterly, Academy of Management Journal, Management Science, Journal of Business, Academy of Management Review, Journal of Business Research, Strategic Management Journal, and other journals on an ad-hoc basis.
- 1978 -1979            Division President, Organization and Management Theory Division, Academy of Management (Elected).
- 1976                    Program Chairman, Organization Theory Division, Academy of Management.
- 1974 - 1976            Program Committee, Academy of Management.

## PUBLICATIONS

### *Books:*

- L. Hrebiniak, Complex Organizations, (St. Paul: Minnesota, West Publishing Co., 1978).
- L. Hrebiniak and W. Joyce, Implementing Strategy (New York, Macmillan, 1984).
- L. Hrebiniak, The “We-Force” in Management: Building and Sustaining Cooperation (New York: Lexington Books, Macmillan Publishing Co., 1994).
- L. Hrebiniak, Making Strategy Work: Leading Effective Execution and Change (Wharton Press—Pearson/Prentice Hall, 2005).
- L. Hrebiniak, The Mismanagement of America, Inc., (iUniverse, 2008).

### *Book Chapters:*

- L. Hrebiniak, Chapter 3 of Complex Organizations, “Goals,” reprinted in Management in Human Service Organizations (Washington, D.C.: U.S. Government Printing Office, 1979).

L. Hrebiniak, Chapter 5 of Complex Organizations, "Power," reprinted in J. Veiga and J. Yanouzas, Dynamics of Organization Theory: A Macro Perspective (St. Paul, Minn.: West Publishing, 1979).

L. Hrebiniak, "Organization Design and Management." In J. Eisenberg and S. Williams (eds.), Handbook of Medical Practice (New York: John Wiley, 1980).

L. Hrebiniak, "Assessing the Organization-Environment Paradigm." In A. Van de Ven and W. Joyce (eds.), Organizational Design and Performance (Wiley Interscience, 1981).

L. Hrebiniak, W. Joyce, and C. Snow, "Organizational Strategy, Structure, and Performance." In H. Thomas, D. Schendel, and C. Snow (eds.), Strategy, Organization Design, and Human Resource Management. (JAI Press, 1989).

W. Joyce and L. Hrebiniak, "Power, Politics, and Organizational Design." In R. Lewicki, M. Bagerman, and B. Shepard (eds.), Research in Negotiations (JAI Press, Vol. 2, 1990).

L. Hrebiniak, "Designing Effective Organizations." In S. Rovin and L. Ginsberg (eds.), Managing Hospitals (Jossey-Bass, 1991).

L. Hrebiniak and W. Joyce, "Implementing Strategy: An appraisal and Agenda for Future Research." In M. Hitt, R. E. Freeman, and J. Harrison (eds.), Handbook of Strategic Management (Malden, MA: Blackwell Publishing, 2001), pp. 602-626.

### *Articles:*

J. Alutto and L. Hrebiniak, "Analysis of a Stereotype Among University Students: The Effective Corporate Executive," Public Opinion Quarterly, 34 (Winter, 1970-1971).

J. Alutto and L. Hrebiniak, "Correlates of Work Related Tension," Proceedings of Industrial Relations Research Association, Vol. 23, 1970.

J. Alutto, L. Hrebiniak, and R. Alonso, "Variation in Hospital Employment and Influence Perceptions Among Nursing Personnel," Journal of Health and Social Behavior, Vol. 12, No. 1 (March, 1971).

J. Alutto, L. Hrebiniak, and R. Alonso, "A Study of Differential Socialization for Members of One Professional Occupation," Journal of Health and Social Behavior, Vol. 12 No. 2 (June, 1971).

L. Hrebiniak and J. Alutto, "Performance and Size Correlates," Academy of Management Proceedings, Vol. 32 (August, 1972).

L. Hrebiniak and J. Alutto, "Commitment to the Employing Organization," Academy of Management Proceedings (May, 1972).

L. Hrebiniak and J. Alutto, "Personal and Role Related Factors in the Development of Organizational Commitment." Administrative Science Quarterly, Vol. 17, No. 4 (December, 1972).

J. Alutto, L. Hrebiniak, and R. Alonso, "On Operationalizing the Concept of Commitment," Social Forces, Vol. 51, No. 4 (June, 1973).

L. Hrebiniak and J. Alutto, "A Comparative Organizational Study of Performance and Size Correlates in Inpatient Psychiatric Departments," Administrative Science Quarterly, Vol. 18, No. 3 (September, 1973).

L. Hrebiniak and M. Roteman, "A Study of the Relationship Between Need Satisfaction and Absenteeism Among Managerial Personnel," Journal of Applied Psychology, Vol. 58, No. 3 (December, 1973)

L. Hrebiniak, "Job Technology, Supervision, and Work Group Structure," Administrative Science Quarterly, Vol. 19, No. 3 (September, 1974).

L. Hrebiniak, "Effects of Job Level and Participation on Employee Attitudes and Perceptions of Influence," Academy of Management Journal, Vol. 17, No. 4 (December, 1974).

L. Hrebiniak, "Size, Staff Professionalization, and Organizational Structure," Academy of Management Journal, Vol. 19, No. 4 (December, 1976).

C. Snow and L. Hrebiniak, "Strategy, Distinctive Competence, and Organizational Performance," Administrative Science Quarterly, Vol. 25 (June, 1980).

L. Hrebiniak and C. Snow, "Industry Differences in Environmental Uncertainty and Structural Characteristics Related to Uncertainty," Academy of Management Journal, Vol. 23, No. 4 (December, 1980).

W. Joyce and L. Hrebiniak, "Relationships Among Communications, Coordination, and Power in Two Technologies," Managerial Psychology, Vol. I, No. 2, 1980.

L. Hrebiniak and C. Snow, "Top-Management Agreement and Organizational Performance." Human Relations, Vol. 35, No. 12 (1982).

L. Hrebiniak and W. Joyce, "Organizational Adaptation: Strategic Choice and Environmental Determinism." Administrative Science Quarterly, Vol. 30, No. 3, (September, 1985).\*

L. Hrebiniak & W. Joyce, "The Strategic Importance of Managing Myopia." Sloan Management Review, Vol. 28, No. 1 (Fall, 1986).

L. Hrebiniak, "Implementing Strategy: Making the Plan Work." Chief Executive, Vol. 57 (May, 1990).

L. Hrebiniak, "Implementing Global Strategies." European Management Journal, Vol. 10 (December, 1992). Reprinted by AESPLAN (Asociacion Espanola de Planificacion), in Revista Espanola De Planificacion, Madrid, Spain, June 1993.

L. Hrebiniak, "Obstacles to Effective Strategy Implementation," Organizational Dynamics, Vol. 35 (March 2006).

L. Hrebiniak, "Strategies That Work," Knowledge Leadership, Vol. 1, Winter 2006.

L. Hrebiniak, "Making Strategy Work: Overcoming the Obstacles to Effective Strategy Implementation," Ivey Business Journal, March 2008.

L. Hrebiniak, "Making Strategy Work," Effective Executive, September, 2008.

### ***Articles In Progress:***

L. Hrebiniak and W. Joyce, "The Search Process in Organizations: Identifying and Analyzing the Factors Affecting Search in Complex Organizations," Strategic Management Journal, revisions requested.

L. Hrebiniak, W. Joyce, and C. Snow, "Strategy, Structure, and Performance: A Meta-Theoretical Analysis of Research Accomplishments and Future Research Needs." Working paper, in process.

L. Hrebiniak, and Xiangyin Li, "Strategy Implementation in Chinese Firms." Research in, process.

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\* This article was ranked #30 on citation count out of the top 100 articles published in Administrative Science Quarterly, 1981-2001.

**SELECT PROFESSIONAL PRESENTATIONS**

L. Hrebiniak and W. Joyce, "Organizational Search: Causes, Correlates, and Consequences." 19<sup>th</sup> Annual Strategic Management Society Conference, Berlin, Germany, October 1999.

L. Hrebiniak and W. Joyce, "The Search Process in Organizations: Determinants, Correlates and Consequences for Organizational Adaptation and Change in an Increasingly Interdependent World." 17<sup>th</sup> Annual Strategic Management Society Conference, Barcelona, Spain, October 1997.

L. Hrebiniak, Comments on "Managing Out of the Middle." Conference on "Risk, Managers, and Options," Wharton School, November 1997.

L. Hrebiniak, "Key Issues in Strategic Management." Keynote speaker, Wharton-Seminarium Conference, in Mexico City, Lima, Buenos Aires, Santiago, and Sao Paulo, 1994-1995.

L. Hrebiniak, "Strategy Formulation and Implementation: Latest Advances and Future Directions." Invited Keynote Speaker, Leeuwarden Business School, Netherlands, January 1994.

L. Hrebiniak, "Effective Strategy Formulation and Implementation." Keynote address, Annual Meeting of the A.B.A., Dallas, Texas, February, 1993.

L. Hrebiniak, "Implementing Global Strategies." Presented as part of the Top Management Forum, "Competing in Global Markets," Paris, June 1992.

L. Hrebiniak, "Implementing Strategy," Third European School for Advanced Management, Leeuwarden Business School, Netherlands, June 1991.

L. Hrebiniak, "Strategic Choice and Environmental Determinism." Amos Tuck School, Dartmouth, February, 1991.

L. Hrebiniak, "Restructuring Organizations: Key Variables and Issues in Organizational Redesign." The Wharton School, Conference on Corporate Restructuring, April, 1991.

L. Hrebiniak, W. Joyce, and C. Snow, "Strategy, Structure, and Performance." Seventh Annual Strategic Management Society Conference, Boston, Mass., October, 1989.

L. Hrebiniak, "Implementing Strategy." Penn State University, June, 1987, 1989.

W. Joyce and L. Hrebiniak, "Strategic Contingency Theory: An Essay Regarding 'Fit' in Models of Strategy Implementation." Fifth Annual Strategic Management Society Conference, Barcelona, Spain, October, 1985.

L. Hrebiniak, "Implementing Strategy: The Relative Importance of Contributing Factors." Institute of Management Studies, London, England, October, 1985.

L. Hrebiniak and W. Joyce, "Implementing Strategy: Problems and Concerns for the Future." Strategic Management Society Conference, Philadelphia, PA, October, 1984.

L. Hrebiniak, "Assessing the Organization-Environment Paradigm." Invited Presentation for conference, "Assessing Organization Design and Performance," Center for the Study of Organizational Innovation, University of Pennsylvania, April, 1980.

L. Hrebiniak and C. Snow, "Distinctive Competence and Type of Organization." Competitive Paper, National Meetings of Academy of Management, Business Policy and Planning Division, August, 1979.

1970-1979 Numerous Additional Presentations at the National Academy of Management, Strategic Management Society, Industrial Relations Research Association, Regional Academy of Management, National Educational Research Association, and various other professional associations and management forums.