

# Elaine Pak

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CONTACT	elainesp@wharton.upenn.edu +1 (919) 880-7386	3620 Locust Walk Philadelphia, PA 19104
EDUCATION	<b>The Wharton School, University of Pennsylvania</b> Ph.D. in Management, 2021 - 2027 (expected) Dissertation committee: Claudine Gartenberg (chair), J. Daniel Kim, Harbir Singh  <b>Seoul National University</b> M.S. in Industrial Engineering, 2019 - 2021  <b>Duke University</b> B.A. in Public Policy Studies, <i>Graduated with Distinction</i> , 2013 - 2017 Minor in Statistical Science	
RESEARCH INTERESTS	Corporate Strategy, Corporate Governance, Entrepreneurship, Labor Markets	
PUBLICATIONS	Gartenberg, C., & <b>Pak, E.</b> * “Internal Versus Market Pay References in Knowledge-Intensive Firms.” <i>Organization Science</i> , <i>Forthcoming</i> <ul style="list-style-type: none"><li>• Featured in 2025 AOM Best Paper Proceedings of the Annual Meeting</li></ul> Gartenberg, C., & <b>Pak, E.</b> * “Monitoring More, Paying Less: Active Ownership and Employee Compensation.” <i>Management Science</i> , <i>Forthcoming</i> <ul style="list-style-type: none"><li>• <i>Winner</i> - 2024 AOM STR William F. Glueck Best Paper Award</li><li>• <i>Finalist</i> - 2023 SMS Annual Conference Best PhD Paper Prize</li><li>• <i>Nominee</i> - 2023 SMS Annual Conference Research Methods Paper Prize</li><li>• Featured in Blue Sky Blog by Columbia Law School and 2024 AOM Best Paper Proceedings of the Annual Meeting</li></ul> *Denotes equal authorship	
WORKING PAPERS	<b>Pak, E.</b> , Tambe, P., & Hsu, D. “Startup Jobs in a Polarized Era: How <i>Dobbs v. Jackson</i> Shifted the Geography of Remote and In-Person Applications.” <i>Revise &amp; Resubmit at Strategic Management Journal</i> <ul style="list-style-type: none"><li>• <i>Winner</i> - 2025 SMS Annual Conference Responsible Research Paper Prize</li><li>• Featured in Charter Works</li></ul> <b>Pak, E.</b> “Owning With Style: How Corporate Owners Shape Firm Strategies.” <i>Job Market Paper</i> <ul style="list-style-type: none"><li>• Selected for 2026 AOM Best Paper Proceedings of the Annual Meeting</li><li>• Funded by the Mack Institute for Innovation Management</li></ul>	
WORK IN PROGRESS	Kim, J. D., & <b>Pak, E.</b> “Talent Flows in Venture Capital Networks and Startup Performance.” <i>Writing Stage</i> <ul style="list-style-type: none"><li>• Funded by the 2025 SRF Research in Strategic Management Grant Program and the Mack Institute for Innovation Management</li></ul>	

Gartenberg, C., & **Pak, E.** “Ownership, Corporate Ambidexterity, and AI Adoption.” *Data Collection Stage*

- Funded by the Mack Institute for Innovation Management

Benton, R., Nelson, D., & **Pak, E.** “Corporate Ownership and Internal Labor Markets.” *Data Collection Stage*

**Pak, E.** “Homophily in Venture Capital Syndicates.” *Data Collection Stage*

#### AWARDS AND FELLOWSHIP

SRF Research in Strategic Management Grant Program (\$19,000), SMS, 2025  
Responsible Research Paper Prize, SMS, 2025  
William F. Glueck Best Paper Award, AOM Strategic Management Division, 2024  
Mack Institute Research Fellowship (\$28,000), Wharton, 2024 - 2028  
Dan Levinthal Research Award, Wharton, 2023 - 2024  
AI Fellow Competition 1st Place Award, SK Telecom Co., 2020  
AI Fellowship, SK Telecom Co., 2020

#### ACADEMIC SERVICES

Ad-hoc reviewer for *Organization Science* 2024 - 2026  
Ad-hoc reviewer for *Administrative Science Quarterly* 2025 - 2026  
Reviewer for Academy of Management 2025 - 2026  
Wharton Management Department Quinquennial Review Committee, Member (PhD Representative) 2025 - 2026  
Wharton Management PhD Social Committee, Member 2025 - 2026  
Collective Impact Doctoral Workshop, PhD Assistant 2024 - 2026  
Wharton Management, PhD Ombudsperson (Elected by Students) 2023 - 2024  
Wharton Management PhD Seminar Committee, Member 2022 - 2023  
WSAWBA, Board Member 2021 - 2024

#### PRESENTATIONS

Corporate Ownership and Employee Compensation  
Academy of Management, Chicago, USA, 2024\*  
East Coast Doctoral Conference, New York, USA, 2024\*  
Empirical Management Conference, Washington, USA, 2023  
Strategic Management Society Conference, Toronto, Canada, 2023\*  
People & Organizations Conference, Philadelphia, USA, 2023 (Plenary Session)\*  
Strategy Science Conference, Munich, Germany, 2023  
Internal Versus Market Pay References in Knowledge-Intensive Firms  
ICoMP Conference, Seoul, Korea, 2026 (Plenary Session)\*  
Strategic Management Society Conference, San Francisco, USA, 2023\*  
People & Organizations Conference, Philadelphia, USA, 2025\*  
Academy of Management, Copenhagen, Denmark, 2025\*  
Lausanne Management and Economics Workshop, Lausanne, Switzerland, 2025\*  
NBER Organizational Economics Working Group, Cambridge, USA, 2025  
Organization Science Winter Conference, Los Angeles, USA, 2025\*  
Strategy Science Conference, Ann Arbor, USA, 2024  
Organizational Design Community Webinar, Virtual, 2024\*  
Startup Jobs in a Polarized Era: The Geography of Remote and In-Person Applications  
Strategic Management Society Conference, San Francisco, USA, 2023\*  
People & Organizations Conference, Philadelphia, USA, 2025\*  
Academy of Management, Copenhagen, Denmark, 2025\*  
Strategy Science Conference, Barcelona, Spain, 2025\*  
Conference on Information Systems and Technology, Phoenix, USA, 2023

Owning With Style: How Corporate Owners Shape Firm Strategies  
 Academy of Management, Philadelphia, USA, 2026\*\*  
 Consortium on Competitiveness and Cooperation (CCC) Doctoral Conference,  
 Milan, Italy, 2026\*\*  
 Duke Strategy PhD Conference, Durham, USA, 2026\*\*  
 East Coast Doctoral Conference, New York, USA, 2026\*\*  
 Wharton Management Doctoral Seminar, Philadelphia, USA, 2025\*  
 Academy of Management, Copenhagen, Denmark, 2025\*

Invited Workshops

Smith Entrepreneurship Research Conference (2026)\*\*, Lausanne Management  
 and Economics Workshop (2025), AOM STR Managing Your Dissertation Work-  
 shop (2025), SMS Strategic Human Capital PhD Mentoring Program (2025),  
 Strategy Science Doctoral Workshop (2025), Collective Impact Doctoral Work-  
 shop (2024)

\*: Presenter; \*\*: Scheduled

CONFERENCE ORGANIZATION 2026 AOM PDW\*\*: “Reimagining Work: A People and Organizations Hackathon”  
 (co-organized with Jillian Chown, Enrico Forti, & Piyush Gulati; sponsored by OMT)  
 2026 AOM panel symposium\*\*: “Firm Scope, Governance, and Ownership in the Era  
 of Digital Technologies” (co-organized with TC Wang; sponsored by STR & TIM)  
 2025 AOM paper symposium: “Different Owners, Different Behaviors? How Private  
 Equity and Activist Funds Impact Firms and Workers” (co-organized with Dylan  
 Nelson; sponsored by STR, OMT, & HR)

\*\* : Scheduled

TEACHING Instructor, Wharton  
 Introduction to Management, Undergraduate (core course), 2023  
 Teaching Assistant, Wharton  
 Managing the Enterprise, EMBA, Prof. John Paul MacDuffie, 2022 - 2023, 2025  
 Strategic Implementation, MBA & EMBA, Prof. Claudine Gartenberg, 2023 -  
 2025  
 Advanced Global Strategy, EMBA, Prof. Zeke Hernandez, 2024 - 2025  
 Technology Strategy, Undergraduate & MBA, Prof. Manav Raj, 2025  
 Entrepreneurship, MBA, Prof. J. Daniel Kim, 2024  
 Strategy and Competitive Advantage, MBA, Prof. Michael Christensen, 2024

PROFESSIONAL EXPERIENCE Booz Allen Hamilton Washington, D.C.  
 Intern, Consultant, and Senior Consultant 2017 - 2019

PROGRAMMING Python, Stata, R, SQL

ADDITIONAL INFORMATION Citizenship: USA & South Korea (*dual citizenship*)  
 Languages: English (native), Korean (native), Chinese (beginner)