

CHRISTOPHER MARQUIS

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EMPLOYMENT

HARVARD BUSINESS SCHOOL

Assistant Professor of Business Administration, 2005-2010

HONG KONG UNIVERSITY OF SCIENCE AND TECHNOLOGY

Visiting Scholar, 2009 (summer), 2010 (summer)

BANK ONE CORPORATION (now J.P. MORGAN CHASE)

Vice President, Technology Manager, Corporate Operations Unit, 1999-2000

Vice President, Staffing & Training Manager, Corporate Operations Unit, 1997-1999

Assistant Vice President, Strategic Projects Manager, 1996-1997

PNC BANK CORPORATION

Project Manager, 1994-1996

EDUCATION

UNIVERSITY OF MICHIGAN

- PhD in Sociology & Business Administration, 2005
- MA in Sociology, 2002

UNIVERSITY OF PITTSBURGH

- MBA in Finance, 1994
- MA in History (focus on modern Chinese history), 1993

UNIVERSITY OF NOTRE DAME

- BA in History with honors, interdisciplinary certificate in Asian Studies, 1992

RESEARCH

REFEREED PUBLICATIONS

- Marquis, Christopher and Zhi Huang. 2010 (forthcoming) "Acquisitions as Exaptation: The Legacy of Founding Institutions in the U.S. Commercial Banking Industry." *Academy of Management Journal*.
- Marquis, Christopher and Zhi Huang. 2009. "The Contingent Nature of Public Policy and the Growth of U.S. Commercial Banking." *Academy of Management Journal*, 52: 1222-1246.
- Marquis, Christopher and Julie Battilana. 2009. "Acting Globally but Thinking Locally? The Enduring Influence of Local Communities on Organizations" *Research in Organizational Behavior*, 29: 283-302.
- Marquis, Christopher and Michael Lounsbury. 2007. "Vive La Résistance: Competing Logics and the Consolidation of U.S. Community Banking." *Academy of Management Journal*, 50: 799-820.
- Marquis, Christopher, Mary Ann Glynn and Gerald F. Davis. 2007. "Community Isomorphism and Corporate Social Action." *Academy of Management Review*, 32: 925-945.

- Mizruchi, Mark S. and Christopher Marquis. 2006. "Egocentric, Sociocentric, or Dyadic? Identifying the Appropriate Level of Analysis in the Study of Organizational Networks." *Social Networks*, 28: 187-208.
- Mizruchi, Mark S., Linda B. Stearns and Christopher Marquis. 2006. "The Conditional Nature of Embeddedness: Borrowing by Large U.S. Firms, 1973-1994." *American Sociological Review*, 71: 310-333.
- Davis, Gerald F. and Christopher Marquis. 2005. "Prospects for Organizational Theory in the Early 21st Century: Institutional Fields and Mechanisms." *Organization Science*, 16: 332-343.
- Marquis, Christopher. 2003. "The Pressure of the Past: Network Imprinting in Intercorporate Communities." *Administrative Science Quarterly*, 48: 655-689. (2003 James D. Thompson Award from the American Sociological Association)

WORK IN PROGRESS

- Marquis, Christopher, Gerald F. Davis and Mary Ann Glynn. "The Institutional Dynamics of Community Fields: Growth and Decline in the Nonprofits of 100 American Cities, 1987-2002." Revise and Resubmit, *Organization Science*.
- Huang, Zhi and Christopher Marquis. "Institutional Origins of Interorganizational Relations." Revise and Resubmit at *Academy of Management Journal*.
- Marquis, Christopher and Douglas Guthrie. "The Complexity of Regulating Responsibility: Community Reinvestment, Low Income Housing and the US Banking Industry." Under Review.
- Marquis, Christopher and Matt Lee. "Who is Governing Whom? Executives, Governance and the Structure of Generosity in Large US Firms." Under Review.
- Sharma, Aarti and Christopher Marquis. "Dialogic Organizing and Institutional Change: A Comparative Analysis of Two Dialogues on Sustainable Development."
- Marquis, Christopher and Michael Toffel. "The Globalization of Corporate Environmental Transparency."
- Marquis, Christopher and Cuili Qian. "Stakeholder Legitimacy and Corporate Social Responsibility Reporting in China."
- Marquis, Christopher and Zhi Huang. "Dominant Logic Movements and Historical Transition in the Twentieth Century US Banking Industry."

BOOK CHAPTERS AND OTHER PUBLICATIONS

- Christopher Marquis and Gerald F. Davis. 2009. "Organizational Mechanisms Underlying Positive Community Identity and Reputation." *Exploring Positive Identities and Organizations: Building a Theoretical and Research Foundation*, edited by Laura Morgan Roberts and Jane Dutton.
- Anderson, Peter J. J., Ruth Blatt, Marlys K. Christianson, Adam M. Grant, Christopher Marquis, Eric J. Neuman, Scott Sonenshein, and Kathleen M. Sutcliffe. 2006. "Understanding Mechanisms in Organizational Research." *Journal of Management Inquiry*, 15: 102-113.
- Glynn, Mary Ann and Christopher Marquis. 2006. "Real Good Names: Institutional Logics as Motives for Organizational Name Changes." *Identity and the Modern Organization*, edited by Caroline A. Bartel, Steven Blader and Amy Wrzesniewski. Mahwah, NJ: Lawrence Erlbaum Associates Inc.
- Glynn, Mary Ann and Christopher Marquis. 2006. "How Institutional Norms and Individual Preferences Legitimate Organizational Names." Pp. 223-239 in *Artifacts and Organizations*, edited by Anat Rafaeli and Michael Pratt. Mahwah, NJ: Lawrence Erlbaum Associates Inc.
- Marquis, Christopher. 2006. "Historical Environments, Coordination and Consolidation in the U.S. Banking Industry, 1896-2001." *Best Paper Proceedings of the Academy of Management* (2006 William H. Newman and Louis R. Pondy Awards for best paper based on a dissertation).
- Marquis, Christopher and Mark Mizruchi. 2006. "Banks." Pp. 20-22 in *International Encyclopedia of Economic Sociology*, edited by Jens Beckert and Milan Zafirovski. London: Routledge.

- Mizruchi, Mark and Christopher Marquis. 2006. "Interlocking Directorates." Pp. 375-377 in *International Encyclopedia of Economic Sociology*, edited by Jens Beckert and Milan Zafirovski. London: Routledge.
- Khurana, Rakesh and Christopher Marquis. 2006. "Diagnosing and Dissolving our "Translation Gap." *Journal of Management Inquiry*, 15: 406-409.
- Davis, Gerald F. and Christopher Marquis. 2005. "The Globalization of Stock Markets and Convergence in Corporate Governance." Pp. 352-390 in *Economic Sociology of Capitalism*, edited by Victor Nee and Richard Swedberg. Princeton, NJ: Princeton University Press.
- Glynn, Mary Ann and Christopher Marquis. 2004. "When Good Names Go Bad: Organizational Illegitimacy and the Dot-com Collapse." *Research in the Sociology of Organizations*, 22: 147-170.

BOOK REVIEWS

- Marquis, Christopher. 2009. Review of Market Rebels: How Activists Make or Break Radical Innovations by Hayagreeva Rao. *Administrative Science Quarterly*, 54: 543-544.
- Marquis, Christopher. 2008. Review of Decline of the Corporate Community: Network Dynamics of the Dutch Business Elite by Eelke M. Heemskerck. *Administrative Science Quarterly*, 53: 768-769.
- Marquis, Christopher. 2007. Review of An Engine, Not a Camera: How Financial Models Shape Markets by Donald MacKenzie. *Contemporary Sociology*, 36: 251-252.
- Marquis, Christopher. 2005. Review of Nonprofit Trusteeship in Different Contexts by Rikki Abzug and Jeffrey S. Simonoff. *Administrative Science Quarterly*, 50: 314-317.

TEACHING

HARVARD UNIVERSITY

- Commerce and Society: Business and the Creation of Social Value (Elective MBA Course, Harvard Business School) – Fall 2009
- Organizational Analysis (Doctoral Elective, Sociology Department and Harvard Business School) – Spring 2007, Spring 2010
- Leadership and Organizational Behavior (Required MBA Course, Harvard Business School) - Fall 2005, Fall 2006, Fall 2007
- Corporate Social Responsibility: Strategies to Create Business and Social Value (Executive Education) – November 2008, 2009

UNIVERSITY OF MICHIGAN

- Behavioral Theory in Management (Required BBA Course, Ross School of Business) - Fall 2003

COURSE MATERIALS

- Chris Marquis, "Burt's Bees: Balancing Growth and Sustainability." (Harvard Business School Multimedia Case N9-410-704)
- Chris Marquis, "Western Union: Our World, Our Family®." (Harvard Business School Case 410-050)
- Chris Marquis, G.A. Donovan, and YiKwan Chu. "Swire Beverages: Implementing CSR in China." (Harvard Business School Case 410-021)
- Chris Marquis, Kwang Y. Ryu, Philip H. Mirvis, and Bobbi Thomason. "SK Telecom: Pursuing Happiness through Corporate Social Responsibility." (Harvard Business School Case 410-042)
- Chris Marquis, V. Kasturi Rangan, and Cathy Ross. "Goldman Sachs: The 10,000 Women Initiative." (Harvard Business School Case 509-042)

- Chris Marquis and Rosabeth Moss Kanter “IBM: The Corporate Service Corps.” (Harvard Business School Case 409-106)
- Chris Marquis and V. Kasturi Rangan and Alison Comings “PNC Financial: Grow Up Great.” (Harvard Business School Case 409-108)
- Chris Marquis and V. Kasturi Rangan. “Shaklee Corporation: Corporate Social Responsibility.” (Harvard Business School Teaching Note 509-061)
- Chris Marquis and V. Kasturi Rangan and Alison Comings. “Shaklee Corporation: Corporate Social Responsibility.” (Harvard Business School Case 509-031)
- Joshua D. Margolis, Chris Marquis, and Laura Winig. “VeeV on the Rocks?” (Harvard Business School Case 410-006)
- Robert S. Kaplan, Chris Marquis and Brent Kazan. “The Miami Project to Cure Paralysis.” (Harvard Business School Case 408003)
- Chris Marquis, Douglas Guthrie and Yannis Katsarakis. “Gianna Angelopoulos-Daskalaki and the 2004 Athens Olympic Games A and B.” (Harvard Business School Cases 407050 and 407051)
- Chris Marquis and Alison Comings. “Gianna Angelopoulos-Daskalaki and the 2004 Athens Olympic Games A and B Teaching Note.” (Harvard Business School Teaching Note 408081)
- Nitin Nohria, Chris Marquis and Alison Comings. “Congruence Model On-line Tutorial.” (Harvard Business School Courseware 407703)
- Chris Marquis and Alison Comings. “Congruence Model Teaching Note.” (Harvard Business School Teaching Note 407131)
- Chris Marquis, Doug Guthrie, Richard Arum, and Abby Larson. “Joel Klein and Leadership in the NYC Public Schools.” (Harvard Business School Case 407065)
- Boris Groysberg, Chris Marquis and Ayesha Kanji. “Tim Keller at Katzenbach Partners LLC A, B and C.” (Harvard Business School Cases 407037, 407038, and 407039)
- Boris Groysberg, Chris Marquis and Geoff Marrietta. “Tim Keller at Katzenbach Partners LLC (A), (B), & (C) Teaching Note.” (Harvard Business School Teaching Note 407085)

DISSERTATION COMMITTEES

- John Almondoz (chair), Harvard (PhD in Organizational Behavior)
- Evgeny Firsov (member), Harvard (PhD in Sociology)
- Ji-wook Jong (member), Harvard (PhD in Sociology)
- Una Kim(member), Harvard (PhD in Organizational Behavior)
- Barbara Zepp Larson (member), Harvard (DBA in Management)
- Cuili Qian (member), HKUST (PhD in Management)
- Andras Tilcsik (member), Harvard (PhD in Sociology)
- Lori Yue (member), Columbia (PhD in Management)

HONORS & AWARDS

- Academy of Management, William H. Newman Award for best paper based on a dissertation, 2006
- Academy of Management, OMT Division, Louis R. Pondy Award for best paper based on a dissertation, 2006
- State Farm Foundation Doctoral Dissertation Award, 2004
- Finalist, INFORMS/Organization Science Dissertation Proposal Competition, 2004
- American Sociological Association, OOW Division, James D. Thompson Award for best graduate student paper, 2003

UNIVERSITY OF MICHIGAN

- Horace H. Rackham Dissertation Award, Honorable Mention (university-wide competition), 2005
- Horace H. Rackham Predoctoral Fellowship (full year fellowship, university-wide competition), 2004
- Dykstra Award for Teaching Excellence (full year fellowship, Business School), 2003
- Best Graduate Student Paper Award (Sociology Department), 2003

HARVARD BUSINESS SCHOOL

- Finalist, Wyss Award for Excellence in Doctoral Mentoring, 2009

PRESENTATIONS & CONFERENCES

INVITED PRESENTATIONS

- 2010: Hong Kong University of Science and Technology (Management and Organizations), Hong Kong Polytechnic University (Management and Marketing)
- 2009: Cornell University (Johnson School and ILR School); INSEAD (Entrepreneurial Management - Singapore); Hong Kong University of Science and Technology (Management and Organizations)
- 2008: Harvard Business School (Business History); University of Maryland (Management and Organization)
- 2007: University of Alberta (Strategic Management and Organization), Dartmouth College, University of Michigan (Economic Sociology), University of Texas at Austin (Management), University of Virginia (Leadership & Organizational Behavior)
- 2006: MIT - Harvard Economic Sociology, London Business School (Organisational Behaviour), Oxford University (Strategy and Organisation), INSEAD (Entrepreneurial Management)
- 2005: Columbia University (Management), Harvard University (Organizational Behavior), Harvard University (Strategy), Massachusetts Institute of Technology (Behavioral Policy Science), Northwestern University (Management and Organization), Stanford University (Organizational Behavior), University of California, Berkeley (Organizational Behavior), University of Texas at Austin (Management)
- 2004: Cornell University (Sociology), Emory University (Management), University of Chicago (Organizations and Markets)
- 2003: Bradley University (History), University of Michigan (Sociology)

ACADEMY OF MANAGEMENT MEETINGS

2010 – Montreal, QC (submitted)

- Organized All-Academy Symposium (with Cuili Qian and Na Ni) “When is it Strategic to be Compassionate? The Evolution of Corporate Social Responsibility Practices in China”
 - “How Institutional Transitions are Shaped: An Examination of Changes in Chinese Firms’ Corporate Social Responsibility Following the Sichuan Earthquake” (with Cuili Qian and Na Ni)
- “Who is Governing Whom? Executives, Governance and the Structure of Generosity in Large US Firms.” (with Matt Lee)
- “Stakeholder Legitimacy and Corporate Social Responsibility Reporting in China” (with Cuili Qian)
- Organized Professional Development Workshop for OMT Division (with Andy Hoffman) “Blogging as a Tool for Bridging Research, Teaching and Practice”

2009 – Chicago, IL

- Corporate Sustainability Reporting: Strategic and Institutional Perspectives (with Michael Toffel)

2008 – Anaheim, CA

- Organized Symposium (with Royston Greenwood) “The Field is Dead, Long Live the Community! Why and How Understanding Community Influences is Essential for Institutional Theory.” Selected as a Showcase Symposium.
 - “Community Fields and the Growth and Decline of Nonprofits in 100 American Cities, 1987-2002.” (with Gerald F. Davis and Mary Ann Glynn)
- “Competing Logics and Entrepreneurial Success in the US Banking Industry”
- Panelist on All Academy Symposium “The Questions We Don’t Ask: Limitations and Lessons from Institutional Theory”
- Panelist on OMT Theme Session “The Questions OMT Asks: What Has Been Neglected?”

2007 - *Philadelphia, PA*

- “State Activism and the Hidden Incentives behind Bank Acquisitions” (with Douglas Guthrie)

2006 - *Atlanta, GA*

- Organized Symposium “How Organizations Shape the Rules: Development of US Financial Regulations in Historical Perspective.” Selected as an All-Academy Symposium.
 - “Historical Environments and the Creation of US Banking Regulations”
- “Historical Environments, Coordination and Consolidation in the US Banking Industry, 1896-2001.”
 - Included in *Best Paper Proceedings of the 2006 Academy of Management Meeting*.
 - Louis R. Pondy Award for best paper based on a dissertation
 - William H. Newman Award for best paper based on a dissertation
- “How Local Businesses Influence Non-profit Growth in US Communities”

2004 - *New Orleans, LA*

- Organized Symposium (with Gerald F. Davis) “Law and Organization: How States and Organizations Shape Each Other.” Selected as a Showcase Symposium.
- “State Regulation and Industry Consolidation in the US Banking Industry, 1896-2001.”

2003- *Seattle, WA*

- Organized Symposium (with Gerald F. Davis) “Corporations and Community Connections: When are Business Elites Good for Civic Health?” Selected as a Showcase Symposium.
 - “Conspiring Alone: The Changing Social Capital of Community Elites.” (with Gerald F. Davis)
- “When Good Names Go Bad: Organizational Illegitimacy, and the Dot-com Collapse.”

2002 - *Denver, CO*

- “The Effect of Social Structure on Community Social Capital.”
- “Egocentric, Sociocentric, or Dyadic? Identifying the Appropriate Level of Analysis in the Study of Organizational Networks.” (with Mark Mizruchi)

2001 - *Washington, D.C.*

- “Are U.S. Stock Markets a Pathway to Global Governance?” (with Gerald F. Davis)

AMERICAN SOCIOLOGICAL ASSOCIATION MEETINGS

2008 – *Boston, MA*

- “Is History always Destiny? The Contingent Legacy of Founding Environments in the US Banking Industry”

2007 - *New York, NY*

- “External Environments and US Bank Expansion in the Twentieth Century” (with Zhi Huang)

2006 - *Montreal, QC*

- “State Activism and the Hidden Incentives behind Bank Mergers, 1990-2000” (with Douglas Guthrie)

2005 - *Philadelphia, PA*

- “Does Network Structure Affect the Size of the Network Effect? The Role of Density in the Network Autocorrelation Model.” (with Mark S. Mizruchi and Eric J. Newman)

2004 - *San Francisco, CA*

- “The Conditional Nature of Embeddedness: A Study of Borrowing by Large U.S. Firms, 1973-1994” (with Mark S. Mizruchi and Linda Brewster Stearns)

OTHER CONFERENCES

- 2010 – International Association for Chinese Management Research Conference (IACMR). Shanghai, China, June 16-20. Organized Symposium (with Cuili Qian and Na Ni) “Corporate Social Responsibility Practices in China.” Presented “Corporate Social Responsibility Reporting in China” (with Cuili Qian)
- 2010 – Eastern Sociological Society Conference. “Banking on Tradition: Policies to Promote of Relationship-Based Financial Services.” Boston, MA, May 18-21
- 2008 – MIT Sloan BPS Mini-Conference. Discussant. Cambridge, Massachusetts, May 9-10
- 2008 – Business History Conference. “The Dynamics of Organizational Imprinting: Capabilities and Acquisitions in US Banking.” Sacramento, CA.
- 2008 – BYU-University of Utah Winter Strategy Conference “Is History always Destiny? The Contingent Legacy of Founding Environments in the US Banking Industry.” Sundance, Utah, February 28-March 1
- 2007 – Business History Conference. “Historical Conflict and New Bank Foundings in US Communities in the 1990s.” Cleveland, OH.
- 2006 – MIT Sloan BPS Mini-Conference. Discussant. Cambridge, Massachusetts, May 19-20
- 2006 – Business History Conference. “Historical Environments and the Debate over U.S. Banking Regulations, 1896-1978.” Toronto, ON.
- 2003 – Organization Science and National Science Foundation Conference: Frontiers of Organization Science. “Prospects for theory about organizations in the early 21st century: exemplars from new institutional theory.” Laguna Beach, California, November 7-9

PROFESSIONAL ACTIVITIES

EDITORIAL

- Editorial Boards: *Administrative Science Quarterly*, 2007-present; *Academy of Management Review*, 2008-present; *Strategic Organization*, 2008-present; *Organization Science*, 2009-present.
- Occasional Reviewer: *Academy of Management Journal*, *Academy of Management Meetings (2002-2010)*, *American Journal of Sociology*, *American Sociological Review*, *European Management Review*, *Industrial and Corporate Change*, *International Journal of Sociology*, *Journal of International Business Studies*, *Management and Organization Review*, *Organization Studies*, *Research in Political Sociology*, *Research Policy*, *Review of Economics and Statistics*, *Social Forces*, *Social Science Research*, *Strategic Management Journal*, Princeton University Press, University of Chicago Press

SERVICE – NATIONAL

- Practice Committee, Organization and Management Theory Division, Academy of Management, 2009-present
- Panelist at the 2009 Organization and Management Theory Doctoral Consortium at the Academy of Management Conference.
- Teaching Committee, Organization and Management Theory Division, Academy of Management, 2007-2009
- Program Committee, Organizations, Occupations and Work Section, American Sociological Association, 2007

- Burt Award Committee, Economic Sociology Section, American Sociological Association, 2006
- Council Member, Organizations, Occupations and Work Section, American Sociological Association., 2003-2004
- Thompson Award Committee, Organizations, Occupations and Work Section, American Sociological Association, 2004

SERVICE – HARVARD

- Faculty Advisor, Work, Organization and Markets Seminar (doctoral student seminar), 2009-present
- Seminar Coordinator, Organizational Behavior Unit, Harvard Business School, 2006-2009
- Seminar Co-coordinator, MIT-Harvard Economic Sociology Seminar, 2006-2007