

Marlo Raveendran

University of California, Riverside | School of Business | Area of Management
Anderson Hall | 900 University Ave | Riverside, CA 92521 | United States
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RESEARCH

I examine the micro-foundations of organization design as well as the way in which organizational structure and design decisions are influenced by actors internal to the firm. In particular, I investigate the process of the division of labor, the influence of specialization and different types of interdependence on the effectiveness of hierarchical and non-hierarchical designs, and what impact prior interactions between actors have on reorganizations and the design of organizations. I approach these questions conceptually, using computational models, as well as through large-sample empirical analyses and behavioral laboratory experiments.

ACADEMIC POSITIONS

University of California, Riverside, School of Business

Associate Professor Management

2022 - present

Assistant Professor of Management (*off tenure clock in 2016, 2019*)

2013 - 2022

EDUCATION

London Business School, University of London

2007 - 2013

PhD in Strategy & Entrepreneurship

London School of Economics & Political Science and ESADE, Barcelona

2006 - 2007

MSc in International Management (CEMS, dual-degree)

London School of Economics & Political Science

2003 - 2006

BSc in Management

PUBLISHED PEER-REVIEWED RESEARCH PAPERS

“How Do Performance Goals Influence Exploration-Exploitation Choices?”, *M. Raveendran, K. Srikanth (Ohio State University), Tiberiu Ungureanu (Ohio State University), George Zheng — Organization Science, Forthcoming.*

“Division of Labor through Self-Selection” M. Raveendran, P. Puranam, M. Warglien, *Organization Science, 2022, 33(2): 495-871, C2-C3.*

“Seeds of Change: How current structure shapes the type and timing of reorganizations” M. Raveendran, *Strategic Management Journal, 2020, 41(1): 27-54.*

“The Role of Interdependence in the Micro-Foundations of Organization Design: Task, goal, and knowledge interdependence” M. Raveendran, L. Silvestri,¹ R. Gulati, *Academy of Management Annals, 2020, 14(2): 828-868.*

¹ Graduate student co-authors are underlined.

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“Object Saliency in the Division of Labor: Experimental evidence” M. Raveendran, P. Puranam, M. Warglien, *Management Science*, July 2016, 62(7): 2110-2128.

“Organization Design: The Epistemic Interdependence Perspective”, P. Puranam, M. Raveendran, T. Knudsen, *Academy of Management Review*, July 2012, 37(3): 419-440.

“Interdependence and Organization Design”, P. Puranam & M. Raveendran, in *Handbook of Economic Organization*, Ed: Anna Grandori, Edward Elgar Publishing, Northampton, MA, 2013: 193-209.

UNDER REVIEW & ONGOING RESEARCH PROJECTS

“Authority Acceptance and Team Performance: Insights from the English Premier League” *A. Roman, M. Raveendran, J. Haleblian* (all at UCR) — finalizing draft for submission.

“Scaling in organization design” with *J. Clement* (Stanford) — piloting lab studies.

“How do individuals and groups think about task allocation?” with *B. Maciejovsky* (UCR) — data analyses complete.

“The Role of Specialization in Organization Design: A relational perspective” (solo-authored) — literature review complete.

“Self-Organizing of Volunteers in Disaster Response” with *Kosar Darivandi* (Sharif University of Technology, Iran) — empirical data collection complete, developing a computational model.

INVITED SEMINARS AND REFEREED CONFERENCE PRESENTATIONS

“Aspiration Levels and Exploration-Exploitation: An adaptive learning approach”
— *Virtual Seminar Series: Experimental Organization Science (EOS)*, February 2021
— *Organization Science Special Issue conference*, May 2020 (virtual)

“Seeds of Change: How current structure shapes the type and timing of reorganizations”
— *Academy of Management Meeting*, virtual, 2020 (invited to a *Professional Development Workshop (PDW)* to showcase recently published organization design work in top journals)

“A Beginner’s Guide to Modeling”
— *Academy of Management Meeting*, Boston, 2019

“Division of Labor through Self-Selection: How to build a simulation in Python”
— *Academy of Management Meeting*, Chicago, 2018

“Division of Labor with Sequential Self-Selection”
— *Ludwig-Maximilian University, Munich*, January 2018
— *Academy of Management Meeting*, Anaheim, 2016
— *Experimental Organization Science Conference*, Frankfurt School of Finance & Management, 2015

“Object Saliency in the Division of Labor: Experimental evidence”
— *Academy of Management Meeting*, Anaheim, 2016

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- *Research seminar at UC Riverside, Management, 2014*
- *Experimental Organization Science Conference, Frankfurt School of Finance & Management, 2013*

“Repeating the Past: Theory and Evidence on Reversals in Corporate Reorganizations”

- *UC Riverside, Duke University, University of Pennsylvania, MIT, New York University, City University, 2012/13*
- *AoM Meeting, Boston, 2012; Trans-Atlantic Doctoral Conference, London Business School, 2012*

“Emergence and Stability of the Division of Labor: Experimental Evidence”

- *AoM Meeting, Boston, 2012*
- *Seminar at Politécnico di Milano, 2012*

“Differentiation, Coordination, and Integration under Knowledge Interdependence”

- *Strategic Management Society Meeting, Miami, 2011*

“Deliberate or Not: Why do Firms show a Pattern of Reversal in Reorganizations?”

- *Seminar at University College London, 2011*

“The Division of Labor: A Qualitative Lab Study”

- *Trans-Atlantic Doctoral Conference, London Business School, 2011*

“Interdependence, Information Processing, and Organization Design: An Epistemic Perspective”

- *AoM Meeting, Montreal, 2010*

“A Formal Theory of the Internal Drivers of Reorganizations”

- *Trans-Atlantic Doctoral Conference, London Business School, 2010*

“Corporate-Level Reorganizations: Beyond Chandler”

- *AoM Meeting, PDW on Organization Design, Chicago, August 2009*
- *Trans-Atlantic Doctoral Conference, London Business School, 2009*

“Interdependence and Organization Design: An Epistemic Approach”

- *ELASM Workshop on Organization Design, Brussels, 2009*

SERVICE

Editorial Review Boards:

- *Organization Science*
- *Strategic Management Journal*
- *California Management Review*

co-Editor-in-Chief:

- *Journal of Organization Design*

Ad hoc reviewer:

- *Academy of Management Review*
- *Administrative Science Quarterly*
- *Industrial and Corporate Change*
- *Management Science*
- *Academy of Management & Strategic Management Society meetings*

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Professional service:

Invited panelist to the PDW on Research using agent-based modeling, *AoM2023, Boston*.

Invited panelist to the STIR Doctoral Consortium, *AoM2021, virtual*.

Co-organizer of the Theoretical Organizational Models (TOM) virtual brown bag series for Ph.D. students who currently or plan to work on simulations/models in their dissertation — *this is an effort to build global community and connect PhD students to faculty experts*.

Co-organizer of the TOM Society Ph.D. Student Summer School,

— *Boston 2023 (Aug 1-3)*

— *Virtual 2021*

— *Boston 2020 (canceled)*

Co-organizer of the TOM Society Conference:

— *Boston 2023*

— *Virtual 2022*

— *Virtual 2021*

— *Boston 2020 (then moved to virtual)*

— *Frankfurt 2019*

Chair of the Organization Design Community (ODC) Conference, Atlanta, GA 2017

Co-chair of the ODC Conference, Anaheim, CA 2016

Co-organizer of the 9th Trans-Atlantic Doctoral Conference, *London Business School 2009*

“Organization Design: Topics, Tools, and Triumphs”

— *Co-organizer of PDW, 2014 - 2020*

“Exploring experimental techniques”

— *Invited facilitator for PDW on quick prototyping of experimental design - AoM 2016, Anaheim*

“Using Multiple Methods to Approach Research Questions in Strategy and Organization Theory”

— *Co-organizer of PDW, AoM 2015, Vancouver*

UCR Institutional Service:

for the UCR campus:

- Committee on Physical Resources Planning (2020 - 2023)

- Library, Information Technology and Scholarly Communication Committee (2015-16, 2017- 20)

- Appointed to the Cluster search committee (member), Experimental Business Research cluster (2016-17)

- pro-bono consulting for Mitch Boretz, Bourns College of Engineering, UCR on how to redesign the proposal operations unit (*Winter quarter 2018; Fall quarter 2017; Fall quarter 2015*)

for the School of Business

- Ph.D. coordinator for the Management area (since Fall 2018)

- Undergraduate committee (2014-16; Chair 2018-21)

- PhD student selection committee (since 2013)

- Database committee (2014-15)

- Recruitment committee, Management area (2013-14; 2014-15; 2017-18; 2019-20; 2020-21)

- Organized the Management & Marketing Research Seminar Series (2017-18; 2019-20)

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Memberships:

- Academy of Management
- INFORMS
- Organization Design Community
- Theoretical Organizational Models (TOM) Society
- Strategic Management Society

TEACHING

- Invited to join the AoM STR Teaching Committee - 2021-23:
 - Co-organized a set of two PDWs (a teaching showcase and a Teaching Clinic) for the AoM Meeting 2022 and 2023.
 - I got invited to stay on for an additional year of service.
- Included as one of the “Top 40 under 40 Business School Professors 2020” by Poets & Quants.
- PI on successful ILTI grant to convert undergraduate core strategy course to an online format - 2018-21
- “Master Class for Teaching Online” 2-week online course, successfully completed, ASU - Winter 2018
- “Golden Apple” recipient for MBA core classes, 2016 - voted on and awarded by all SoBA graduate students
- “Honoree Select” (finalist) for the Junior Excellence in Teaching (JET) 2015 Award - awarded by the Academy of Distinguished Teachers, UCR
- Participated and presented at the Teaching Excellence Seminar series, Fall quarter 2014
- "Cisco Business Councils (2007): Unifying a Functional Enterprise with an Internal Governance System (TN)." R.Gulati & M. Raveendran (née Goetting). 2010. *Harvard Business School Teaching Note* 410-126.

New courses created **MBA:** Corporate Strategy (*elective, MGT214*) — 2014/15; 2015/16; 2018/19

UG: Corporate Strategic Analysis in Multi-Business Organizations (*elective, BUS150*)

Syllabi redesigned **Ph.D.:** Macro Organization Theory (Ph.D. seminar, MGT289C) — 2017/18; 2019/20
Designing Organizational Research (Ph.D. seminar, MGT289D) — 2021/22

MBA:

Strategic Management (*MBA core, MGT235*)

— 2022/23 completely redesigned for an in-person flipped classroom delivery.

— 2020/21 completely redesigned for asynchronous online delivery.

Management Synthesis (*MBA core, MGT238*)

Strategic Organizational Change (*MBA elective, MGT222*)

UG: Competitive and Strategic Analysis (*core course, BUS109-ILTI*).

updated: October 2023