

MARYA L. BESHAROV

Cornell University
School of Industrial and Labor Relations
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ACADEMIC POSITIONS

Cornell University, School of Industrial and Labor Relations

Associate Professor of Organizational Behavior (with tenure), 2015 - present
Assistant Professor of Organizational Behavior, 2008 - 2015
(On leave July 2010 - June 2011)

EDUCATION

Harvard University, 2008

Ph.D., Organizational Behavior and Sociology

Harvard University, 2005

A.M., Sociology

Stanford University, 2002

M.B.A.

Harvard University, 1996

A.B., Social Studies, Summa cum Laude

ARTICLES IN REFEREED JOURNALS

Smith, W. K. & **Besharov, M. L.** 2019. "Bowing before dual gods: How structured flexibility sustains organizational hybridity." *Administrative Science Quarterly*, 64(1): 1-44.

Litrico, J.-B. & **Besharov, M. L.** 2019. "Unpacking variation in hybrid organizational forms: Changing models of social enterprise among nonprofits, 2000-2013." *Journal of Business Ethics*, 159(2): 343-360.

*Mitzinneck, B. & **Besharov, M. L.** 2019. "Managing value tensions in collective social entrepreneurship: The role of temporal, structural, and collaborative compromise." *Journal of Business Ethics*, 159(2): 381-400.

Besharov, M. L. 2014. "The relational ecology of identification: How organizational identification emerges when individuals hold divergent values." *Academy of Management Journal*, 57(5): 1485-1512.

Besharov, M. L. & Smith, W. K. 2014. "Multiple institutional logics in organizations: Explaining their varied nature and implications." *Academy of Management Review*, 39(3): 364-381.

Citation of Excellence from Emerald Publishing Limited, 2017. Paper recognized as "one of the most highly cited and highly influential papers published in 2014 related to Business Management, Finance, Accounting, Economics and Marketing."

Smith, W. K., Gonin, M., & **Besharov, M. L.** 2013. "Managing social-business tensions: A review and research agenda for social enterprise." *Business Ethics Quarterly*, 23(3): 407-442.

* Doctoral student at start of project.

An earlier version of this paper appeared as: Gonin, M., Smith, W. K., & Besharov, M. L. 2013. "Managing social-business tensions: A review and research agenda for social enterprise." *Academy of Management Proceedings*.

Smith, W. K., **Besharov, M. L.**, Wessels, A., & Chertok, M. 2012. "A paradoxical leadership model for social entrepreneurs: Challenges, leadership skills, and pedagogical tools for managing social and commercial demands." *Academy of Management Learning and Education*, 11(3): 463-478.

Podolny, J. M. & **Hill-Popper, M.** 2004. "Hedonic and transcendent conceptions of value." *Industrial and Corporate Change*, 13: 91-116.

BOOKS AND EDITED VOLUMES

Besharov, M. L. & *Mitzinneck, B., Editors. Under contract. *Organizational Hybridity: Perspectives, Processes, Contexts*. Volume 67 of *Research in the Sociology of Organizations*. Bingley, UK: Emerald Publishing.

BOOK CHAPTERS

Besharov, M. L., Smith, W. K., & *Darabi, T. 2019. "A framework for sustaining hybridity in social enterprises: Combining differentiating and integrating." Pp. 394-413 in *Handbook of Inclusive Innovation: The Role of Organizations, Markets, and Communities in Social Innovation*, edited by Gerald George, Ted Baker, Paul Tracey, and Havovi Joshi. Cheltenham, UK: Edward Elgar.

Battilana, J., **Besharov, M. L.**, & *Mitzinneck, B. 2017. "On hybrids and hybrid organizing: A review and roadmap for future research." Pp. 128-162 in Greenwood, R., Oliver, C. Lawrence, T., & Meyer R. *The SAGE Handbook of Organizational Institutionalism*. Thousand Oaks, CA: SAGE Publications.

Besharov, M. L. & *Sharma, G. 2017. "Paradoxes of Organizational Identity." Pp. 178-196 in Lewis, M. W., Smith, W. K., Jarzabkowski, P., & Langley, A. (Eds.), *The Oxford Handbook of Organizational Paradoxes: Approaches to Plurality, Contradictions, and Tensions*. New York: Oxford University Press.

Besharov, M. L. & Brickson, S. L. 2016. "Organizational identity and institutional forces: Toward an integrative framework." Pp. 396-414 in Pratt, M. G., Schultz, M., Ashforth, B. E., & Ravasi, D. (Eds.), *The Oxford Handbook of Organizational Identity*. New York: Oxford University Press.

Trefalt, S. & **Besharov, M. L.** 2016. "The journey from data to qualitative inductive paper: Who helps and how?" Pp. 401-410 in Elsbach, K. D. & Kramer, R. M. (Eds.), *Handbook of Qualitative Organizational Research: Innovative Pathways and Methods*. New York: Routledge.

Besharov, M. L. & Khurana, R. 2015. "Leading amidst competing technical and institutional demands: Revisiting Selznick's conception of leadership." *Research in the Sociology of Organizations*, 44: 53-88.

Podolny, J. M., Khurana, R., & **Hill-Popper, M.** 2005. "Revisiting the meaning of leadership." In Staw, B. M. & Kramer, R. M. (Eds.), *Research in Organizational Behavior*, 26: 1-37.

Reprinted as Chapter 3 in Nohria, N. & Khurana, R. (Eds.). 2010. *Handbook of Leadership Theory and Practice*. Boston, MA: Harvard Business Publishing.

* Prior to 2006, I published under the name Marya Hill-Popper.

BOOK REVIEWS

Besharov, M. L. 2019. Review of Christian Seelos and Johanna Mair, *Innovation and Scaling for Impact: How Effective Social Enterprises Do It*. *Administrative Science Quarterly*, 2019.

Besharov, M. L. 2017. Review of Michael Haedicke, *Organizing Organic: Conflict and Compromise in an Emerging Industry*. *Organization Studies*, 38(2): 285-288.

ARTICLES IN PRACTITIONER PUBLICATIONS

Litrico, J.-B. & **Besharov, M. L.** “How non-profits can use business as a force for good.” *The Conversation*, August 27, 2019. Reposted on *Salon.com*, September 3, 2019.

Besharov, M. L., Litrico, J.-B., & *Kislenko, S. “The many roads to revenue generation.” *Stanford Social Innovation Review*, Fall 2019, pp. 35-39.

Besharov, M. L., Smith, W. K., & Tushman, M. “How companies can balance social impact and financial goals.” *Harvard Business Review*, January 4, 2019.

Smith, W. K. & **Besharov, M. L.** “How senior leaders sustain social and business objectives simultaneously.” *Cambridge Social Innovation Blog*, May 10, 2018.

Besharov, M. L. “What the Flint water crisis can teach us about leadership.” *The Huffington Post*, May 4, 2016.

Besharov, M. L. “The line between non-profit and for-profit has become increasingly blurry.” *Quartz*, March 14, 2016.

WORKING PAPERS AND RESEARCH IN PROGRESS

*Beer, H., Micheli, P., & **Besharov, M. L.** Title withheld. Invitation to revise and resubmit at *Academy of Management Journal*.

Besharov, M. L. & O’Mahony, S. Title withheld. Invitation to revise and resubmit at *Administrative Science Quarterly*.

Thompson, T. A., **Besharov, M. L.**, Bushe, G., Zatzick, C., & Lyons, B. “Infusing Values: Unpacking the Intra- and Inter-Personal Processes of Institutional Leadership.” Working paper. Target: *Administrative Science Quarterly*.

Besharov, M. L. & *Darabi, T. “Leveraging pluralist leaders for organizational effectiveness and social impact.” Working paper. Target: *Stanford Social Innovation Review*.

Besharov, M. L. & *Mitzinneck, B. “The role of intermediaries in systemic change: How local food hubs work to shift power in support of sustainable and equitable regional food systems.” Data collection in process.

Besharov, M. L. “Organizational hybridity, social enterprise, and social innovation: Disentangling concepts to advance theory and practice.” Chapter to appear in Antonino Vaccaro and Tommaso Ramus (Eds.), *Handbook of Social Innovation and Social Enterprises*, New York: Springer.

Besharov, M. L. “Beyond hybridity: Returning to values and purpose in organization theory.” Invited article to appear in inaugural volume of *Organization Theory*.

INVITED PRESENTATIONS

- 2019 Saïd Business School, University of Oxford
Warwick Business School
University of Edinburgh Business School
WU Vienna University of Economics and Business
May Meaning Meeting, Yale School of Management
European Academy of Management annual meeting
- 2018 Ivey Business School, Western University
Saïd Business School, University of Oxford
PDW on The Future of Research on Hybrids Organizations and Social Enterprise
Community of Social Innovation annual meeting, University of Michigan Ross School of Business
Social Innovation and Change Conference, Harvard Kennedy School
- 2017 Price School of Public Policy, University of Southern California
Harvard Business School
Yale School of Management
PDW on Emotions and Fieldwork, AOM Annual Meeting
Milgard School of Business, University of Washington
London School of Economics
Judge Business School, University of Cambridge
Cass Business School, City University of London
Saïd Business School, University of Oxford
School of Management, University of New South Wales
INSEAD, Fontainebleau, France
ESSEC, Paris, France
HEC, Paris, France
IESE, Barcelona, Spain
Catolica, Lisbon, Portugal
- 2016 George Washington School of Business
Social Enterprise Day, University of Massachusetts, Amherst
PDW on The Value of Values for Organization Theory, AOM Annual Meeting
Sub-Theme on Hybrids, Tensions, and Institutional Environments, EGOS Colloquium
Community of Social Innovation annual meeting, Stanford University Graduate School of Business
Bovay Program in History and Ethics of Engineering, Cornell University
- 2015 12th Annual Social Enterprise Conference, NYU Stern School of Business
Process Research PDW, AOM Annual Meeting
May Meaning Meeting, Yale School of Management
- 2014 May Meaning Meeting, Yale School of Management
University of Michigan Interdisciplinary Committee on Organization Studies Lecture Series
Wharton Organizational Behavior Conference
University of Alberta School of Business
- 2013 Conference on Connecting Rigor and Relevance in Institutional Analysis, Harvard Business School
Community of Social Innovation annual meeting, Queen's University
May Meaning Meeting, Yale School of Management
- 2012 May Meaning Meeting, Yale School of Management
Community of Social Innovation annual meeting, Harvard Business School

- 2010 Queen's University
Davis Conference on Qualitative Research, University of California at Davis
May Meaning Meeting, Yale School of Management
- 2009 May Meaning Meeting, Yale School of Management
MIT Sloan School of Management
- 2007/8 INSEAD
George Washington University
Cornell University
Harvard Business School
Boston University
Washington University

REFEREED PRESENTATIONS

- 2019 *Developing communities, organizations, and institutions to create social value*
Academy of Management Annual Meeting, Boston, MA
- Bridging value systems: Cultural intrapreneurs as tempered radicals, pluralists, and facilitators*
Academy of Management Annual Meeting, Boston, MA
- 2018 *From resistance to co-creation: A role-based perspective on organizational performance measurement*
European Group for Organizational Studies Colloquium, Tallinn, Estonia
- Institutional leadership: Integrating moral values and business*
Alberta Institutions Conference, Edmonton, Canada
European Group for Organizational Studies Colloquium, Tallinn, Estonia
Academy of Management Annual Meeting, Chicago, IL
- Unpacking variation in hybrid organizational forms*
Academy of Management Annual Meeting, Chicago, IL
- Attending to plurality in the relationship between identity and institutions*
Academy of Management Annual Meeting, Chicago, IL
- 2017 *Measuring social value: The process of performance measurement in nonprofit social enterprises*
14th Annual Social Entrepreneurship Conference, Northeastern University
- Of two minds: Making sense of hybrid organizing*
Annual Meeting of the Academy of Management, Atlanta, Georgia
- 2016 *Microfoundations of institutions: The role of identity as a filter and catalyst*
Annual Meeting of the Academy of Management, Anaheim, California
- Cooperative compromise: Avoiding logic tensions in practice*
European Group for Organizational Studies Colloquium, Naples, Italy
- 2015 *Bowing before dual gods: How paradoxical frames sustain multiple conflicting organizational identities*
Alberta Institutions Conference, Banff, Canada
Annual Meeting of the Academy of Management, Vancouver, Canada
- Organizational identity and institutional forces: Toward an integrative framework*

European Group for Organizational Studies Colloquium, Athens, Greece

2014 *Pathways toward institutional complexity: Changing conceptions of social enterprise among nonprofits, 2000-2010*

Annual Meeting of the Academy of Management, Philadelphia, PA

European Group for Organizational Studies Colloquium, Rotterdam, The Netherlands

How identity flexibility enables multiple identity commitments: Sustaining social mission and business identities in a social enterprise

Annual Meeting of the Academy of Management, Philadelphia, PA

Juggling too many things or spicing things up? The challenge of managing social business

Annual Meeting of the Academy of Management, Philadelphia, PA

2013 *Managing social-business tensions: A review and research agenda for social enterprise*

Annual Meeting of the Academy of Management, Orlando, FL

Conveying hybridity: How social enterprises present themselves to external audiences

Annual Meeting of the Academy of Management, Orlando, FL

Enacting paradoxical tensions over time: A longitudinal study of a global social enterprise

Annual Meeting of the Academy of Management, Orlando, FL

2012 *Managing social-business tensions: A review and research agenda for social enterprise*

Satter Conference on Social Entrepreneurship, NYU Stern School of Business

A paradoxical leadership model for social entrepreneurs: Challenges, leadership skills, and pedagogical tools for managing social and commercial demands

Annual Meeting of the Academy of Management, Boston, MA

The relational ecology of identification in a normative-utilitarian hybrid organization

Annual Meeting of the Academy of Management, Boston, MA

2011 *Conflicting logics in hybrid organizations*

Satter Conference on Social Entrepreneurship, NYU Stern School of Business

Identity adaptability in a social enterprise

Annual Meeting of the Academy of Management, San Antonio, TX

Paradoxes of social enterprises: Engaging utilitarian and normative identities

Annual Meeting of the Academy of Management, San Antonio, TX

2010 *Paradoxes of social enterprises: Engaging utilitarian and normative identities*

Satter Conference on Social Entrepreneurship, NYU Stern School of Business

COURSES TAUGHT

Social Innovation Practicum (Undergraduate)

- Project-based course for students to develop and implement social innovation initiatives
- Spring 2019

Managing and Leading Social Innovation (Undergraduate and Masters)

- Case method elective exploring for-profit, non-profit, and hybrid models for social change
- Fall 2017, Fall 2018, Fall 2019

Introduction to Organizations and Management (Undergraduate)

- Core course for university-wide business minor
- Fall 2015

Introduction to Organizational Behavior (Undergraduate)

- Required introductory course for ILR majors
- Spring 2012, Spring 2013, Fall 2013

Organizational Change: Theory and Practice (Undergraduate)

- Case method elective with modules on design, culture, and leadership of change
- Fall 2008, Fall 2009, Fall 2014, Fall 2015, Spring 2018, Spring 2019

Organizational Design, Culture, and Change (Masters)

- Case method elective with modules on design, culture, and leadership of change
- Spring 2009, Spring 2010, Spring 2011, Spring 2014, Spring 2015, Spring 2016, Spring 2018, Spring 2019

Organizational Behavior: Managing Change (Executive Masters)

- Intensive two-day course for human resources executives in blended degree program
- Spring 2016, Spring 2018, Spring 2019, Spring 2020 (scheduled)

Proseminar in Organizational Behavior (Ph.D.)

- Writing and professional development workshop for doctoral students
- Spring 2010, Spring 2011

Executive Education and Non-Degree Courses

- Sessions on organizational design, culture, change, and social innovation; delivered to general managers, human resources executives, and non-profit leaders; in-person and online formats
- Intensive, week-long seminar on Research Quality, Productivity, and Qualitative Methodology for Indian PhD students and faculty; delivered in person at XLRI, Jamshedpur, India
- Various dates, 2011-present

THESIS ADVISING

Doctoral Dissertation Committees

- Gun Jea Yu, Cornell ILR, chair (May 2013, placed at Hongik University)
- Shinwon Noh, Cornell ILR, committee member (May 2015, placed at Pace University)
- Bjoern Mitzinneck, Cornell Johnson School, co-chair (May 2018, placed at University of Groningen)
- Rohini Jalan, Cornell ILR, chair (December 2018; placed at Saïd Business School, Univ. of Oxford)
- Yuuki Nakayachi, Cornell Dept. of Nutritional Sciences, committee member

Master's Thesis Committees

- Gun Jea Yu, Cornell ILR, chair (May 2012)
- Rohini Jalan, Cornell ILR, chair (May 2015)
- Bonnie Sanborn, Cornell Design and Environmental Analysis, committee member (May 2015)
- Hyun-Hee Cho, Cornell ILR, chair (May 2016)
- Jacqueline Callan, Cornell Design and Environmental Analysis, committee member (August 2018)
- Tiffany Darabi, Cornell ILR (in process)

- Xiaofei Xie, Cornell ILR (in process)

Undergraduate Thesis Committees

- Grace Guichardo, Cornell ILR, second reader (2009-2010)
- Michael Rosenblum, Cornell ILR, second reader (2014-2015)
- Marc Getzoff, Cornell ILR, second reader (2015-2016)
- Chuhan Liu, Cornell Economics Department, advisor (2017-18)
- Clara Chung, Cornell ILR, second reader (2018-19)

TEACHING MATERIALS

Marquis, C., Besharov, M. L., & Thomason, B. 2009. "Whole Foods: Balancing Social Mission and Growth." Harvard Business School Case, 9-410-023.

Koehn, N. F., Besharov, M. L., & Miller, K. 2008. "Starbucks Coffee Company in the 21st Century." Harvard Business School Case, 9-808-019.

Koehn, N. F., Besharov, M. L., & Miller, K. 2007. "Oprah Winfrey." Harvard Business School Teaching Note, 5-808-018.

PROFESSIONAL SERVICE

Editorial Positions: Associate Editor, *Academy of Management Annals* (2018-present)

Editorial Board Member: *Academy of Management Journal* (2014-present), *Administrative Science Quarterly* (2014-present), *Organization Science* (2017-present), *Organization Theory* (2019-present), *Academy of Management Review* (2014-2017)

Ad Hoc Reviewing: Academy of Management (OMT Division), *American Journal of Sociology*, *Business Ethics Quarterly*, INFORMS/Organization Science Dissertation Proposal Competition, *Journal of Business Ethics*, *Journal of Management Inquiry*, *Journal of Management Studies*, *Journal of Organizational Behavior*, *Journal of Social Entrepreneurship*, *Organization Studies*, *Social Forces*, Social Sciences and Humanities Resource Council of Canada, *Sociological Theory*, *Strategic Management Journal*, *Strategic Organization*

Prof. Associations Leadership roles: OMT Rep-at-Large (2019-2022)

Membership: Academy of Management (AOM), American Sociological Association (ASA), European Group for Organizational Studies (EGOS), Institute for Operations Research and the Management Sciences (INFORMS)

UNIVERSITY SERVICE

ILR Dean Search Committee, 2019

Faculty Advisory Board, Atkinson Center for a Sustainable Future, 2018-present

Interim Chair, Department of Organizational Behavior, Fall 2018

Provost's Committee on Social Science Organizational Structures, 2017-18

Organizational Behavior Search Committee (co-chair), 2012-2013, 2014-2015, 2016-17, 2019-20

ILR Strategic Planning Sub-Committee on the Student Experience (member), 2015-16

ILR Undergraduate Admissions Committee (member), 2014-2016, 2017-18

ILR OB / Johnson Management and Organizations Seminar (co-coordinator), 2009-2011, 2014-2015

ILR Research and Publications Committee (member), 2009-2012, Spring 2014
University Assembly Childcare Subcommittee (member), 2009-2011

AWARDS AND HONORS

- 2019 Research Grant, Institute for the Social Sciences, Cornell University (with B. Mitzinneck)
- 2017-18 Engaged Cornell undergraduate student research grant (with D. Burton, S. Gleeson, R. Applegate, L.J. Fleron, & M. Connelly)
- 2016-17 Engaged Cornell development grant and undergraduate student research grant (with D. Burton, S. Gleeson, R. Applegate, L.J. Fleron, & M. Connelly)
- 2015-16 General Mills Award for Exemplary Graduate Teaching, Cornell ILR
Public Voices Fellow, the Op-Ed Project
Engaged Cornell development grant (with D. Burton, S. Gleeson, R. Applegate, L.J. Fleron, & M. Connelly)
- 2013 Social Sciences and Humanities Research Council of Canada Insight Grant (with J.-B. Litrico)
- 2009 Research Grant, Center for International Studies, University of Delaware (with W. K. Smith)
Research Grant, Institute for the Social Sciences, Cornell University (with W. K. Smith)
Leadership Award, Center for Integrative Leadership, University of Minnesota (with W. K. Smith)
- 2007-2008 Graduate Society Fellowship, Harvard University
- 2003 Honors, General Exam in Sociology, Sociology Department, Harvard University
- 1996 Phi Beta Kappa Society, Harvard University

INDUSTRY EXPERIENCE

- 2001 **McKinsey & Company, Washington, D.C.**
Summer Associate
- 1996-2000 **The Advisory Board Company, Washington, D.C.**
Senior Consultant, Associate Director, Senior Analyst/Analyst
- Directed research initiatives for \$3-4 million division serving 400+ health systems.
 - Authored reports and delivered findings to audiences of 50-100 senior executives.