

SARAH KAPLAN

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EDUCATION

Ph.D. in Management
Massachusetts Institute of Technology, Sloan School of Management, 2004

- Dissertation title: "Framing the future: cognitive frames, strategic choice and firm response to the fiber-optic revolution"
- Committee: Rebecca M. Henderson (chair), Wanda J. Orlikowski, Charles H. Fine

M.A. in International Relations and International Economics (with distinction)
Johns Hopkins University, Nitze School of Advanced International Studies (SAIS), 1990

B.A. in Political Science (with highest honors, *summa cum laude*, *Phi Beta Kappa*)
University of California, Los Angeles, 1986

ACADEMIC APPOINTMENTS

The Wharton School, University of Pennsylvania
Assistant Professor of Management (2004-present)

TEACHING

The Wharton School, University of Pennsylvania

- Competitive Strategy (MGMT 654), MBA core course (MBA Core Teaching Award 2006, Anvil Outstanding Teaching Award Finalist 2007), Course head, 2008
- Proseminar on Organizational Behavior: Qualitative and Field Methods (MGMT 932), PhD seminar
- Business Policy and Strategy (MGMT 223), undergraduate elective (Excellence in Teaching Award for the Undergraduate Division 2006)

Teaching interests: strategy formulation, innovation, qualitative research methods

RESEARCH AND PUBLICATIONS

Articles published in refereed journals and volumes

- [1] Kaplan, Sarah & Fiona Murray (Forthcoming). Entrepreneurship and the Construction of Value in Biotechnology. *Research on the Sociology of Organizations, Technology and Organization: Essays in Honor of Joan Woodward* (authors listed alphabetically). Accepted for publication September 2008.
- [2] Eggers, Jamie P. & Sarah Kaplan (Forthcoming). Cognition and Renewal: Comparing CEO and Organizational Effects on Incumbent Adaptation to Technical Change. *Organization Science* (authors listed alphabetically). Accepted for publication July 2008.

- [3] Kaplan, Sarah (2008). Framing Contests: Making Strategy Under Uncertainty. *Organization Science*, 19(5), 729–752.
- [4] Kaplan, Sarah (2008). Cognition, Capabilities and Incentives: Assessing Firm Response to the Fiber-Optic Revolution. *Academy of Management Journal*, 51(4), 672-695.
- [5] Kaplan, Sarah & Mary Tripsas (2008). Thinking about Technology: Applying a Cognitive Lens to Technical Change. *Research Policy*, 37(5), 790-805 (authors listed alphabetically).
- [6] Kaplan, Sarah & Rebecca Henderson (2005). Inertia and Incentives: Bridging Organizational Economics and Organizational Theory. *Organization Science*, 16(5), 509-521.
- [7] Kaplan, Sarah, Fiona Murray & Rebecca M. Henderson (2003). Discontinuities and Senior Management: Assessing the Role of Recognition in Pharmaceutical Firm Response to Biotechnology. *Industrial and Corporate Change*, 12(4), 203-233.

Articles published in refereed proceedings

- [8] Jarzabkowski, Paula & Sarah Kaplan (2008). Using Strategy Tools in Practice: An Exploration of “Technologies of Rationality” in Use. *Academy of Management Best Paper Proceedings* (authors listed alphabetically).
- [9] Kaplan, Sarah (2005). Seeing the Light: Cognitive Frames and Firm Response to the Fiber-Optic Revolution (Retitled “Cognition, Capabilities and Incentives”). *Academy of Management Best Paper Proceedings*.

Other published articles (essays, book reviews, reports, managerial articles)

- [10] Choi, Hyungsub, Sarah Kaplan, Cyrus C. M. Mody & Jody A. Roberts (2008). *Setting an Agenda for the Social Studies of Nanotechnology: A Summary of the Joint Wharton-Chemical Heritage Foundation Symposium on Social Studies of Nanotechnology*. Wharton-Chemical Heritage Foundation joint publication (authors listed alphabetically).
- [11] Kaplan, Sarah (2007). Strategy as Practice: An Activity-Based Approach, book review in *Academy of Management Review*, 32(3), 986-990.
- [12] Kaplan, Sarah (2003). The Seduction of Best Practice: Commentary on "Taking Strategy Seriously." invited commentary in *Journal of Management Inquiry*, 12(4), 410-413.
- [13] Kaplan, Sarah & Eric D. Beinhocker (2003). The Real Value of Strategic Planning. *Sloan Management Review*, 44(2), 71-76.
- [14] Beinhocker, Eric D. & Sarah Kaplan (2002). Tired of Strategic Planning? *The McKinsey Quarterly*, Special Edition on Strategy, 48-57 (authors listed alphabetically).
- [15] Foster, Richard N. & Sarah Kaplan (2001). Creative Destruction. *The McKinsey Quarterly*, Number 3, 41-51 (authors listed alphabetically).

Books

- [16] Foster, Richard N. & Sarah Kaplan (2001). *Creative Destruction: Why Companies that are Built to Last Underperform the Market -- And How to Successfully Transform Them*. New York: Currency (Doubleday) (366 pages) (authors listed alphabetically). (Also published in Chinese, Dutch, German, Italian, Japanese, Polish, Portuguese, Russian and UK editions.)

Articles under review

- [17] Kaplan, Sarah & Wanda Orlikowski. The Temporality of Strategy Making. Under review at *Administrative Science Quarterly*. Submitted February 2007. Revision invited June 2007. Resubmitted July 2008. 2nd revision invited December 2008.
- [18] Kaplan, Sarah. Strategy & the Culture of PowerPoint: Communication Genres & the Practice of Strategy Making. Under review at *Organization Science*. Submitted May 2008. Revision invited August 2008.

Working papers

- [19] Jarzabkowski, Paula & Sarah Kaplan. Using Strategy Tools in Practice, *AIM Working Paper*, #047-August-2006, revised March 2008 (authors listed alphabetically).
- [20] Kaplan, Sarah & Joanna Radin. Bounding Nanotechnology: Deconstructing the Drexler-Smalley Debate (authors listed alphabetically).
- [21] Kaplan, Sarah & Mary Tripsas. The Interaction of Cognition and Technology in New Industry Emergence: The Case of the Personal Digital Assistant (PDA), *MIT Industrial Performance Center Working Paper*. #03-007 (authors listed alphabetically).
- [22] Kaplan, Sarah, Andrew Schenkel, Georg von Krogh & Charles Weber. Knowledge-Based Theories of the Firm in Strategic Management: A Review and Extension. *MIT Sloan Working Paper* 4216-01, February 2001 (authors listed alphabetically).

Work in progress

- Project on the emergence of nanotechnology, including: (1) the role of interpretive and social networks in the evolution of nanotechnology: the case of fullerenes, (2) interdisciplinarity in nanotechnology (joint with Jonathan Milde)
- Project on CEO response to an industry crisis (joint with Rebecca Henderson and Wanda Orlikowski)

Invited papers

(* indicates refereed conference)

Invited for 2009

- Strategy seminar, Harvard Business School, Cambridge, MA, September 2009.
- SIM seminar, London Business School, London, UK, June 2009.
- Judge School seminar, Cambridge University, Cambridge, UK, May 2009.

2008

- Conference on Nanotechnology and Society, University of Massachusetts, Amherst, MA, October 2008.
- University of Southern California, Marshall School Greif/MOR seminar, Los Angeles, CA, Sept. 2008.
- Academy of Management Annual Meeting, Anaheim, CA, August 2008.*
- Society for the Advancement of Socio-Economics (SASE) Conference, San Jose, Costa Rica, July 2008.
- McGill-Cornell Conference on Institutions and Entrepreneurship, Montreal, Canada, June 2008.*
- Workshop on Cognitive Framing and Strategy Making, Helsinki School of Economics, Helsinki, Finland, May 2008.
- Sumantra Ghoshal Conference on Managerially Relevant Research, London Business School, London, UK, May 2008.*
- Wharton Bowman Brownbag seminar, University of Pennsylvania, Philadelphia, PA, March 2008.
- History and Sociology of Science seminar, University of Pennsylvania, Philadelphia, PA, Feb. 2008.

2007

- Kellogg School, Northwestern University, Chicago, IL, December 2007.
- Society for the Social Studies of Science Annual Meeting, Montreal, Canada, October 2007.
- Workshop on "Uncertainty: economic action with partial knowledge of the world," Columbia University, New York, NY, September 2007.
- American Sociological Association annual conference, New York, NY, August 2007*
- Joan Woodward Memorial Workshop, Imperial College, London, UK, June 2007.*
- MIT Sloan School junior faculty conference, Cambridge, MA, May 2007.
- SPRU (Science Policy Research Unit), University of Sussex, March 2007.
- Imperial College, London, UK, March 2007.
- Said Business School, Oxford University, Oxford, UK, March 2007.

2006

- Academy of Management Annual Meeting, Atlanta, GA, August 2006.*
- European Group on Organization Studies, Bergen, Norway, July 2006.*
- Organization Studies Summer Workshop, Mykonos, Greece, June 2006.*
- Organization Learning and Knowledge Conference, University of Warwick, UK, March 2006.*
- Wharton Bowman Brownbag seminar, University of Pennsylvania, Philadelphia, PA, March 2006.

2005

- Wharton School Strategy Seminar, Philadelphia, PA, November 2005 (joint with R. Henderson).
- Harvard Business School, Strategy Seminar, Boston, MA, September 2005.
- Academy of Management Annual Meeting, Honolulu, HI, August 2005.*
- European Group on Organization Studies, Berlin, Germany, July 2005.*
- INSEAD joint Strategy and Entrepreneurship Seminar, Fontainebleau, France, April 2005.
- Universitat Pompeu Fabra Strategy Seminar, Barcelona, Spain, April 2005.
- Institute of International Business, Stockholm School of Economics, Stockholm, Sweden, April 2005.
- BYU/University of Utah Winter Strategy Conference, March 2005.

2004

- Strategic Management Society Conference, San Juan, Puerto Rico, November 2004.*
- Prince Bertil Symposium, Stockholm, Sweden, June 2004.
- Job talks: Harvard Business School (Technology and Operations Management Unit, Organizational Behavior Unit, Entrepreneurship Unit), London Business School, New York University (Stern School), University of California (Irvine), University of Minnesota (Carlson School), University of Pennsylvania (Wharton School), University of Toronto (Rotman School), January-February 2004.

2003

- NBER Productivity Seminar, Cambridge, MA, December 2003.
- SPRU Conference in Honor of Keith Pavitt, Brighton, UK, November 2003.*
- INFORMS/Organization Science dissertation proposal competition, Philadelphia, PA, November 2003*
- Academy of Management Annual Meeting, Seattle, WA, August 2003.*
- European Group on Organization Studies, Copenhagen, Denmark, July 2003.*
- Society for the Advancement of Socio Economics, Aix en Provence Conference, France, June 2003.*
- CCC conference, Toronto, Canada, April 2003.

2001

- NBER Productivity Seminar, Cambridge, MA, December 2001.
- Strategic Management Society Conference, Vancouver, BC, October 2001.*
- Academy of Management Annual Meeting, Washington DC, August 2001.*
- European Group on Organization Studies, Lyon, France, July 2001.*
- DRUID Nelson & Winter Conference, Aalborg, Denmark, June 2001.*

1999

- Keynote speech at Strategic Management Society Conference, Berlin, Germany, October 1999 (joint with Richard Foster).

Research interests

My research focuses on exploring the role of framing processes in shaping the evolution of technologies, firm response to technical change and strategy making inside organizations. I look at how framing interacts with incentives and capabilities at the macro and micro levels to produce organizational and field-level outcomes.

PROFESSIONAL ACTIVITIES

Wharton and University of Pennsylvania activities

- Advisory Committee for establishment of Penn Master's degree in Nanoscale Science & Technology
- Participating investigator, federally funded Penn Nano-Bio Interface Center, 2007-present
- Course head, Mgmt 654 MBA strategy core course, 2008
- Social Impact Consulting Group Faculty Advisory Board, 2007-present
- Co-organizer, Annual Wharton Technology and Innovation Conference, 2008, 2009
- Co-organizer of the Wharton Management Department Strategy Seminar series, 2006-2008
- Co-organizer of the Wharton Management Department Junior Faculty Retreat, 2006
- Advisor and faculty member for Goldman Sachs 10,000 Women educational initiative joint between Wharton and American University of Cairo, 2008-present
- Regular panelist or speaker at student events (Wharton Women in Business Conferences, Management Club, Welcome Weekend, etc.)
- Actively involved in Wharton Executive Education programs , speaker at Executive Education Advisory Board events

Academic advising

- Member of doctoral dissertation committee for Jamie P. Eggers, Management Department, Wharton (graduated 2008, placed at NYU Stern School)
- Reader for PhD 2nd year paper (Michael Casaburi)
- Senior thesis advisor in Wharton Research Scholars Program (Lisa Jiang), 2007-2008
- Mentor for the University of Pennsylvania Provost's Undergraduate Research Mentoring Program (Dan Axelsen), one of 15 faculty selected out of a pool of 110 faculty applications, 2007

Academic community activities

- Faculty for Organization and Management Theory (OMT) Division's Doctoral Consortium, Academy of Management Annual Meeting, Chicago, IL, 2009
- Faculty for Business Policy & Strategy (BPS) Division's Doctoral Consortium, Academy of Management Annual Meeting, Anaheim, CA, 2008
- Co-organizer (with M. Lounsbury, University of Alberta) of PDW on "Rethinking the Role of Technology in Institutional Theory," Academy of Management Annual Meeting, Anaheim, CA, 2008
- Faculty for CCC conference, Carnegie Mellon University, Pittsburgh, PA, 2008
- Co-convener (with M. Lounsbury, University of Alberta, & N. Phillips, Imperial College) of track on "Institutions and Innovation" for EGOS conference, Vienna, Austria, 2007
- Co-organizer (with C. Mody, Chemical Heritage Foundation) of the joint Wharton-CHF Symposium on the Social Studies of Nanotechnology, 2007
- AIM (UK Advanced Institute of Management Research) International Visiting Fellow, hosted by Imperial College, London, UK, 2007
- Organizer, Philadelphia Area Nanotechnology and Society Reading Group, 2005-present
- Review committee for INFORMS *Organization Science* Dissertation Proposal competition, 2005-present
- Review committee for TIM Best Dissertation Award, Academy of Management, 2006
- Chair and Organizer, BPS Practice Development Workshop (PDW) on "Managing Your Dissertation," Academy of Management Annual Meeting, Atlanta, GA, 2006

Reviewing and Editorial Boards

- Editorial Board, *Administrative Science Quarterly* (starting in 2009)
- Editorial Review Board, *Organization Science* (2006-present)
- Editorial Board, *Organization Studies* (2006-present)
- Ad hoc for: *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Industrial and Corporate Change*, *Long Range Planning*, *Strategic Management Journal*
- Academic presses: Cambridge University Press, Oxford University Press
- Referee for conferences: Academy of Management; Strategic Management Society

Professional affiliations and memberships

- Academy of Management (TIM, BPS, MOC and OMT Divisions)
- American Sociological Association (Economic Sociology; Organizations, Occupations and Work; Science, Knowledge and Technology sections)
- Strategic Management Society
- European Group on Organization Studies (EGOS)
- INFORMS
- Society for the Advancement of Socio-Economics (SASE)

AWARDS, GRANTS AND OTHER HONORS

Awards

- Award for extraordinary service to the Editorial Review Board, from *Organization Science* (2008)
- "Using Strategy Tools in Practice" paper selected for Best Paper Proceedings for the Academy of Management (2008)
- Finalist, Helen Kardon Moss Anvil award for outstanding teaching in the MBA program (2007)
- Wharton School Excellence in Teaching Award for the Undergraduate Division (2006)
- Wharton School MBA Core Teaching Award (2006)
- Best Paper Award, Atlanta Competitive Advantage Conference (for "Incumbent entry into a radical new product arena," retitled "Cognition and renewal") (Joint with JP Eggers) (2006)
- Blackwell Outstanding Dissertation Award from the Business Policy and Strategy Division of the Academy of Management (2005)
- Finalist, Best Dissertation Award, Technology and Innovation Management Division of the Academy of Management (2005)
- "Seeing the light" (retitled, "Cognition, capabilities and incentives") paper selected for Best Paper Proceedings for the Academy of Management (2005)
- Finalist, Organization Science/INFORMS dissertation proposal contest (2003)
- Prize for Best Paper by an Upcoming Researcher in the Theme "Management of Innovation Within and Between Organizations," at the Conference in Honour of Keith Pavitt, SPRU, Sussex, UK (for "Framing Contests" paper) (2003)

Grants

- Co-Principal investigator (with R. Cowan), Nanotechnology & Society portion of Nano-Bio Interface Center NSF grant (5-year grant, full support for 1 doctoral student per year).
- Research grant from University of Penn. Provost's Undergraduate Research Mentoring Program (2007)
- Research grants from the Wharton Center for Leadership and Change Management for research on how managers project into the future (2005); CEO response to an industry crisis (2006)
- Research grants from the Mack Center for Technological Innovation for research on firm strategies in the communications industry (2005); the emergence of the nanotechnology field (2006, 2008)
- MIT Industrial Performance Center (Sloan Foundation): Summer Research Grant (2001), Doctoral Fellowship (2002-2003)
- Further research support from the MIT Communications Technology Roadmap (MIT Microphotonics Center) and the MIT Program on Internet and Telecoms Convergence
- Society for Organizational Learning Research Grant (2001)
- Fellowship award from the MIT Special Provost's Fund (1999-2000)

Other honors

- “The Real Value of Strategic Planning” selected by *Sloan Management Review* as a top article in strategy and included in the *SloanSelect Strategy Collection*.
- *Creative Destruction* selected by *Harvard Business Review* as a “Top 10 Business Book” in 2001
- *Creative Destruction* selected by Amazon.com for “Editor’s Choice” list of best business books in 2001

OTHER PROFESSIONAL EXPERIENCE

McKinsey & Company, 1990-1999
New York, NY

Theodore Barry & Associates (strategy consultants), 1986-1988
Los Angeles, CA