

## **Brian T. Pentland**

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(Updated: April 7, 2015)

### **Appointments**

Professor, Department of Accounting and Information Systems, Eli Broad College of Business, Michigan State University, 2004-present.

Director, PhD Program in Business Information Systems, Eli Broad College of Business, Michigan State University, 2003-present.

Acting Associate Dean for Doctoral Programs, Eli Broad College of Business, July 2004 - July 2006.

Associate Professor, Department of Accounting and Information Systems, Eli Broad College of Business, Michigan State University, 2000-2004.

Assistant Professor, School of Labor and Industrial Relations, Michigan State University, 1995 - 2000.

Assistant Professor, Information Systems, Anderson Graduate School of Management, University of California, Los Angeles, 1992 - 1995.

Assistant Professor, Organizational Behavior and Human Resource Management, University of Michigan, Ann Arbor, 1991- 1992.

### **Education**

Massachusetts Institute of Technology, Sloan School of Management  
Ph.D. in Management, 1991.

Massachusetts Institute of Technology  
S.B. Mechanical Engineering, 1981.

### **Journal Articles**

Matt Wimble, John Tripp, & Brian Pentland, (2015) "Want pudding? An analytic model of the benefits and constraints of process standardization" *Journal of Management Systems*, 25(1): 25-44.

Hærem, T. Pentland, B. T., and Miller, K. D. (2015) "Task Complexity: Extending a core concept," *Academy of Management Review*.

Miller, K.D., Choi, S. and Pentland, B.T. (2014) "The role of transactive memory in the formation of organizational routines," *Strategic Organization*, 12(2): 109-133.

Pentland, B. T. (2013) "Desperately seeking structure: Grammars of action in information systems research," *The DATA BASE for Advances in Information Systems*, 44(2): 7-18.

- Pentland, B. T., Feldman, M. S., Becker, M. and Liu, P. (2012) "Dynamics of Organizational Routines: A generative model," *Journal of Management Studies*, 49(8), 1484-1508.
- Miller, K.D., Pentland, B.T. and Choi, S. (2012) "Dynamics of performing and remembering organizational routines," *Journal of Management Studies*, 49(8), 1536-1558.
- Pentland, B. T. (2011) "The foundation is solid if you know where to look: Comments on Felin and Foss," *Journal of Institutional Economics*, 7(2), 279-293.
- Pentland B. T., T. Hærem and D. Hillison (2011) "The (n)ever changing world: Stability and change in organizational routines," *Organization Science*, 22(6), 1369-1383.
- Pentland B. T., T. Hærem and D. Hillison (2010) "Comparing Organizational Routines as Recurrent Patterns of Action," *Organization Studies*, 31(7), 917-940.
- Boland, R., Newman, M. and Pentland, B.T. (2010) "Hermeneutical Exegesis in Information Systems Design and Use," *Information and Organization*, 20, 1-20.
- Ramiller, N. C. and Pentland, B. T. (2009) "Managerial Relevance in Information Systems Research: The Untold Story," *The Journal of the Association for Information Systems (JAIS)*, 10(6), 474-494.
- Pentland, B. T. and Feldman, M. S. (2008) "Designing Routines: On the folly of designing artifacts, while hoping for patterns of action," *Information and Organization*, 18(4), 235-250.
- Lee, J., Wyner, G and Pentland, B. T. (2008) "Constraining the Search Space with Grammar-Based Design" *MIS Quarterly*, 32(4), 757-778.
- Pentland, B. T. and Feldman, M. S. (2007) "Narrative Networks: Patterns of technology and organization" *Organization Science*, 18(5), 781-795.
- Pentland, B. T. and Feldman, M. S. (2005) "Organizational routines as a unit of analysis" *Industrial and Corporate Change*, 14(5), 793-815.
- Pentland, B. T. (2003) "Sequential variety in work processes" *Organization Science*, 14(5): 528-540.
- Pentland, B. T. (2003) "Conceptualizing and Measuring Variety in Organizational Work Processes" *Management Science*, 49(7): 857-870.
- Feldman, M. S. and Pentland, B. T. (2003) "Reconceptualizing Organizational Routines as a Source of Flexibility and Change" *Administrative Science Quarterly*, 48(1), 94-118.
- Johnson, P., Moffett, M., & Pentland, B. T. (2002) "Lessons learned from VCommerce: A virtual environment for interdisciplinary learning about software entrepreneurship" *Communications of the ACM*.
- Chung, M.J., P. Kwon and B. Pentland (2002) "Making Process Visible: A Grammatical Approach To Managing Design Processes" *Journal of Mechanical Design*. 124: 364-374.
- Kwon, P. M. J. Chung, and B. Pentland, (2002) "A Grammar-Based Framework for Integrating Design and Manufacturing" *Journal of Manufacturing Science and Engineering*. 124: 899-907.

- Pentland, B. T. (2000) "Will Auditors take over the World? Program, Technique and the Verification of Everything" *Accounting, Organizations and Society*, 25(3): 307-313.
- Pentland, B. T., (1999) "Building process theory with narrative: From description to explanation" *Academy of Management Review*, 24(4): 711-724.
- Malone, T. W., Crowston, K. G., Lee, J., Pentland, B., Dellarocas, C., Wyner, G., Quimby, J., Osborn, C. S., Bernstein, A., Herman, G., Klein, M., & O'Donnell, E. (1999) "Tools for inventing organizations: Toward a handbook of organizational processes" *Management Science*, 45, 3 (March), 425-443.
- Pentland, B. T. & Carlile, P. (1996) "Audit the Taxpayer, not the return: Tax Auditing as an Expression Game" *Accounting, Organizations and Society*, 21(2/3): 269-287.
- Pentland, B. T. (1995) "Read me what it says on your screen: The interpretative problem in technical service work" *Technology Studies*, 2(1): 50-79.
- Pentland, B. T. (1995) "Grammatical Models of Organizational Processes" *Organization Science*, 6(5): 541-556.
- Pentland, B. T. (1995) "Information Systems and Organizational Learning: The Social Epistemology of Organizational Knowledge Systems" *Accounting, Management and Information Technologies*, 5(1): 1-22.
- Pentland, B. T. & Rueter, H. H. (1994) "Organizational Routines as Grammars of Action" *Administrative Science Quarterly*, 39(3): 484-510.
- Pentland, B. T. (1993) "Getting Comfortable with the Numbers: Auditing and the Micro-production of Macro-order" *Accounting, Organizations and Society*, 18(7): 605-620.
- Pentland, B. T. (1992) "Organizing Moves in Software Support Hot Lines" *Administrative Science Quarterly*, 37(4): 527-548.

### **Edited Books**

- Boland, R., Limayem, M. and Pentland, B.T. 2008. *Proceedings of the 29th ICIS Conference*, Paris, France,
- Steinfeld, C.; Pentland, B.; Ackerman, M.; Contractor, N. (Eds.) *Communities and Technologies 2007: Proceedings of the Third Communities and Technologies Conference*, Michigan State University 2007, Berlin: Springer. ISBN: 978-1-84628-904-0

### **Book Chapters**

- Pentland, B. T. (in press) "Risk and routine in the digitized world," in *Riskwork: The Everyday Life of Risk Management* (M. K. Power, Ed.), Oxford University Press.

- Pentland, B. T., Hærem, T. (in press) "Organizational Routines as Patterns of Action: Implications for Organizational Behavior," *Annual Review of Organizational Psychology and Organizational Behavior*.
- Pentland, B. T. and Jung, Eun Ju (in press) "Evolutionary and Revolutionary change in path dependent patterns of action" in *Organizational routines: A process perspective*. (C. Rerup, J. Howard-Grenville, and H. Tsoukas, Eds.), Oxford University Press.
- Pentland, B. T. and Harminder Singh (2012) "Materiality: What are the consequences?" in P. Leonardi, B. Nardi and J. Kallinikos (Eds), *Materiality and Organizing*, Oxford University Press.
- Pentland B, T. Haerem and D. Hillison (2009) "Using workflow data to explore the structure of an organizational routine" in M. Becker and N. Lazaric (Eds), *Organizational routines: Advancing empirical research*, Edward Elgar, Cheltenham (UK), p. 47-67.
- Feldman, M.S. and Pentland, B.T. (2008) "Issues in Empirical field studies of Organizational Routines" *Handbook of Organizational Routines*, M. Becker (Ed). Cheltenham: Edward Elgar: 281-300.
- Feldman, M.S. and Pentland, B.T. (2008) "Routine dynamics" In David Barry & Hans Hansen (Eds.) *Handbook of New and Emerging Approaches to Management and Organization*. Thousand Oaks, CA: Sage: 302-315.
- Feldman, M.S. and Pentland, B.T. (2008) "Organizational Routines" *International Encyclopedia of Organization Studies*, Stuart Clegg and James Bailey, (Eds.) Thousand Oaks, CA: Sage.
- Pentland, B. T. (2007) "Ecological Models of Inter-Organizational Routines in Electronic Commerce" in *Handbook of Information Technology in Organizations and Electronic Markets*, Edited by A. Salazar and S. Sawyer, World Scientific Press.
- Feldman and Pentland (2006) "Reconceptualizing Organizational Routines as a Source of Flexibility and Change" In Nooteboom, B. (Ed). *Knowledge and Learning In The Firm*, Vol 2, Edward Elgar, Cheltenham (UK). (Reprinted from *ASQ* 2003)
- Feldman, Martha and Brian Pentland (2005) "Organizational Routines and the Macro-Actor" In B. Czarniawska and T. Hernes (Eds.) *Actor-Network theory and organizing*. Stockholm: Liber and CBS Press. (p. 91-111)
- Pentland, B. T. (2005) "Getting Comfortable with the Numbers: Auditing and the Micro-production of Macro-order" In Peter Moizer, Kevin Keasey, Steve Thompson, and Mike Wright (Eds.) *Governance and Auditing*, Elsevier, London. (Reprinted from Pentland, 1993).
- Pentland, B. T. (2003) "Grammatical Models of Organizational Processes" In Malone, Herman and Crowston (Eds.), *Organizing Business Knowledge: The MIT Process Handbook*. Stanford, CA: Stanford University Press. (Reprinted from Pentland, 1995).
- M.J. Chung, P. Kwon, B.T. Pentland (2003) "Design and Manufacturing Process Management in a Supply Chain Environment" In Vittal Prabhu and Sounder Kumara (Eds), *Scalable Enterprise Systems Research*, Kluwer Academic Publishers, Boston. pp. 33-64.

- Pentland, B. T. (2001) "Big Brother Goes Portable: Enduser Computing in the Internal Revenue Service" in J. Yates and J. Van Maanen, (Eds.), *Information Technology and Organizational Transformation*, Thousand Oaks, CA: Sage. pp.185-204.
- Pentland, B. T. (1999) "Human Resource Information Systems" Student Module and Instructors module. In E. E. Kossek and R. N. Block (Eds), *Human Resources in the 21<sup>st</sup> Century: From Core Concepts to Strategic Choice*. SouthWestern College Publishing.
- Pentland, B. T. (1999) "Organizations as Networks of Action" in J. Baum and B. McKelvey, (Eds.), *Variations in Organization Science: In Honor of Donald T. Campbell*, Thousand Oaks, CA: Sage., pp. 237-253.
- Pentland, B. T. (1997) "Bleeding Edge Epistemology: Practical Problem Solving in Software Support Hot Lines" in Barley, S.R. & Orr, J.E. *Between Craft and Science: Technical Work in U.S. Settings* Ithaca, NY: ILR Press, 1997.
- Van Maanen, J. & Pentland, B. T. "Cops and Auditors: The Rhetoric of Records." In Sitkin, Sim B. & Robert J. Bies (Eds.), *The Legalistic Organization*, Beverly Hills: Sage, 1994, pp. 53-90.
- Pentland, B. T. "The Implementation of End User Computing in the Internal Revenue Service." in Thomas J. Allen and Scott Morton, Michael S. (Eds.) *Information Technology and the Corporation of the 1990s*, New York: Oxford University Press, 1994. (Also appeared as *Management in the 1990s Working Paper 89-069*, Massachusetts Institute of Technology, March 1989).

### Conference Proceedings

- McKnight D. H., Liu, P. and Pentland, B.T. (2014) A Cognitive Process Model of Trust Change, Thirty Fifth International Conference on Information Systems, Auckland, NZ.
- Pentland, B.T., Haerem, T., Khaledi, H. (2014) Using action networks to detect change in repetitive patterns of action, Thirty Fifth International Conference on Information Systems, Auckland, NZ.
- McKnight, D. H., Liu, P., and Pentland, B. T. (2013) "How Events Turn the Cognitive Gears of Trust", 73rd Annual Meeting of the Academy of Management, Orlando, FL, August 2013.
- Pentland, B. T., Singh, H., and Yakura, E.K. (2012) "Does business process management technology have unintended firm-level consequences?" Thirty Third International Conference on Information Systems, Orlando.
- Gaskin, J. Y. Yoo, K. Lyttinen and B. T. Pentland, (2012) "The Effects of Digital Intensity on Combinations of Sequential and Configural Process Variety," Thirty Third International Conference on Information Systems, Orlando 2012.
- Liu, P. and Pentland, B. T. (2011) "Dynamic capabilities and business processes: a trajectory view" 17th Americas Conference on Information Systems, Detroit, MI, August 2011.
- Pentland, B. T., Yakura, E.K. and Singh, H. (2011) "Services, Processs and Routines: Literature Review and Implications" *International Conference on Information Resource Management*, Seoul, Korea, June 12-14, 2011.

- Wimble, M., Tripp, J., Pentland, B., and Hillison, D., (2010) "Want Pudding? An Analytic Model of the Benefits and Constraints of Process Standardization in Services" *Proceedings of the 31<sup>st</sup> International Conference on Information Systems*, December 2010, St. Louis, MO.
- Newman, M. and Pentland, B. 2010. "Textual Fragments, Openness of Enquiry and Information Systems: An Example from an ERP Implementation" *2010 Proceedings of ECIS, Pretoria, RSA*.
- Wimble, M., Tripp, J., Pentland, B., and Hillison, D., (2009) "You Can Have Your Pudding: A Service-Oriented Approach to Process Standardization", the 15th Americas Conference on Information Systems, San Francisco, CA, August 6th-9th, 2009-Poster Session
- Pentland, B. (2004) "Towards an ecology of inter-organizational routines: A conceptual framework for the analysis of net-enabled organizations", CD-ROM Proceedings of Hawaiian International Conference on Systems Sciences ([HICSS-37](#)).
- Pentland, B. T. and Gustafson, N. K. (2003) "Beyond keywords: Can process ontology improve the management of know-how?" Presented at the Minnesota Symposium on Knowledge Management, Minneapolis, MN, March 2003.
- Zeng, Yichong, P. Kwon, B. T. Pentland and A. Chahine. (2003) "A Grammar-Based Approach to Capturing and Managing Processes: An Industrial Case Study," *Transactions of NAMRI/SME, Volume XXXI*, May 20-23, 2003, McMaster University.
- Ackerman, M, B. T. Pentland, S. Quereschi, and E. Yakura. (2002) "Visual elements in the discourse on information technology" in *Global and Organizational Discourse about Information Technology* (edited by Eleanor Wynn, Edgar A. Whitley, Michael Myers, and Janice I. DeGross), Boston: Kluwer Academic Publishers, p. 527-532.
- P. Kwon, M.J. Chung, B. Pentland, and S. Kim. A Process Management System for Collaborative Manufacturing, (IMECE2002-32965) 2002 ASME International Mechanical Engineering Congress, New Orleans, LA.
- M.J. Chung, P. Kwon and B. Pentland, "MIDAS: A Framework for Integrated Design and Manufacturing Processes, Intelligent Systems in Design and Manufacturing III, ed. By Gopalakrishnan and Gunaekaren, pp.348-355, Nov. 2000, Boston, Massachusetts.
- P. Kwon, M.J. Chung and B. Pentland, "A Formal Approach to Integrate Design and Manufacturing Processes," CD-Rom Proceedings of DETC Design Automation Conference, September 2000, Baltimore, Maryland.
- Pentland, B. (1999). "Narrative Methods in Collaborative Systems Research", CD-ROM Proceedings of Hawaiian International Conference on Systems Sciences ([HICSS-32](#)).
- Dellarocas, C. J. Lee, T. W. Malone, K. Crowston and B. T. Pentland. Using a Process Handbook to Design Organizational Processes. In Proceedings of the AAAI 1994 Spring Symposium on Computational Organization Design, Stanford, California, March 21-23, 1994, pages 50-56. Published by the AAAI Press as Technical Report SS-94-07.
- Malone, T. W., Crowston, K., Lee, J. and Pentland, B. "Tools for inventing organizations: Toward a handbook of organizational processes." *Proceedings of the 2nd IEEE Workshop on Enabling Technologies Infrastructure for Collaborative Enterprises*, Morgantown, WV, April 20-22, 1993.

Pentland, B. T. "Use and Productivity in Personal Computing: An Empirical Test." *Proceedings of the Tenth International Conference on Information Systems*, 211-222, December 1989, Boston, MA.

### **Grants Awarded**

Principal Investigator, "Path dependence in repetitive patterns of action." National Science Foundation, (9/15/2010, SES-1026932 , \$345,878)

Co-Principal Investigator (with Kent Miller), "Formation and Dynamics of Organizational Routines." National Science Foundation, (8/15/2009, SES-0924786, \$370,000)

Pilot Funding for External Grant Initiatives (with Kent Miller), Eli Broad College of Business, (January 2008, \$15,000), Agent-based modeling of organizational routines.

PricewaterhouseCoopers Foundation, Summer Research Award for development of instructional materials in Information Technology General Controls (May 1, 2006, \$10,000)

Co-Principal Investigator (with Moon Jung Chung and Patrick Kwon), Electronics Research Institute (of Korea), XML-based system for collaborative process management (2/1/2002, \$100,000)

Co-Principal Investigator (with Moon Jung Chung), "Scalable Enterprise Systems: More is Different" MSU Intramural Research Grant Program, Incubator Proposal (12/15/2000, \$72,423)

Co-Principal Investigator (with Moon Jung Chung and Patrick Kwon), "More is Different - A Grammatical Approach to Scalable Enterprise Systems." National Science Foundation, (9/15/2000, DMI-0075396, \$146,086)

Principal Investigator, Citigroup Behavioral Sciences Research Council, "Lexical and Sequential Variety in the USCC Investigations Unit", (1999-2000, \$71,000)

Principal Investigator, Citicorp Behavioral Sciences Research Council, "Lexical and Sequential Variety in Organizational Processes: A Preliminary Study", (1997-1999, \$14,500)

Principal Investigator, MIT Center for Coordination Science, "Agile Manufacturing in the Process Handbook", ORD#61-8410, (1996-1997, \$25,391)

Principal Investigator, MSU All-University Outreach Planning Grant, "Process Redesign on the WWW", (1996, \$6,700)

Co-investigator (with Malone, T. W., Crowston, K. G., Lee, J.) on National Science Foundation Grant #IRI-9224093, Information Technology and Organizations Program. "Tools for Inventing Organizations: Toward a Handbook of Organizational Processes." (\$632,800)

Research award, UCLA Academic Senate Committee on Research, July 1994-June 1995.

Research award, UCLA Academic Senate Committee on Research, July 1993-June 1994.

Research award, UCLA Academic Senate Committee on Research, January 1993-June 1993.

W.K. Kellogg Foundation's Presidential Initiatives Fund, Interdisciplinary conference on "Generative Theories of Organization," held at the University of Michigan, January 17-19, 1992.

## White Papers

Pentland, B.T. “Networks of action in social science research”, National Science Foundation SBE 2020 White Papers, September 2010. ([www.nsf.gov/sbe/sbe\\_2020/index.cfm](http://www.nsf.gov/sbe/sbe_2020/index.cfm))

## Patents Granted

Malone, T.W., Crowston, K., Lee, J., Pentland, B., & Dellarocas, C. Computer system for displaying representations of processes. US Patent No. 5,819,270 (October 6, 1998).

Malone, T.W., Crowston, K., Lee, J., Pentland, B., & Dellarocas, C. A computerized handbook of processes. European Patent No. 0692113 (October 14, 1998). Canadian Patent No. 2,156,917 (April 22, 2003).

Malone, T.W., Crowston, K., Lee, J., Pentland, B., & Dellarocas, C. Computer handbook of processes. US Patent No. 6,070,163 (May 30, 2000). US Patent No. 6,349,298 (February 19, 2002).

## Book Reviews

Pentland, B. T. Review of *The Internet Answer Book for Human Resource Professionals* by M. M. Moran and A. M. Padro. Orange Park, FL: Moran Associates. *Human Resources Planning*, 21(1): 55.

Pentland, B. T. Review of *Symbolic Communication: Signifying Calls and the Police Response*, by P. K. Manning, Cambridge: MIT Press. *Administrative Science Quarterly*, 38(2): 344-346.

Pentland, B. T. Review of *Intellectual Teamwork: Social and Technological Foundations of Cooperative Work*, J. Galegher, R. Kraut, and C. Egidio (Eds.), Hillsdale: Lawrence Erlbaum. *Academy of Management Review*, 18(2): 367-370.

Pentland, B. T. Review of *Technology and Organizations*, P. Goodman, L. Sproull, and Associates, San Francisco: Jossey-Bass. *Administrative Science Quarterly*, 37(3): 495-498.

## Conference Presentations

Kost, D. Haerem, T. Pentland, B.T. (2015) Leveraging TMS for Performance in Virtual Teams: TMS and Coordination Routines, *Frontiers in Managerial and Organizational Cognition Conference*, Roskilde University, Denmark, June 2015.

Pentland, B.T. (2015) Innovation in routines: An Affordance Network Perspective, EGOS 2015, Athens, Greece.

Pentland, B. T. & Feldman, M.S., (2014) Process, Practice and Routine, PDW at Academy of Management, Philadelphia, PA.

Pentland, B. T. “Narrative Networks and Materiality in Routines,” Showcase symposium on “Materiality and Organization Studies”, 2009 Academy of Management Meeting, August 7-



- 11, in Chicago, Illinois.
- Wimble, M., Hillison, D. and Pentland, B. T. (2008) "Why Rosetta Can't Dance: The Combinatorics of Standardizing Inter-organizational Service Processes," Academy of Management, OCIS Division, Anaheim, CA.
- Pentland B. T. Haerem and D. Hillison "Using workflow data to explore the structure of an organizational routine" Third Conference on Empirical Studies of Organizational Routines, Strasbourg, France, May 2007.
- Pentland B. T. and Feldman, M. S. "Designing Routines". Second Conference on Empirical Studies of Organizational Routines, Nice, France, January 2005.
- Pentland, B. T. "Non-Routine Ways of Thinking About Changing Routines," Joint Symposium with OMT, BPS, Academy of Management, New Orleans, August, 2004
- Steinfeld, C., Pentland, B. T. and George, V. (Co-organizers) "The ambiguous role of ICT in regional inter-firm clusters: Towards a better empirical knowledge base for theorizing" Workshop for the International Conference on Communities and Technologies, Amsterdam, September 19-21, 2003
- Pentland, B. T. "Narrative Analysis of Technical Fairy Tales" International Federation for Information Processing Working Group 8.2, Conference on Global and Organizational Discourse about Information Technology, 12-14 December 2002, Barcelona, Spain.
- Pentland, B. T. and Feldman, M. S. "Towards a More Comprehensive approach to Studying Organizational Routines" Presented at the University of Southern Denmark, Odense, Denmark Nov 3-4, 2002.
- Pentland, B. T. "Innovative Stories: Structural Analysis of Technical Fairy Tales" Technology and Innovation Management Division, Academy of Management, Denver, CO August, 2002
- Pentland, B. T., Kwon, P. and Chung, M. J. Networks of action in distributed manufacturing: Using process models to predict structural relationships, European Group on Organization Studies, Barcelona, Spain. July 2002.
- Symposium Participant, Merging qualitative and quantitative methods, Research Methods Division, Academy of Management, Washington, DC August, 2001.
- Discussant for panel on Complexity Theory and Organizations, Organization and Management Theory Division, Academy of Management, San Diego, CA August, 1998.
- Pentland, B. T. "Process Innovation: A Grammatical View of Capabilities and Constraints" INFORMS, San Diego, CA, May 1997.
- Pentland, B. T. "Ethics and Information Technology," Session Chairperson, 17th International Conference on Information Systems, Cleveland, OH, December 1996.
- Discussant for panel on Game Theory in Organizational Behavior, Academy of Management, Division of Organization and Management Theory, August, 1996.
- Pentland, B. T. "Job Changes and Punctuated Equilibria in Academic Careers", Academy of Management for August, 1996.

- Pentland, B. T. "Two methods of Qualitative Data Analysis: Computer-based tools," Session Chairperson, 16th International Conference on Information Systems, Amsterdam, The Netherlands, December 1995.
- Roldan, M. & Pentland, B. T. "Modification Routines and Organizational Restructuring: Inertia and Change in Hospitals" Presented to the Academy of Management, All-Academy Symposium, Vancouver, Canada, August 1995.
- Pentland, B. T. "Networks and Narratives: Bringing Action into the Analysis of Organizational Structures", Presented to the ESSEC Conference on Structure and Action in Organizations, Paris, France, May 1995.
- Pentland, B. T. "Writing up qualitative research" Tutorial presented to the 15th International Conference on Information Systems, Vancouver, Canada, December 1994.
- Pentland, B. T. "Process-oriented Views of Organizational Structure, Technology, and Design", Symposium Chairperson, Academy of Management, Division of Organization and Management Theory, Dallas, TX August 1994.
- Pentland, B. T. & Carlile, P. "Big Brother Goes Portable: The Limits of Automation in the IRS Examination Division" Presented at the Academy of Management, Division of Organizational Communication and Information Systems, Dallas, TX August 1994.
- Pentland, B. T., Shabana, A. Soe, L. Ward, S. & Roldan, R. "Lexical and Sequential Variety in Organizational Processes: Some Preliminary Findings and Propositions" Presented at the Academy of Management, Division of Organization and Management Theory, Dallas, TX August 1994.
- Pentland, B. T. "Bleeding Edge Epistemology: Practical Problem Solving in Software Support Hot Lines" Presented at the Academy of Management, Organization and Management Theory, Atlanta, GA. August 1993.
- Pentland, B. T. "Generative Theories of Organizing." Symposium Chairperson, Academy of Management, Division of Organization and Management Theory, Las Vegas, Nevada, August 9-12, 1992
- Pentland, B. T. "Practice Theory: An Approach to Modeling Organizational Knowledge." Presented at the Academy of Management, Organization and Management Theory, Miami, FL. August 1991; also appeared as *Center for Coordination Science Working Paper, CCS-119*, Massachusetts Institute of Technology, March 1991.
- Pentland, B. T. "The Learning Curve and the Forgetting Curve: The Importance of Time and Timing in the Implementation of New Technology." Presented at the Academy of Management, Technology and Innovation Management, Washington, DC. August 1989.
- Pentland, B. T. "AES in the IRS: An Interactionist View of End User Computing in the Internal Revenue Service." Presented at the Academy of Management, Technology and Innovation Management, Anaheim, CA. August 1988.

### **Other Presentations**

Reconceptualizing Task Complexity, Norwegian School of Management, Oslo, Norway, March 2014.

Process Theory Workshop, Auckland University of Technology, Auckland, NZ August 1, 2013

New Zealand Information Systems Doctoral Consortium, Auckland, NZ July 27, 2013

Desperately Seeking Structure: Action networks in information systems research, McGill University, Laurent Picard Lecture, April 12, 2013.

Desperately Seeking Structure: Action networks in information systems research, Stanford University, February 9, 2013.

Narrative Networks, Free University, Amsterdam, NL, March 7, 2011.

It takes a village to raise a theory, 31<sup>st</sup> International Conference on Information Systems, December 2010, St. Louis, MO.

Formation and Dynamics of Organizational Routines, Southern Denmark University, Odense, Denmark, April 2010.

Formation and Dynamics of Organizational Routines, Norwegian School of Management, Oslo, Norway, April 2010.

Organizational Routines: Generative systems, networked narratives and design, San-Ei Gen Lecture, University of Edinburgh, UK, 19th June 2008.

Identifying and comparing organizational routines, Wharton School, University of Pennsylvania, November 2007.

Call centers, offshoring and the future of work: An international debate on taylorism in the service economy, International Conference on Information Systems (ICIS). Milwaukee, December 2006.

Narrative Models, Pre-conference Professional Development Workshop on Process Methodology, Academy of Management, Atlanta, GA, August 2006.

Narrative Models of Organizational Processes, Keynote address, GMARS (Global Managerial Accounting Research Symposium), Copenhagen, May 2006.

Designing Routines, Stanford University, March 7, 2005.

Designing Routines, New York University, February 21, 2005.

Towards an ecology of ICTs in inter-organizational routines, University of Manchester, England, School of Accounting & Finance, March 4<sup>th</sup>, 2004.

The role of ICTs in Organizational Learning, WISRD (Workshop on Information Systems Research and Development), Lake Arrowhead, CA, March 19-21 2004.

Conceptualizing and measuring organizational routines, Presented to the Interdisciplinary Colloquium on Organization Studies, University of Michigan, Ann Arbor, September 20, 2002

Scalable Framework for Integrated Design and Manufacturing Process, at 4th Annual NCMS Networking Forum, Oct. 16-17, 2000, Dearborn, MI

Networks and Narratives: Structure and Action in Organizational Analysis. Presentation to the Meso Society, Gainesville, FL, May 1996

- Pentland, B.T., Broad, M. and Slavin, L. (1996) *The Process Handbook: A Beginners Guide*, MIT Center for Coordination Science, unpublished manuscript.
- Pentland, B. T. , Malone, T. W., Lee, J., & Crowston, K. G., "Taxonomic Representation of Business Processes in the Process Handbook", Presented at the ICOS Working Conference on Process Representation, February 2-3, 1996 Ann Arbor, Michigan.
- Pentland, B. T. & Rueter, H. H. "A Grammatical Model of Organizational Routines in a Technical Service Organization. *Center for Coordination Science Working Paper, CCS-177* Massachusetts Institute of Technology, August, 1994. (Sloan School of Management Working Paper #3721-94; published in *Administrative Science Quarterly*, 1994, under different title).
- Pentland, B. T. "The Electronic Network Organization" IFIP WG 8.2 panel presentation, Ann Arbor, MI, August 1994.
- Pentland, B. T. "Process Grammars: A Generative Approach to Process Redesign", Presented to TIMS 32nd International Conference, Anchorage, AK, June 1994. Also presented to the conference on "New Imperatives for Managing in Revolutionary Change", Tokyo, Japan, August 1994. *Center for Coordination Science Working Paper, CCS-178* Massachusetts Institute of Technology, August, 1994. (Sloan School of Management Working Paper #3722-94).
- Pentland, B. T. "Sequence and Timing in Organizational Process Research: Some Methodological Considerations" Presented to the ORSA/TIMS Joint National Meeting, Boston, MA, April 1994.
- Malone, T. W., Dellarocas, C., Crowston, K., Lee, J. and Pentland, B. "Tools for inventing organizations: Toward a handbook of organizational processes." Presented to the ORSA/TIMS Joint National Meeting, Boston, MA, April 1994.
- Pentland, B. T. "Bleeding Edge Epistemology: Practical Problem Solving in Software Support Hot Lines" Presented at the Conference on Technical Work and the Technical Labor Force, Cornell University, April 1994.
- Pentland, B. T., Osborn, C. S., Wyner, G. M. & Luconi, F. L. "Useful Descriptions Of Organizational Processes: Collecting Data For The Process Handbook" Presented at the University of Southern California, January 1994.
- Pentland, B. T. "Organizational Learning or Organizational Forgetting? The case of a small engineering consulting company" IFIP WG 8.2 panel presentation, Noordwijkerhout, The Netherlands, May 17, 1993.
- Pentland, B. T. "Narratives and Processes." Preconference presentation for the Academy of Management, Division of Research Methodology, Atlanta, GA, August, 1993
- Pentland, B. T. "Finding Patterns in Qualitative Data." Preconference workshop for the Academy of Management, Division of Research Methodology, Las Vegas, Nevada, August, 1992
- Pentland, B. T. "Grammatical Models of Organizational Processes." Presented at the ICOS Working Conference on Generative Theories of Organization, January 17-19, 1992, Ann Arbor, Michigan; Accepted for publication at *Organization Science*. (UCLA Information Systems Working Paper #3-93)

Pentland, B. T. "Do Organizations have Syntax? Some Limits and Possibilities for Generative Theories of Organizing", University of Michigan, Human Resource Partnership, 1993 Working Paper Series #12.

Pentland, B. T. & Crowston, K. G. "Generative Theories of Organization: An Overview of Concepts and Literature." Working paper for the ICOS Working Conference on Generative Theories of Organization, January 17-19, 1992, Ann Arbor, Michigan.

Pentland, B. T. "Technical Support Hot Lines: A Preliminary Description." *Center for Coordination Science Working Paper, CCS-104*, Massachusetts Institute of Technology, March 1990.

### **Honors & Awards**

John D. and Dortha J. Withrow Teacher-Scholar Award, Eli Broad College of Business, 2013.

2009 *Administrative Science Quarterly* Scholarly Contribution Award, with Martha Feldman.

Advanced Institute of Management Research (AIM) Visiting International Fellows, 2008-2009.

Faculty Excellence in Research Award, Department of Accounting and Information Systems, Michigan State University, 2002 – 2003.

Arthur Anderson Visiting Fellow of Accounting and Finance, London School of Economics and Political Science, Department of Accounting and Finance, May 1998.

Ameritech Postdoctoral Fellowship in Information and Organizations, Institute for Public Policy Studies, University of Michigan, 1991-92.

Early Career Workshop, ACM Special Interest Group on Computers and Society, Sept.1990.

Louis R. Pondy Award for Best Paper Based on a Dissertation, 1991 Academy of Management Division of Organization and Management Theory.

OB/OMT Doctoral Consortium, Academy of Management, 1988.

Graduate Fellowship, Sloan School of Management, 1987 - 1989.

Tau Beta Pi Engineering Honor Society.

### **Editorial and Review Experience**

Guest editor, Special issue on Organizational Routines, *Organization Science*, in process.

Associate Editor, *European Journal of Information Systems*, 2012 - present.

Program Co-Chair, 2008 International Conference on Information Systems.

Editorial Board Member, *JAIS*, August 2009 - present.

Editorial Board Member, *Organization Science*, August 1999 - present.

Editorial Board Member, *Information and Organization*, September 1995 - present.

Editorial Board Member, *Information, Technology and People*, 1996 - present.

Associate Editor, *Information Systems Research*, January 2005 – December 2007.

Editorial Board Member, *Administrative Science Quarterly*, December 1993 - December 1999.

Guest Associate Editor, *MIS Quarterly*, Special Issue on Qualitative Research in Information Systems.

Guest Associate Editor, *Organization Science*, 1997-1998.

Program Committee for 1996 International Conference on Information Systems.

Program Committee for 1994 Conference on Information Technology and New Organization Forms, International Federation of Information Processing, Working Group 8.2.

Program Committee for 1995 Conference on Information Technology and New Organization Forms, International Federation of Information Processing, Working Group 8.2.

Ad hoc reviewer for: *Administrative Science Quarterly*, *Organization Studies*, *Management Science*, *Academy of Management Journal*, *Academy of Management Review*, *Information Systems Research*, *MIS Quarterly*, *European Journal of Information Systems*, *IEEE Transactions on Office Information Systems*, *Journal of Management Studies*, and other journals.

## Teaching

Project Management (ACC/ITM822), MBA and MS-ACC programs. Spring 2014 – present.

Social Impact Consulting Projects, Weekend MBA Program, Spring 2014 – present.

Information Systems (PIM813), Weekend MBA Program, Fall 2007 – present.

Governance and Control of Enterprise Systems (ACC/ITM824), Spring 2005 – present.

Senior Projects in Information Technology Management (ITM444), 2004 - 2007.

Doctoral Seminar in Information System Design (ITM913), 2004-2007.

E-commerce Business Models and Technology (ACC890, elective), Fall 2000-2003.

Management Information Systems (MBA823, required core course), Eli Broad College of Business, Full-time MBA Program, Spring 2001, 2002, 2003.

European Institute for Advanced Studies in Management (EIASM), EDEN Doctoral Seminar on Organizational and Social Research in Accounting, May 18-22, Brussels, Belgium.

Doctoral Seminar in Research Methods (LIR 992), Fall 1996.

Organizational Behavior for Human Resource Managers (LIR 823; MLRHR Required Course), School of Labor and Industrial Relations, Michigan State University, Fall 1995, Spring 1996, Fall 1996, Fall 1997, Spring 1998, Fall 1998.

Human Resource Information Systems (LIR 828, MLRHR elective), School of Labor and Industrial Relations, Michigan State University, Spring 1996, Spring 1997. Spring 1998.

Sequential Data Analysis for Process Research (Management 274A; PhD seminar), Anderson Graduate School of Management, UCLA, Fall 1993.

Management Information Systems (Management 404; MBA core course), Anderson Graduate School of Management, UCLA, Winter 1993, Winter 1994, Winter 1995.

Behavioral Theory in Management (OBHRM 300), University of Michigan, Winter 1992.

**Professional Affiliations**

Academy of Management

Organization and Management Theory Division

Organizational Communications and Information Systems

Research Methods Division

Association for Information Systems

The Institute for Management Science

Member, International Federation of Information Processing Working Group 8.2