

## Education

- 1996      **The Wharton School, University of Pennsylvania**  
Ph.D. in Human Resource Management & Corporate Strategy
- Dissertation: ‘The International and Temporal Diffusion of High Involvement Work Practices’
  - Wharton Dean's Fellow
- 1992      **The Wharton School, University of Pennsylvania**  
M.A. in Managerial Science and Applied Economics
- Dean's Fellowship
- 1990      **Department of Economics, Harvard University**  
B.A. Magna Cum Laude in Economics
- Harvard Scholarship for Academic Achievement
  - John Harvard Scholarship for Academic Achievement of the Highest Distinction
  - Dean's List, all semesters

## Employment

- 2004 - present      **Katz Graduate School of Business, University of Pittsburgh**  
Associate Professor
- 1996 - present      **Learning Research and Development Center, Univ. of Pittsburgh**  
Research Scientist
- 2008 - present      **Judge Business School, University of Cambridge**  
Honorary appointment: Fellow  
2006-2008: Senior Research Associate
- 1996 - 2004      **Katz Graduate School of Business, University of Pittsburgh**  
Assistant Professor

## Visiting Faculty Appointments

- May-June 2005      **Judge Business School, University of Cambridge**  
Under sponsorship of the Centre for Competitiveness and Innovation,  
Cambridge-MIT Institute
- June-July 2005      **Saïd Business School, University of Oxford**  
Under sponsorship of the Advanced Institute of Management,  
Economic and Social Science Research Council (ESRC)

## Journal Articles

- Pil, Frits K. and Carrie Leana, forthcoming. 'Applying organizational research to public school reform: The effects of teacher human and social capital on student performance', *Academy of Management Journal*.
- Kim, Jaewon, John Paul MacDuffie, and Frits K. Pil, forthcoming. 'Employee voice and organizational performance', *Human Relations*.
- Pinto, Jonathan, Carrie Leana, and Frits K. Pil. (2008). 'Corrupt organizations or organizations of corrupt individuals? Two organizational-level corruption phenomena.' *Academy of Management Review* 33(3): 685-709.
- Matthias Holweg and Frits K. Pil. (2008). 'Theoretical perspectives on the coordination of supply chains.' *Journal of Operations Management* 26(3): 389-406.
- Pil, Frits K. and Takahiro Fujimoto. (2007). 'Lean and reflective production: The dynamic nature of production models.' *International Journal of Production Research*, 45(16), 3741-3761.
- Pil, Frits K. and Susan Cohen. (2006) 'Modularity and complexity: implications for imitation, innovation, and sustained competitive advantage.' *Academy of Management Review*, 31(4), 995-1011.
- Pil, Frits K., and Matthias Holweg. (2006). 'From value chain to value grid.' *MIT Sloan Management Review*, Summer, 47(4), 72-80.
- Leana, Carrie, and Frits K. Pil. (2006) 'Social capital and organizational performance: Evidence from urban public schools.' *Organization Science*, 17(3): 353-366.
- Pil, Frits K., and Matthias Holweg. (2004) 'Mitigating product variety's impact on the value chain.' *Interfaces*, 34(5): 394-403.
- Pil, Frits K. and Sandra Rothenberg. (2003) 'Environmental performance as a driver of superior organizational performance.' *Production and Operations Management*, 12(3): 404-415.
- Pil, Frits K., and Matthias Holweg. (2003) 'Exploring scale: the hidden advantages of thinking small.' *MIT Sloan Management Review*, 44(2): 33-40.
- Holweg, Matthias, and Frits K. Pil. (2001) 'Successful build-to-order strategies start with the customer.' *MIT Sloan Management Review*, 43(1): 74-83.
- , (translated into Dutch), 'Begin bij de Klant voor een succesvolle BTO Strategie', *Marketing Wise*, (2002), No. 1, p. 41-55.
- , (translated into Spanish), 'Fabricacion sobre pedido: partir del cliente', *Harvard Deusto Business Review* (2003), No. 115 (July-August), p. 38-44.
- Rothenberg, Sandra, Frits K. Pil, and Jim Maxwell. (2001) 'Lean, green, and the quest for superior performance.' *Production and Operations Management*, 10(2): p228-243.
- Pil, Frits K. and John Paul MacDuffie. (1999) 'What makes transplants thrive: managing the transfer of 'best practices' at Japanese auto plants in North America.' *Journal of World Business*, 34(4): 372-391.
- Pil, Frits, K. and John Paul MacDuffie. (1996) 'The adoption of high-involvement work practices.' *Industrial Relations*, 35(3): 423-455.
- , reprinted in: Casey Ichniowski, David Levine, Craig Olson, and George Strauss (eds.) *The American Work Place – Skills, Compensation, and Employee Involvement*.

## Book

- Holweg, Matthias, and Frits K. Pil. (2004). *The Second Century*. Cambridge: MIT Press.  
———, (2005), paperback edition, Cambridge: MIT Press.  
———, (2006, 2007), Chinese translation (China Machine Press); Korean translation (Gasans Books); Japanese translation (Bushido).

## Working Papers

- Cohen, Susan, and Frits K. Pil. 'The Effect of Modular Product Design on Speed of Imitation and Innovation', working paper.  
Pil, Frits K. 'Corporate and National Influences on the Design of Work', working paper.  
Cruz, Kevin, and Frits K. Pil. 'Team Characteristics and Individual Stress', working paper.

## Other Publications

- Holweg, Matthias, and Frits K. Pil (2009) 'A Break From the Past: Volvo and its Malcontents.' In Michel Freyssenet (ed.) *The Second Automobile Revolution*. Palgrave MacMillan.  
Cutcher-Gershenfeld, Joel, Steven Sleight, and Frits K. Pil (2006) 'Assessing the Status of a Great American Institution' in David Lewin, (ed.) *Contemporary Issues in Employment Relations*, LERA Research Volume, Cornell University Press.  
Katz, Harry, John Paul MacDuffie, and Frits K. Pil (2003) 'Collective Bargaining in the US Auto Industry.' in P. Clark, J. Delaney, and A. Frost (eds.) *Contemporary Collective Bargaining in the Private Sector*. Madison, WI: Industrial Relations Research Association.  
Pil, Frits K., and Carrie Leana (2000). 'Free Agent vs. High-Involvement Approaches to Skill Development: Using Public Policy to Enhance Relational Wealth.' in C. Leana and D. Rousseau (eds.) *Relational Wealth: Managing Employment for Competitive Advantage*, Oxford University Press.  
Pil, Frits K. and John Paul MacDuffie (1999). 'Organizational and environmental factors influencing the use of high-involvement work practices.' in Peter Cappelli (ed.) *Employment Strategies – Understanding Differences in Employment Practices*, Oxford University Press.  
Pil, Frits K. and John Paul MacDuffie (1999). 'Transferring Competitive Advantage Across Borders: A Study of Japanese Transplants in North America.' in Jeffrey Liker, Mark Fruin, and Paul Adler (eds.) *Remade in America: Transplanting and Transforming Japanese Production Systems*, Oxford University Press.  
Pil, Frits K. and Saul Rubinstein (1998). 'Saturn: A different kind of company?' in M. Boyer, S. Tolliday, U. Jürgens, and E. Charron (eds.) *Hybridization of Production System*, Oxford University Press.  
MacDuffie, John Paul and Frits K. Pil (1997). 'Flexible Technologies, Flexible Workers.' in Takahiro Fujimoto, and Ulrich Jürgens (eds.) *Transforming Auto Assembly -- International Experiences with Automation and Work Organization*, Frankfurt:

Springer Verlag.

MacDuffie, John Paul and Frits K. Pil (1997), 'High-involvement work practices and human resource policies: An international perspective.' in Thomas Kochan, Russell Lansbury, and John Paul MacDuffie (eds.) *Evolving Employment Practices in the World Auto Industry*, Ithaca, NY: Cornell University Press.

Adler, Paul, Thomas Kochan, John Paul MacDuffie, Frits K. Pil, and Saul Rubinstein (1997). 'United States, Variations on a Theme.' in Thomas Kochan, Russell Lansbury, and John Paul MacDuffie (eds.) *Evolving Employment Practices in the World Auto Industry*, Ithaca, NY: Cornell University Press.

MacDuffie, John Paul, and Frits K. Pil, (1995). The International Assembly Plant Study: Philosophical and methodological issues. in Steve Babson (ed.) *Lean Work: Empowerment and Exploitation in the Global Auto Industry*. Detroit, MI: Wayne State University Press.

### **Honors and Awards (last 5 years)**

*Outstanding Young Scholar Award*, Industrial Relations Research Association (LERA), 2003.

Recognized as one of top three College of Business Administration faculty in 2003/2004, 2005/2006.

*Excellence in Teaching* award, Katz Graduate School of Business, 2003/2004, 2005/2006, 2006/2007, 2007/2008.

*International Fellow*, Advanced Institute of Management, Economic and Social Science Research Council (ESRC), UK, 2005.

*Best Paper Award*, Alfred P. Sloan Foundation, New York, USA, 2006.

*Best Book Award*, Alfred P. Sloan Foundation, New York, USA, 2007.

### **Teaching**

Undergraduate: PY /BUS 1145 Human Resource Management (2-credit course)  
BUSHRM 1050, Human Resource Management (Core)

MBA: BOAH 2410. Human Resources for Competitive Advantage (Core)

PhD Seminars: International Management  
Social Capital  
Advanced Topics in Human Resource Management

- Teaching ratings average 4.3 on a 1-5 scale

### **Student Supervision**

Ph.D. advisor: Brenda Ghitulescu (2006)

Diss. Committees: Melvin Smith (2002), Darlene Gambill (2003). Miguel Olivas (2003), Naim Kapuco (2003), Claire Gong (2006); Raymond Gibney (2006).

### **Grants**

2007-2008	Principal investigator	International Motor Vehicle Program – Process Excellence - -Automotive Research	\$45,000
-----------	------------------------	--	----------

2006-2007	Principal investigator	International Motor Vehicle Program – ‘Responsiveness and Change’	\$43,862
2005-2006	Principal investigator	International Motor Vehicle Program – ‘Responsiveness and Change’	\$30,000
2004-2005	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$43,260
2003-2004	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$56,000
2003-2005	Co-principal investigator (w/M.K. Stein, C. Leana, and C. Coburn).	National Science Foundation – ‘Scaling Up Mathematics: The Interface of Curricula with Human and Social Capital’	\$3,580,000
2002-2003	Principal investigator	International Motor Vehicle Program – ‘Management of the Extended Enterprise’	\$60,000
2001-2003	Principal investigator	Alfred P. Sloan Foundation -- ‘Volvo’s Uddevalla Factory’	\$35,796
2001-2002	Principal investigator	International Motor Vehicle Program -- ‘Management of the Extended Enterprise’	\$58,697
2000-2003	Responsible for research component (w/ C. Leana).	Wallace Reader’s Digest Grant – ‘Nested Learning Communities.’	\$130,000 per annum
1999-2001	Principal investigator	International Motor Vehicle Program -- ‘International Assembly Plant Study’	\$134,000
1997-1999	Principal Investigator	International Motor Vehicle Program – ‘Learning and Change in Auto Assembly’	\$133,000
1996-1997	Principal Investigator	International Motor Vehicle Program – ‘Evolution in Auto Assembly Plants’	\$25,000

### University Service

2008-	Katz MBA Task Force
2008-	LRDC Communications Committee Chair
2007-	Katz Supply Chain Task Force
2006-	Katz International Business Center, Advisory Committee Chair
2006-2008	Katz Admissions Committee
2001-2008	LRDC Computer Services Committee
2004-2006	Katz International Business Center, Advisory Committee
2001-2006	Katz Undergraduate Committee
1998-2001	Katz International Business Center, Advisory Committee
1998-1999	Recruitment Committee, LRDC/Education School
1996-1998	Recruitment Committee, Katz/LRDC (Co-chair in 1997-1998)
1996-1998	Katz MBA Policy Committee

**Ad-Hoc Reviewer for:***Academy of Management Journal**Academy of Management Review**British Journal of Industrial Relations**IEEE Trans. on Engineering Mgt.**Industrial Relations**Interfaces*

....

*Industrial Labor Relations Review**Journal of Organization Behavior**Management Science**Human Relations**Relations Industrielles (Canada)**Strategic Management Journal***Editorial Board:** *Organization Science***Selected Presentations**

Frits K. Pil and Carrie Leana. 'The Effects of Teacher Human and Social Capital on Student Performance.' Presented at the *Academy of Management Meetings*, Anaheim, CA, August 2008.

Kim, Jaewon, John Paul MacDuffie, and Frits K. Pil. 'Employee Voice Across Levels of Analysis: Contrasting Direct and Union Influence.' Presented at the Academy of Management Meetings, Anaheim, CA, August, 2008.

Kogut, Bruce, John Paul MacDuffie, Frits K. Pil, and Charles Ragin. 'Configurations in Best Practice: A Longitudinal Multi-method Approach.' Presented at the *Academy of Management Meetings*, Philadelphia, August 2007.

Kim, Jaewon, John Paul MacDuffie, and Frits K. Pil. 'Employee Voice and Performance.' Presented at the *Academy of Management Meetings*, Philadelphia, PA, August 2007.

MacDuffie, John Paul, Frits K. Pil, and Jaewon Kim. 'Opportunities and Challenges in the International Assembly Plant Study.' Presented at the *Academy of Management Meetings*, Atlanta, GA, August 2006.

Ghitulescu, Brenda, Frits K. Pil and Carrie Leana, 'Exploring the Idiosyncratic Natures of Work: Antecedents and Consequences of Employee Job Crafting.' Presented at the *Labor and Employment Relations Association Annual Meeting* (Allied Social Sciences), Boston, MA January 2006.

MacDuffie, John Paul, Jaewon Kim, and Frits K. Pil. 'High Involvement Work Systems and Workers Representation: The Combined Effects on Manufacturing in the World Auto Industry.' Presented at the *Labor and Employment Relations Association Annual Meeting* (Allied Social Sciences), Boston, MA January 2006.

Leana, Carrie, Brenda Ghitulescu, and Frits K. Pil, 'Predictors of Teacher Turnover in Urban Public Schools: Social and Human Capital Effects.' Presented at the *Academy of Management Meetings*, Hawaii, August 2005.

- Kogut, Bruce, John Paul MacDuffie, Frits K. Pil, and Charles Ragin. 'Is there convergence towards high performing practices: A logical analysis of organization dynamics.' Presented at the *Academy of Management Meetings*, Hawaii, August 2005.
- Pil, Frits K., and Carrie Leana, 'Building Social Capital in the Work Place: Multi-level Theory Development and Testing' Presented at the *Labor and Employment Relations Association Annual Meeting* (Allied Social Sciences), Philadelphia, PA, January 2005.
- Leana, Carrie and Frits K. Pil. 'Social Capital and Organizational Performance in Urban Public Schools.' Presented at the *Academy of Management Meetings*, Seattle, WA – August 2003.
- Pil, Frits K., Carrie Leana, and Brenda Ghitulescu. 'A Quasi-Experimental Study of Production Systems. Relational, Learning, and Performance Implications.' Presented at the *Academy of Management Meetings*, Seattle, WA, August 2003.
- Leana, Carrie, and Frits K. Pil. (2003). 'Social Capital – An Integrated Analysis' Presented at the *Industrial Relations Research Association Annual Meeting*, Washington, DC, January 2003.
- Kim, Dong-Bae, Kyungmook Lee, and Frits K. Pil (2002) 'Understanding the use of high-involvement work systems: Institutional and Strategic Influences.' Presented at the *Academy of Management Meetings*, Denver, CO August 2002.
- Pil, Frits K. (2002) 'Perceptions of the employment relationship -- implications for individual outcomes' Presented at the Annual Meeting of the *Industrial Relations Research Association*, Atlanta, January 2002.
- Katz, Harry, Frits K. Pil, and John Paul MacDuffie (2002) 'Current Developments and Future Challenges -- Unionization in the Auto Sector' Presented at the Annual Meeting of the *Industrial Relations Research Association*, Atlanta, Jan, 2002.
- McEvily, Susan, and Frits K. Pil (2001). 'The Effect of Modular Product Design on Speed of Imitation and Innovation.' Presented at the *Academy of Management Meetings*, Washington, DC, August 2001.
- Pil, Frits K., Melvin Smith, and Carrie Leana (2001). 'The Effect of Linking and Communal Forms of Social Capital on Individual Outcomes.' Presented at the *Annual Meeting of the Industrial Relations Research Association*, New Orleans, January 2001.
- Pil, Frits K., and John Paul MacDuffie (2001). 'High Performance Work in a Dynamic Context.' Presented at the Annual Meeting of the *Industrial Relations Research Association*, New Orleans, January 2001.
- Pil, Frits K., and Susan McEvily (2000). 'Modularity and Complexity: Implications for Innovation, Imitation, and Sustained Competitive Advantage.' Presented at the *Academy of Management Meetings*, Toronto, August 2000.
- Pil, Frits K., Melvin Smith, and Carrie Leana (2000). 'Social Capital: A Network Analysis of the Private and Public Goods Perspective.' Presented at the *Academy of Management*

- Meetings*, Toronto, August 2000.
- Pil, Frits K. and John Paul MacDuffie (2000) 'Diffusion of High Involvement Work – Reduction in High Involvement Workers.' Presented at the *Annual Meeting of the Industrial Relations Research Association*, New York, January 2000.
- Pil, Frits K., and Takahiro Fujimoto (1999) 'Understanding Evolution in Best Practice.' Presented at the *Academy of Management Meetings*, Chicago, August 1999.
- Pil, Frits K. and Takahiro Fujimoto (1999) 'Toyota and Volvo -- The Dynamic Nature of Organizational Models.' Presented at the *Annual Meeting of the Industrial Relations Research Association*, January 1999.
- Pil, Frits K. (1998) 'Japanese production methods revisited -- exploring the adoption, diffusion, and evolution of superior manufacturing systems.' Presented at the Inaugural Conference of the Center for International Research on the Japanese Economy, Tokyo University, Tokyo. Paper also presented at the Institute for International Economic Studies, Tokyo, Japan, September 1998.
- Pil, Frits K, and Carrie Leana. (1997) 'Human Capital Development Through Employer Certification.' Presented at U. of Pittsburgh, and Carnegie Mellon Conference on '21<sup>st</sup> Century Employment Practices', Pittsburgh, October, 1997.
- Pil, Frits K. (1997) 'Country and company influences on subsidiary work practices.' Presented at the *Academy of Management Meetings*, Boston MA, August 1997.
- Pil, Frits K. (1997). 'National influences on the nature of work' Presented at Carnegie Mellon University, 'Groups and Organizations' Seminar Series, April 1997.
- MacDuffie, John Paul and Frits K. Pil (1997). 'Quality and organizational performance', presented at U.C. Berkeley, workshop on 'Integrating Social Science Theory and Research in Quality Improvement.' May 1997.
- MacDuffie, John Paul and Frits K. Pil (1996). 'Training in the world auto industry: New evidence from the International Assembly Plant Study.' presented at ILR-Cornell Institute for Labor Market Policies conference, 'New Empirical Research on Employer Training: Who Pays? Who Benefits?' Cornell University, November 1996.
- Pil, Frits K. and John Paul MacDuffie, (1996). 'Japanese and local influences: Human resource practices of Japanese transplants in North America.' presented at the annual meeting of the *Industrial Relations Research Association*, January 1996.
- Pil, Frits K. and John Paul MacDuffie, (1996). 'A theoretical approach to understanding the slow diffusion of high-performance human resource practices and bundles,' presented at the annual meeting of the *Industrial Relations Research Association*, January 1996.
- Pil, Frits K. and John Paul MacDuffie (1996). 'Canada at the Cross-Roads: A Comparative Analysis of the Canadian Auto Industry.' presented at the Canadian Workplace Research Network Conference (Human Resource Development Canada), Vancouver, October 1996.

Hunter, Larry, and Frits K. Pil. (1995). 'How do You Survey Firms?' presented at the annual meeting of the *Industrial Relations Research Association*, January 1995.

*In addition to the presentations listed above, I frequently present my research findings to management teams of companies participating in my research, industry forums, funding agencies, and others as part of an effort to share my learning with those who help make my research possible. I have also presented my research at various seminars and workshops hosted by other universities including MIT, Univ. of Oxford, The Wharton School, Univ. of Illinois, Cornell Univ., Univ. of Cambridge, Penn State Univ., and Carnegie Mellon Univ.*

### **Affiliations**

*Academy of Management*

*Labor and Employment Relations  
Association*

*Center for Latin American Studies  
(University of Pittsburgh)*

*MIT International Motor Vehicle Program  
(IMVP)*

*Center for Western European Studies  
(University of Pittsburgh)*

### **Languages**

Fluent in English, Dutch, French, Portuguese, German.