

Charles C. Snow

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PERSONAL INFORMATION

Birthplace: San Diego, CA
Birth date: March 9, 1945
Family: Wife (Barbara) and daughter (Vanessa)

EMPLOYMENT

Mellon Foundation Professor of Business Administration The Pennsylvania State University	1995-Present
Professor of Business Administration The Pennsylvania State University	1985-95
Chair, Department of Management and Organization The Pennsylvania State University	1985-91, 1993, 2003-07
Associate Professor of Organizational Behavior The Pennsylvania State University	1978-85
Assistant Professor of Organizational Behavior The Pennsylvania State University	1974-78

RESEARCH AND TEACHING INTERESTS

Innovation Management, Strategic Management,
Organization Design, New Organizational Forms

EDUCATION

B.S., Business Management San Diego State University	1967
Ph.D., Business Administration University of California, Berkeley	1972
Postdoctoral Fellowship Organizational Research Training Program Stanford University	1973-74

HONORS AND AWARDS	Fulbright-Hall Chair in Entrepreneurship Vienna University of Economics and Business	2012
	Honoree, Invited Conference on <i>Organizational Strategy, Structure, and Process: A Reflection on the Research Perspective of Miles and Snow</i> , Cardiff University, Wales, UK	2008
	Academy of Management Fellow	2006
	Listed in <i>Who's Who in the Management Sciences</i> , <i>Great Writers on Organizations</i> , and <i>The IEBM Handbook of Management Thinking</i>	
BOARD MEMBERSHIPS	Academic Advisory Board Workforce Opportunity Services (www.wforce.org)	2010-Present
	Advisory Board Syndicom (www.syndicom.com)	2005-Present
	Strategic Advisory Board virtualteams.com (www.virtualteams.com)	1999-Present
	Supervisory Board SIOO (Dutch Inter-University Consortium)	1995-98
	National Board of Directors Sigma Iota Epsilon (Business Student Honorary Society)	1989-95
VISITING PROFESSORSHIPS	University of Melbourne	2007-12
	Aarhus School of Business (Denmark)	2007-11
	University of Oregon	2002
	BI-Norwegian School of Management Dartmouth College (The Amos Tuck School)	1994, 2012 1988

PUBLICATIONS

Books

- Bøllingtoft, A., Håkonsson, D.D., Snow, C.C., Donaldson, L., & Huber, G. (Eds.). 2011. *Collaborative communities: Purpose, process, and design*. New York: Springer.
- Bøllingtoft, A., Håkonsson, D.D., Nielsen, J.F., Snow, C.C., & Ulhøi, J.P. (Eds.). 2009. *New approaches to organization design: Theory and practice of adaptive enterprises*. New York: Springer.
- Burton, R.M., Eriksen, B.H., Håkonsson, D.D., Knudsen, T., & Snow, C.C. (Eds.). 2008. *Designing organizations: 21st-century approaches*. New York: Springer.
- Burton, R.M., Eriksen, B.H., Håkonsson, D.D., & Snow, C.C. (Eds.). 2006. *Organization design: The evolving state-of-the-art*. New York: Springer.
- Miles, R.E., Miles, G., & Snow, C.C. 2005. *Collaborative entrepreneurship: How communities of networked firms use continuous innovation to create economic wealth*. Stanford, CA: Stanford University Press.
- Miles, R.E. & Snow, C.C. 1994. *Fit, failure and the hall of fame: How companies succeed or fail*. New York: Free Press.
- Snow, C.C. (Ed.). 1989. *Strategy, organization design, and human resource management*. Greenwich, CT: JAI Press.
- Pitts, R.A. & Snow, C.C. 1986. *Strategies for competitive success*. New York: Wiley.
- Miles, R.E. & Snow, C.C. 1978. *Organizational strategy, structure, and process*. New York: McGraw-Hill. Translated into Japanese (1985), German (1987), and Chinese (2006). Revised edition published in the Stanford Business Classics Series by Stanford University Press (2003).
- Strauss, G., Miles, R.E., Snow, C.C., & Tannenbaum, A.S. (Eds.). 1976. *Organizational behavior: Research and issues*. Belmont, CA: Wadsworth.

Journal Articles

- Fjeldstad, Ø.D., Snow, C.C., Miles, R.E., & Lettl, C. Forthcoming. The architecture of collaboration: Organizing resources among large sets of actors. *Strategic Management Journal*.
- Snow, C.C., Fjeldstad, Ø.D., Lettl, C., & Miles, R.E. 2011. Organizing continuous product development and commercialization: The collaborative community of firms model. *Journal of Product Innovation Management* 28: 3-16.

Articles (continued):

- Snow, C.C., Fjeldstad, Ø.D., Lettl, C., & Miles, R.E. (Guest Editors). 2010. *Organizational Dynamics*, Special Issue on Designing Organizations for the 21st-Century Global Economy.
- Miles, R.E., Snow, C.C., Fjeldstad, Ø.D., Miles, G., & Lettl, C. 2010. Designing organizations to meet 21st-century opportunities and challenges. *Organizational Dynamics* 39: 93-103.
- DeSarbo, W.S., Ebbes, P., Fong, D.K.H., & Snow, C.C. 2010. Revisiting customer value analysis in a heterogeneous market. *Journal of Modeling in Management* 5: 8-24. (Highly Commended Award Winner in the Emerald Literati Network's 2011 Awards for Excellence)
- Miles, R.E., Miles, G., Snow, C.C., Blomqvist, K., & Rocha, H. 2009. The I-form organization. *California Management Review* 51: 59-74.
- Snow, C.C., Strauss, D.R., & Culpán, R. 2009. Community of firms: A new collaborative paradigm for open innovation and an analysis of Blade.org. *International Journal of Strategic Business Alliances* 1: 53-72.
- Ketchen, D.J., Jr., Ireland, R.D., & Snow, C.C. 2007. Strategic entrepreneurship, collaborative innovation, and wealth creation. *Strategic Entrepreneurship Journal* 1: 371-385.
- Miles, R.E., Snow, C.C., & Miles, G. 2007. The ideology of innovation. *Strategic Organization* 5: 423-435.
- Miles, R.E. & Snow, C.C. 2007. Organization theory and supply chain management: An evolving research perspective. *Journal of Operations Management* 25: 459-463.
- Miles, R.E., Miles, G., & Snow, C.C. 2006. Collaborative entrepreneurship: A business model for continuous innovation. *Organizational Dynamics* 35: 1-11.
- Snow, C.C., Miles, R.E., & Miles, G. 2005. A configurational approach to the integration of strategy and organization research. *Strategic Organization* 3: 431-439.
- Ketchen, D.J., Jr., Snow, C.C., & Hoover, V.L. 2004. Improving firm performance by matching strategic decision making processes to competitive dynamics. *Academy of Management Executive* 18: 29-43.
- Ketchen, D.J., Jr., Snow, C.C., & Hoover, V.L. 2004. Research on competitive dynamics: Recent accomplishments and future challenges. *Journal of Management* 30: 1-25.
- Skaggs, B.C. & Snow, C.C. 2004. The strategic signaling of capabilities by service firms in different information asymmetry environments. *Strategic Organization* 2: 271-291.

Crook, T.R., Ketchen, D.J., Jr., & Snow, C.C. 2003. Competitive edge: A strategic management model. *Cornell Hotel and Restaurant Administration Quarterly* 44: 2-11.

Hult, G.T.M., Snow, C.C., & Kandemir, D. 2003. The role of entrepreneurship in building cultural competitiveness in different organizational types. *Journal of Management* 29: 401-426.

Miles, R.E., Snow, C.C., & Miles, G. 2000. TheFuture.org. *Long Range Planning* 33: 300-321.

Mathews, J.A. & Snow, C.C. 1998. A conversation with the Acer Group's Stan Shih on global strategy and management. *Organizational Dynamics*, 25: 65-74.

Hambrick, D.C., Snell, S.A., Davison, S.C., & Snow, C.C.1998. When groups consist of multiple nationalities: Towards a new understanding of the implications. *Organization Studies* 19: 181-205.

Snell, S.A., Snow, C.C., Davison, S.C., & Hambrick, D.C. 1998. Designing and supporting transnational teams: The human resource agenda. *Human Resource Management* 37: 147-158.

Miles, R.E., Snow, C.C., Mathews, J.A., Miles, G., & Coleman, H.J., Jr. 1997. Organizing in the knowledge age: Anticipating the cellular form. *Academy of Management Executive* 11: 7-20.

Snow, C.C. 1997. Twenty-first century organizations: Implications for a new marketing paradigm. *Journal of the Academy of Marketing Science* 25: 72-74.

Allred, B.B., Snow, C.C., & Miles, R.E. 1996. Characteristics of managerial careers in the twenty-first century. *Academy of Management Executive* 10: 17-27.

Hanssen-Bauer, J. & Snow, C.C. 1996. Responding to hypercompetition: The structure and processes of a regional learning network organization. *Organization Science* 7: 413-427.

Snow, C.C., Snell, S.A., Davison, S.C., & Hambrick, D.C. 1996. Use transnational teams to globalize your company. *Organizational Dynamics* 23: 50-67.

Snow, C.C. 1996. Teams in the global race. *TEAMS*, February: 14-16.

Miles, R.E. & Snow, C.C. 1995. The new network firm: A spherical structure built on a human investment philosophy. *Organizational Dynamics* 22: 5-18.

Snow, C.C. & Thomas, J.B. 1994. Field research methods in strategic management: Contributions to theory building and testing. *Journal of Management Studies* 37: 457-480.

- Ketchen, D.J., Jr., Thomas, J.B., & Snow, C.C. 1993. Organizational configurations and performance: A comparison of theoretical approaches. *Academy of Management Journal* 36: 1278-1313.
- Miles, G., Snow, C.C., & Sharfman, M.P. 1993. Industry variety and performance. *Strategic Management Journal* 14: 163-177.
- Miles, R.E. & Snow, C.C. 1992. Causes of failure in network organizations. *California Management Review* 34: 53-72.
- Snow, C.C., Miles, R.E., & Coleman, H.J., Jr. 1992. Managing 21st century network organizations. *Organizational Dynamics* 19: 5-20.
- Woolridge, J.R. & Snow, C.C. 1990. Stock market reaction to strategic investment decisions. *Strategic Management Journal* 11: 353-363.
- Summer, C.E., Bettis, R.A., Duhaime, I.H., Grant, J.H., Hambrick, D.C., Snow, C.C., & Zeithaml, C.P. 1990. Doctoral education in the field of business policy and strategy. *Journal of Management* 16: 359-396.
- Miles, R.E. & Snow, C.C. 1986. Network organizations: New concepts for new forms. *California Management Review* 28: 62-73.
- Miles, R.E. & Snow, C.C. 1984. Designing strategic human resources systems. *Organizational Dynamics* 11: 36-52.
- Miles, R.E. & Snow, C.C. 1984. Fit, failure, and the hall of fame. *California Management Review* 26:10-28.
- Hrebiniak, L.G. & Snow, C.C. 1982. Top-management agreement and organizational performance. *Human Relations* 35:1139-1158.
- Stebbins, M.W. & Snow, C.C. 1982. Processes and payoffs of programmatic action research. *Journal of Applied Behavioral Science* 18: 69-86.
- Hrebiniak, L.G. & Snow, C.C. 1980. Industry differences in environmental uncertainty and structural characteristics related to uncertainty. *Academy of Management Journal* 23: 750-759.
- Snow, C.C. & Hambrick, D.C. 1980. Measuring organizational strategies: Some theoretical and methodological problems. *Academy of Management Review* 5: 527-538.
- Snow, C.C. & Grant, J.T. 1980. Answers to questions about management development programs. *Hospital and Health Services Administration* 25: 36-55.

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Articles (continued):

Snow, C.C. & Hrebiniak, L.G. 1980. Strategy, distinctive competence, and organizational performance. *Administrative Science Quarterly* 25: 317-336.

Miles, R.E., Snow, C.C., Meyer, A.D., & Coleman, H.C., Jr. 1978. Organizational strategy, structure, and process. *Academy of Management Review* 4: 546-562.

Snow, C.C. 1976. A comment on business policy teaching research. *Academy of Management Review* 1: 133-135.

Miles, R.E., Snow, C.C., & Pfeffer, J. 1974. Organization-environment: Concepts and issues. *Industrial Relations* 13: 244-264.

Roberts, K.H. & Snow, C.C. (Eds.) 1973. A symposium: Cross-national organizational research. *Industrial Relations* 12:137-247.

Chapters in Scholarly Research Volumes

Snow, C.C. & Snell, S.A. Forthcoming. Strategic human resource management. In S. Kozlowski (Ed.), *Oxford handbook of industrial and organizational psychology*: xxx-yyy. New York: Oxford University Press.

Snow, C.C. & Culpan R. Forthcoming. Open innovation through a collaborative community of firms: An emerging organization design. In T.K. Das (Ed.), *Strategic alliances for value creation*: xxx-yyy. Charlotte, NC: Information Age Publishing.

Snow, C.C. 2011. Introduction. In A. Bøllingtoft, D.D. Håkonsson, C.C. Snow, L. Donaldson, & G. Huber (Eds.), *Collaborative communities: Purpose, process, and design*: xxx-yyy. New York: Springer.

Bøllingtoft, A., Müller, S., Ulhøi, J.P., & Snow, C.C. 2011. Collaborative innovation communities: Role of the shared services provider. In A. Bøllingtoft, D.D. Håkonsson, C.C. Snow, L. Donaldson, & G. Huber (Eds.), *Collaborative communities: Purpose, process, and design*: xxx-yyy. New York: Springer.

Snow, C.C., Strauss, D.R., & Lettl, C. 2009. Blade.org: A collaborative community of firms. In A. Bøllingtoft, D.D. Håkonsson, J.F. Nielsen, C.C. Snow, & J.P. Ulhøi (Eds.), *New approaches to organization design: Theory and practice of adaptive enterprises*: 3-21. New York: Springer.

Miles, R.E. & Snow, C.C. 2008. The shape of things to come. In D. Barry & H. Hansen (Eds.), *The SAGE handbook of new approaches to organization studies*: 565-566. Thousand Oaks, CA: Sage Publications.

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Chapters (continued):

Crossland, C., Ketchen, D.J., Jr., & Snow, C.C. 2008. Multi-firm collaboration and international competitive dynamics. In A.Y. Lewin, S.T. Cavusgil, G.T.M. Hult, & D.A. Griffith (Eds.), *Thought leadership in advancing international business research*: 190-204. London, UK: Palgrave.

Miles, R.E. & Snow, C.C. 2006. Theory, practice, and scholarship. In D.J. Ketchen, Jr. & D. Bergh (Eds.), *Research methodology in strategy and management*, vol. 3:11-15. Oxford, UK: Elsevier.

Snow, C.C., Miles, R.E., & Miles, G. 2006. The configurational approach to organization design: Four recommended research initiatives. In R.M. Burton, B.H. Eriksen, D.D. Håkansson, & C.C. Snow (Eds.), *Organization design: The evolving state-of-the-art*: 3-18. New York: Springer.

Miles, R.E., Miles, G., & Snow, C.C. 2005. Creating the capability for collaborative entrepreneurship: HR's role in the development of a new organizational form. In M. Losey, S. Meisinger, & D. Ulrich (Eds.), *The future of human resource management: 64 thought leaders explore the critical HR issues of today and tomorrow*: 242-247. New York: Wiley.

Snow, C.C., Miles, R.E., & Allred, B.B. 2003. Managing leading-edge multinational corporations. In B. McKern (Ed.), *Managing the global network corporation*: 201-219. London, UK: Routledge.

Zivnuska, S., Ketchen, D.J., Jr., & Snow, C.C. 2001. Implications of the converging economy for human resource management. In G. Ferris (Ed.), *Research in personnel and human resources management*, vol. 20: 371-405. Greenwich, CT: JAI Press.

Miles, G., Heppard, K.A., Miles, R.E., & Snow, C.C. 2000. Entrepreneurial strategies: The critical role of top management. In G.D. Meyer & K.A. Heppard (Eds.), *Entrepreneurship as strategy: Competing on the entrepreneurial edge*: 101-114. Beverly Hills, CA: Sage Publications.

Miles, R.E., Snow, C.C., Mathews, J.A., Miles, G., & Coleman, H.J., Jr. 2000. Organizing in the knowledge age: Anticipating the cellular form. In R. Golembiewski (Ed.), *Handbook of organizational consultation*: 755-766. New York: Marcell Kekker.

Snow, C.C., Lipnack, J., & Stamps, J. 1999. The virtual organization: Promises and payoffs, large and small. In C.L. Cooper & D.M. Rousseau (Eds.), *Trends in organizational behavior*, vol. 6: 15-30. Chichester, UK: Wiley.

Miles, R.E., Snow, C.C., Mathews, J.A., & Miles, G. 1999. Cellular-network organizations. In W. Halal & K. Taylor (Eds.), *Twenty-first century economics: Perspectives of socioeconomics for a changing world*: 155-173. New York: St. Martin's Press.

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Chapters (continued):

Hanssen-Bauer, J. & Snow, C.C. 1998. Responding to hypercompetition: The structure and processes of a regional learning network organization. In A.Y. Ilinitsh, A. Y. Lewin, & R.

D'Aveni (Eds.), *Managing in times of disorder: Hypercompetitive organizational responses*: 351-375. Beverly Hills, CA: Sage Publications.

Snow, C.C. 1998. The changing shape of American companies: Implications for academic health centers. In E.R. Rubin (Ed.), *Mission management: A new synthesis*, vol. 2: 371-385. Washington, DC: Association of Academic Health Centers.

Miles, R.E., Miles, G., & Snow, C.C. 1998. Good for practice: An integrated theory of the value of alternative organizational forms. In G. Hamel, C.K. Prahalad, H. Thomas, & D. O'Neal (Eds.), *Strategic flexibility: Managing in a turbulent environment*: 93-113. New York: Wiley.

Miles, R.E. & Snow, C.C. 1996. Twenty-first century careers. In M.B. Arthur & D.M. Rousseau (Eds.), *The boundaryless career: A new employment principle for a new organizational era*: 261-307. New York: Oxford University Press.

Snow, C.C., Sheegog, J.F., & Howarth, J. 1995. Leading transnational teams in global network organizations. In D.A. Ready (Ed.), *In charge of change*: 141-158. Lexington, MA: ICEDR.

Miles, R.E. & Snow, C.C. 1993. Internal markets and network organizations. In W. Halal, A. Geranmayeh, & J. Pourdehnad (Eds.), *Internal markets: Bringing the power of free enterprise inside your organization*: 67-86. New York: Wiley.

Snow, C.C. & Thomas, J.B. 1993. Building networks: Broker roles and behavior. In P. Lorange, B. Chakravarthy, J. Roos, & A. Van de Ven (Eds.), *Implementing strategic processes: Change, learning, and cooperation*: 217-238. Oxford, UK: Basil Blackwell.

Snow, C.C. & Snell, S.A. 1993. Staffing as strategy. In N. Schmitt & W.C. Borman (Eds.), *Personnel selection in organizations*, vol. 4: 448-478. San Francisco: Jossey-Bass.

Woolridge, J.R. & Snow, C.C. 1991. Is the stock market an obstacle to strategic decision making? In H. Glass (Ed.), *Handbook of business strategy, 1991/1992 yearbook*: 5.1-5.8. New York: Warren, Gorham, & Lamont.

Snow, C.C. & Ottensmeyer, E.J. 1990. Managing strategies and technologies. In M. W. Lawless & L.R. Gomez-Mejia (Eds.), *Strategic management in high technology firms*: 181-193. Greenwich, CT: JAI Press.

Hambrick, D.C. & Snow, C.C. 1989. Strategic reward systems. In C.C. Snow (Ed.), *Strategy, organization design, and human resource management*: 333-368. Greenwich, CT: JAI Press.

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Chapters (continued):

Hrebiniak, L.G., Joyce, W.F., & Snow, C.C. 1989. Strategy, structure, and performance: Past and future research. In C.C. Snow (Ed.), *Strategy, organization design, and human resource management*: 3-54. Greenwich, CT: JAI Press.

Snow, C.C. 1986. Reflections on European strategic management research. In H. Thomas & J. McGee (Eds.), *Strategic management research: A European perspective*: 307-318. London, UK: Wiley.

Snow, C.C. & Miles, R.E. 1983. The role of strategy in the development of a general theory of organizations. In R. Lamb (Ed.), *Advances in strategic management*, vol. 2: 231-259. Greenwich, CT: JAI Press.

Meyer, A.D., Snow, C.C., & Miles, R.E. 1982. Teaching organization theory. In R.D. Freedman, C.L. Cooper, & S.A. Stumpf (Eds.), *Management education: Issues in theory, research, and practice*: 175-209. New York: Wiley.

Miles, R.E. & Snow, C.C. 1981. Towards a synthesis in organization theory. In M. Jelinek, R.E. Miles, & J.A. Litterer (Eds.), *Organizations by design*: 548-562. Dallas: Business Publications.

Snow, C.C. 1980. Modern publishing company, inc. A case in S. Jain & I. Mathur, *Cases in marketing management*, Columbus, OH: Grid, 1978; M.J. Stanford, *Management policy*, Englewood Cliffs, NJ: Prentice-Hall, 1979; W.F. Glueck, *Business policy and strategic management* (3rd ed.), New York: McGraw-Hill, 1980; D.L. Bates & D.L. Eldredge, *Strategy and policy: A systems approach*, Des Moines, IA: W.C. Brown, 1980; F. Campo-Flores & Y.N. Chang, *Business strategy*, Santa Monica, CA: Goodyear, 1980; S.B. Prasad, *Corporate strategy and policy*, New York: Random House, 1981; R.E. Schellenberger & F. Boseman, *Policy formulation and strategy management* (rev. ed.), New York: Wiley, 1982; W.F. Glueck & L.R. Jauch, *Business policy and strategic management* (4th ed.), New York: McGraw-Hill, 1984.

Miles, R.E. & Snow, C.C. 1977. Administration: Concept, theory, problems. In D. Yoder & H.G. Heneman, Jr. (Eds.), *Handbook of personnel and industrial relations*, vol. VI: 3.1-3.10. Washington, DC: BNA Books.

Strauss, G., Miles, R.E., & Snow, C.C. 1976. Implications for industrial relations. In G. Strauss, R.E. Miles, C.C. Snow, & A.S. Tannenbaum (Eds.), *Organizational behavior: Research and issues*: 193-219. Belmont, CA: Wadsworth.

Conference Papers and Presentations

Snow, C.C. 2011. *Organizing for continuous innovation*. Keynote speech given at the 12th International CINet Conference, Aarhus, Denmark.

Snow, C.C. 2011. *Commercializing New Positioning Technologies: Implications for Organization Design*. Presented in the Professional Development Workshop on Commercializing New Positioning Technologies: Implications for Research and Practice at the Academy of Management annual meeting, San Antonio, Texas.

Snow, C.C. 2011. Panel speaker in the symposium on A Theoretical and Practical Exploration of Shared Leadership at the Academy of Management annual meeting, San Antonio, Texas.

Fjeldstad, Ø.D., Snow, C.C., Miles, R.E., & Lettl, C. 2010. *The architecture of collaboration: Organizing resources among large sets of co-equal actors*. Presented in the SMJ Special Issue conference on Strategy and Organizational Design at the Harvard Business School, Boston, MA.

Snow, C.C. & Adler, P.S. 2010. Co-Organizers, symposium on Organizing for Innovation, Revisited: Collaborative Community at the Academy of Management annual meeting, Montreal, Canada.

Fjeldstad, Ø.D., Lettl, C., Miles, G., Miles, R.E., & Snow, C.C. 2010. *Collaborative communities of firms*. Presented in the symposium on Organizing for Innovation, Revisited: Collaborative Community at the Academy of Management annual meeting, Montreal, Canada.

Snow, C.C. 2010. *Organizing for continuous innovation*. Presented in the symposium on Synergies among Technological Innovation, Entrepreneurship, and Organizational Evolution at the Academy of Management annual meeting, Montreal, Canada.

Müller, S., Snow, C.C., & Ulhøi, J.P. 2010. *The design of the human resource function in collaborative communities of firms*. Presented at the Fourth International Workshop on Organization Design, Aarhus School of Business, Aarhus, Denmark.

Blomqvist, K. & Snow, C.C. 2010. *High-performance trust in the global knowledge economy*. Presented at the Academy of International Business annual conference, Dublin, Ireland.

Blomqvist, K. & Snow, C.C. 2010. *High-performance trust in the global knowledge economy*. Presented at the workshop on Trust Within and Between Organizations at the University of Valencia, Spain.

Snow, C.C. 2009. *Designing organizations for continuous product development and commercialization: The collaborative community of firms model*. Keynote speech given at the 70th Anniversary of the Aarhus School of Business, Aarhus, Denmark.

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Conference Papers and Presentations (continued):

Fjeldstad, Ø.D., Miles, R.E., & Snow, C.C. 2008. *Using networks and communities to innovate and commercialize*. Presented at the invited conference on Organizational Strategy, Structure, and Process: A Reflection on the Research Perspective of Miles and Snow, Cardiff University, Wales, U.K.

Snow, C.C., Lettl, C., Fjeldstad, Ø.D., & Miles, R.E. 2008. *Organizing for collaborative innovation: The community of firms model*. Presented at the User and Open Innovation Conference at Harvard University, Boston, MA.

Snow, C.C. & Strauss, D.R. 2008. *Blade.org: A collaborative community of firms*. Presented at the Third International Workshop on Organization Design, Aarhus School of Business, Aarhus, Denmark.

Snow, C.C. 2007. *Collaborative innovation: From action to knowledge*. Keynote speech given at the national meeting of the Danish Academy of Management, Aarhus, Denmark.

Snow, C.C. 2007. *Collaborative innovation: Building multi-firm communities for competitive advantage*. Presented in the International Speakers Programme sponsored by Enterprise Ireland, Galway, Ireland.

Blomqvist, K., Miles, G., Miles, R.E., & Snow, C.C. 2007. *Organizational structures and processes in collaborative innovation: The case of Blade.org*. Presented at the Copenhagen Conference on Partnerships: Achieving Collaborative Advantage, Copenhagen, Denmark.

Snow, C.C. 2007. *Anticipating new organizational forms*. Presented in the symposium on The Dynamics of Fast Change and New Organizational Forms, Academy of Management annual meeting, Philadelphia, PA.

Ketchen, D.J., Jr., Ireland, R.D., & Snow, C.C. 2007. *Strategic entrepreneurship, collaborative innovation, and wealth creation*. Presented at the Strategic Entrepreneurship Journal Launch Conference, Chicago, IL.

Crossland, C. & Snow, C.C. 2006. *The influence of national systems on global competitive dynamics: An integrative framework*. Presented at the Strategic Management Society annual conference, Vienna, Austria.

Miles, R.E., Miles, G., & Snow, C.C. 2005. *Next generation designs for inter- and intra-firm communities of continuous innovation*. Presented at the 16th Annual International Conference, Center for Collaborative Organizations (University of North Texas), Fort Worth, TX.

Miles, R.E. & Snow, C.C. 2005. *Building communities of innovation*. Presented at the Indiana 21st Century Research and Technology Fund, Indianapolis, IN.

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Conference Papers and Presentations (continued):

Snow, C.C., Miles, R.E., & Miles, G. 2005. *Four recommended initiatives for organization design research*. Presented at the First International Workshop on Organization Design, University of Southern Denmark, Odense, Denmark.

Snow, C.C. & Ketchen, D.J., Jr. 2004. *The multi-firm collaborative network: Implications for international competition and human resource management*. Presented at the Emerging Research Frontiers in International Business Conference, Michigan State University, East Lansing, MI.

Snow, C.C. 2004. *The hows and whys of applied research*. Presented at the symposium on Great Applied Theorists, Academy of Management annual meeting, New Orleans, LA.

Snow, C.C. 2004. *The multi-firm collaborative network: A new organizational form*. Presented at the Symposium on Strategy and Organization in Global Corporate Networks, Academy of International Business annual conference, Stockholm, Sweden.

Snow, C.C. 2003. *The seven burning questions in management research*. Keynote speech given at the inaugural Joe McAllister Memorial Lecture, National University of Ireland, Galway.

Snow, C.C. & Mathews, J.A. 2003. *The new zoology of global business: Strategic issues for managers*. Presented at the Academy of International Business annual conference, Monterey, CA.

Snow, C.C. & Miles, G. 2002. *Will the entrepreneurial promise be realized? The case for a market exploration strategy*. Presented at the Decision Sciences Institute annual meeting, San Diego, CA.

Hambrick, D.C. & Snow, C.C. 2002. *Globalization and the management of international teams*. Presented at the All-Academy Symposium on International Management Team Research: Building Bridges Between Management Disciplines, Academy of Management annual meeting, Denver, CO.

Miles, G., Miles, R.E., & Snow, C.C. 2000. *Wealth creation and entrepreneurial strategies: Process, meta-capabilities, and barriers*. Presented at the Strategic Management Society annual conference, Vancouver, Canada.

Skaggs, B.C. & Snow, C.C. 2000. *The effects of competencies, information asymmetry, and competitive positioning on the performance of service firms: A contingency approach*. Presented at the Academy of Management annual meeting, Toronto, Canada.

Snow, C.C. 2000. *Strategic alliances: The role of collaboration*. Presented at the Mershon Seminar Series, Ohio State University, Columbus, OH.

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Conference Papers and Presentations (continued):

Snow, C.C. 1997. *Origin and uses of the Miles-Snow typology*. Presented at the Decision Sciences Institute annual meeting, San Diego, CA.

Snow, C.C. 1997. Director and co-presenter. *Virtual teams: Increasing speed and quality with technology*. The Business Channel (PBS) national teleconference.

Snow, C.C. 1997. *Business management trends and their implications for management education*. Presented at the Atlantic Schools of Business Conference, Fredericton, New Brunswick, Canada.

Snow, C.C. 1997. *The changing shape of American companies*. Keynote speech given at the Association of Academic Health Centers, Indian Wells, CA.

Skaggs, B.C., Snow, C.C., & Mills, P.K. 1997. *A model of competitive strategy and organizational structure in service sector firms*. Presented at the Academy of Management annual meeting, Boston, MA.

Youndt, M.A., Snell, S.A., Snow, C.C., & Lepak, D.P. 1997. *Strategic orientation, decision making, and performance of transnational teams*. Presented at the international conference of the Eastern Academy of Management, Dublin, Ireland.

Snow, C.C. & Thomas, J.B. 1997. *Multi-level organizational research: A strategy perspective*. Presented at the MESO Conference, Dartmouth College, Hanover, NH.

Miles, R.E., Miles, G., & Snow, C.C. 1996. *Good for practice: An integrated theory of the value of alternative organizational forms*. Presented at the Strategic Management Society annual conference, Phoenix, AZ.

Snell, S.A., Snow, C.C., Youndt, M.A., & Lepak, D.P. 1996. *Using reward systems to enhance the performance of transnational teams*. Presented at the Academy of Management annual meeting, Cincinnati, OH.

Snow, C.C. & Miles, R.E. 1995. *Twenty-first century careers*. Presented at the annual conference of the International Association of Corporate and Professional Resources, San Francisco, CA.

Hanssen-Bauer, J. & Snow, C.C. 1995. *The structure and processes of a regional learning network organization*. Presented at the international conference on Innovation Networks: East Meets West, Sydney, Australia.

Miles, R.E. & Snow, C.C. 1995. *Leading-edge network organizations: Leadership, control, and renewal*. Presented at the international conference on High-Performance Global Corporations, Boca Raton, FL.

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Conference Papers and Presentations (continued):

Snow, C.C., Sheegog, J., & Howarth, J. 1994. *Transnational teams: Research and practice*. Presented at the International Consortium for Executive Development Research, Cambridge, MA.

Youndt, M., Snell, S.A., & Snow, C.C. 1994. *Training and development in transnational teams: The effects of strategic contribution*. Presented at the Academy of Management annual meeting, Dallas, TX.

Sheegog, J. & Snow, C.C. 1994. *The Wellcome demonstration project*. Presented at the International Consortium for Executive Development Research, Lausanne, Switzerland.

Snow, C.C., Snell, S.A., Hambrick, D.C., & Davison, S.C. 1993. *Developing transnational teams in global network organizations: Final report*. Final report presented at the International Consortium for Executive Development Research, Fontainebleau, France.

Snow, C.C., Snell, S.A., Hambrick, D.C., & Davison, S.C. 1993. *Developing transnational teams in global network organizations*. Symposium presented at the Academy of Management annual meeting, Atlanta, GA.

Snow, C.C., Snell, S.A., Hambrick, D.C., & Davison, S.C. 1993. *The transnational teams project: An applications workshop*. Presented at the International Consortium for Executive Development Research, Chapel Hill, NC.

Snow, C.C., Snell, S.A., Hambrick, D.C., & Davison, S.C. 1992. *The transnational teams project: Preliminary findings*. Presented at the International Consortium for Executive Development Research, Barcelona, Spain.

Snow, C.C., Snell, S.A., Hambrick, D.C., & Davison, S.C. 1992. *Developing transnational teams in global network organizations: A research proposal*. Presented at the International Consortium for Executive Development Research, Arden House, Harriman, NY.

Thomas, J.B. & Snow, C.C. 1991. *Role of the broker in strategic network development*. Presented at the ORSA/TIMS joint national meeting, Anaheim, CA.

Snow, C.C. & Thomas, J.B. 1991. *Building networks: Broker roles and behavior*. Presented at the Strategic Processes Research Conference, Norwegian School of Management, Sandvika, Norway.

Snow, C.C. & Thomas, J.B. 1990. *Field research methods in strategic management: Contributions to theory building and testing*. Presented at the conference on Theory Building in Strategic Management, University of Illinois, Champaign-Urbana, IL.

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Conference Papers and Presentations (continued):

Snow, C.C. & Miles, R.E. 1990. *Managing the high technology organization of the future*. Presented at the conference on Managing the High Technology Firm, University of Colorado, Boulder, CO.

Miles, G., Snow, C.C., & Sharfman, M.P. 1989. *Industry synergy: The effect of firm strategy on industry performance*. Presented at the Strategic Management Society annual conference, San Francisco, CA.

Ottensmeyer, E.J. & Snow, C.C. 1988. *Managing strategies and technologies*. Presented at the conference on Managing the High Technology Firm, University of

Colorado, Boulder, CO.

Hrebiniak, L.G., Joyce, W.F., & Snow, C.C. 1987. *Strategy, structure, and performance*. Presented at the Strategic Management Society annual conference, Boston, MA.

Snow, C.C., Ariss, S., & Millman, R.W. 1983. *Corporate strategy and financial planning: A conceptual integration*. Presented at the Strategic Management Society annual conference, Paris, France.

Kerr, J.L. & Snow, C.C. 1982. *A conceptual model of the reward system design process*. Published in the *Proceedings* of the Academy of Management, New York, NY.

Snow, C.C. 1981. *Contextual overlays: A systematic approach to the study of strategic management*. Presented at the conference on Nontraditional Approaches to Policy Research, University of Southern California, Los Angeles, CA.

Kerr, J.L. & Snow, C.C. 1980. *Corporate strategies and rewards: A conceptual framework*. Published in the *Proceedings* of the Academy of Management, Detroit, MI.

Snow, C.C. & Hrebiniak, L.G. 1978. *Distinctive competence and type of organization*. Published in the *Proceedings* of the Academy of Management, San Francisco, CA.

Hambrick, D.C. & Snow, C.C. 1977. *A contextual model of strategic decision making in organizations*. Published in the *Proceedings* of the Academy of Management, Kissimmee, FL.

Snow, C.C. 1976. *The role of managerial perceptions in organizational adaptation: An exploratory study*. Published in the *Proceedings* of the Academy of Management, Kansas City, MO.

Snow, C.C. & Darran, D.C. 1975. *Organizational adaptation to the environment: A review*. Published in the *Proceedings* of the American Institute of Decision Sciences.

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Research Reports to Sponsor

Snow, C.C. & Hanssen-Bauer, J. 1993. *Nordvest Forum Evaluation Study Report* (Oslo: The Norwegian Work Life Centre), 60 pp. (ISBN 82-91058-08-3).

Other Publications

Miles, R.E. & Snow, C.C. 2013. Strategy profiles. In E.H. Kessler (Ed.), *Encyclopedia of Management Theory*. Thousand Oaks, CA: SAGE.

Miles, R.E. & Snow, C.C. 2013. Multi-firm network structure. In E.H. Kessler (Ed.), *Encyclopedia of Management Theory*. Thousand Oaks, CA: SAGE.

Miles, R.E. & Snow, C.C. 2013. Prospectors/Defenders/Analyzers. In D. Teece & M. Augier (Eds.), *Palgrave encyclopedia of strategic management*. London, UK: Palgrave Macmillan.

Snow, C.C. 2012. Foreword to Rhys Andrews, George A. Boyne, Jennifer Law, and Richard W. Walker, *Strategic Management and Public Service Performance*. London, UK: Palgrave Macmillan.

Miles, R.E. & Snow, C.C. 2010. Podcast of an interview by the *Journal of Management Inquiry*. www.jmi.sagepub.com.

Snow, C.C. 2009. Foreword to James Cunningham and Brian Harney, *Strategy and Strategists*. Oxford, UK: Oxford University Press.

Snow, C.C. 2007. Review of John A. Mathews, *Strategizing, disequilibrium, and profit*, in *Academy of Management Review* 32: 11-12.

Contributor to Andy Hines & Peter Bishop (Eds.). 2006. *Thinking about the future: Guidelines for strategic foresight*. Washington, DC: Social Technologies.

RETROSPECTIVE: Raymond Miles and Charles Snow's *Organizational strategy, structure, and process*, in *Academy of Management Executive* 17 (November 2003): 94-118.

Recorded an essay, *Managing in the Converging Economy*, which discussed the impact of convergence in the global economy on business education. The essay was aired on the program, "The Best of Our Knowledge," a show produced by WAMC in Albany, NY and carried by more than 300 radio stations around the world. The essay also was published as a commentary in *The Patriot News* (Harrisburg, PA, April 11, 2001) and *Scranton Times Tribune* (Scranton, PA, April 19, 2001).

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Other Publications (continued):

Miles, R.E. (1932-) & Snow, C.C. (1945-), in Malcolm Warner (Ed.). 1998. *The IEBM handbook of management thinking*. Cincinnati, OH: International Thomson Business Press, 455-460.

Snow, C.C. 1998. Ray Miles as scholar and researcher, *Journal of Management Inquiry* 7:305-306.

Snow, C.C. 1992. Commentary on C. Stubbart and J. Wilson, Strategy, environment, and intelligence. In P. Shrivastava, A. Huff, & J. Dutton (Eds.), *Advances in strategic management*, vol. 8: 441-444. Greenwich, CT: JAI Press.

Snow, C.C. 1983. Review of Kenyon B. DeGreene, *The adaptive organization: Anticipation*

and management of crisis, in *Contemporary Psychology* 28: 151-152.

Snow, C.C. 1976. Review of John B. Miner, *The human constraint: The coming shortage of executive talent*, in *Industrial and Labor Relations Review* 29: 308-309.

PROFESSIONAL ACTIVITIES

**Professional
Affiliations** Academy of Management
 Strategic Management Society
 Fulbright Alumni Association

Academic Journals

Founding Co-Editor	<i>Journal of Organization Design</i>	2011-present
Associate Editor	<i>Decision Sciences</i>	1995-99
Editorial Board	<i>Journal of Asia-Pacific Business</i> <i>Journal of Engineering and Technology Management</i> <i>Journal of High Technology Management Research</i> <i>Journal of World Business</i> <i>Strategic HRM Journal</i> <i>Strategic Management Journal</i>	

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Invited Seminars

European Institute for Advanced Studies in Management (EIASM Ph.D. Program)	2012
Monash University (Australia)	2011
European Institute for Advanced Studies in Management (EIASM Ph.D. Program)	2010
University of Alabama	
University of Tennessee	
Cardiff University (Wales)	
Aarhus University (Denmark)	
Washington and Lee University	2009

European Institute for Advanced Studies in Management (EIASM Ph.D. Program) Norwegian School of Management University College Dublin (Ireland) University of Ljubljana (Slovenia)	2008
National University of Ireland, Galway	2007
Aarhus School of Business (Denmark) European Institute for Advanced Studies in Management (EIASM Ph.D. Program)	2006
University of Massachusetts Lappeenranta University of Technology (Finland) University of Melbourne	2005
Bond University (Australia) University of Montana University of Arizona	2004
Queensland University of Technology (Australia) University of Queensland (Australia)	2001
Florida State University University of Montana	2000
University of Arizona University of North Texas University of Kentucky	1999
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Invited Seminars (continued):

University of Oregon University of Washington Clark University	1996
Louisiana State University	1995
Institute for Advanced Studies in Administration (Venezuela) University of Trondheim (Norway)	1994
University of California, Irvine	1993
University of North Carolina Clark University	1991

Bentley College	1990
Boston University	
University of British Columbia	
College of William and Mary	
University of Texas	
Virginia Polytechnic Institute and State University	1989
National Technological University (Fort Collins, CO)	
University of Pittsburgh	
University of Colorado, Boulder	1988
University of Mississippi	
University of Texas	1987
Boise State University	1986
University of Denver	
University of Pennsylvania (Wharton School)	1985
Irish Management Institute	1984
London Business School	
European Institute for Advanced Studies in Management (Brussels)	
Stockholm School of Economics	1983

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Invited Seminars (continued):

Irish Management Institute	1982
University of Aston (England)	
Oxford Management Centre (England)	
University of Manchester Institute of Science and Technology (England)	
University of Sheffield (England)	
INSEAD (France)	
University of Nice (France)	
IMD (Switzerland)	
International Management Institute (Switzerland)	
McGill University (Canada)	1981
University of Southern California	
U.S. Office of Personnel Management	1979
University of Pennsylvania (Wharton School)	

Sabbatical Leaves

- 2010 A six-month sabbatical to design research and write papers with colleagues at BI-Norwegian School of Management, Vienna University of Economics and Business, and Danish Technological University.
- 2004 A six-month sabbatical to write papers at Macquarie University (Sydney, Australia) and California State University, San Marcos.
- 1997 A six-month sabbatical to write papers with colleagues at the University of California, Berkeley and the University of New South Wales (Sydney, Australia).
- 1983-84 A 12-month sabbatical to write papers at the University of California, Berkeley and to co-author a book at the University of Nice (Nice, France).

CONSULTING AND EXECUTIVE EDUCATION

Consultant to various organizations including Cutter Laboratories, Mount Nittany Medical Center, Standard Steel, Kaiser-Permanente Medical Care Program, Kennametal, Canadian-Pacific, Oncology Services, Eaton Corporation, U.S. Navy, and Towers, Perrin, Forster, and Crosby.

Instructor in university executive education programs at Penn State, Carnegie Mellon, Michigan, Berkeley, North Carolina, Emory, Alabama A&M, Texas Christian University, Inter-American University (San Juan, Puerto Rico), Monash University (Melbourne, Australia), Mt. Eliza Business School (Melbourne, Australia), Melbourne Business School, Australian Graduate School of Management (Sydney, Australia), University of Auckland (Auckland, New Zealand), Ecole Nationale des Ponts et Chaussees (Paris, France), and Koc University (Istanbul, Turkey).

Instructor in company executive development programs including Telenor (Norway), PROSVI (Italy), Pohjola Group (Finland), Siam Cement (Thailand), Malaysian Institute of Management, Institute of International Research, Fletcher-Challenge (New Zealand), Jamaican Institute of

Management, Graduate School of Credit and Financial Management, Liberty Mutual Insurance, Lockheed Martin, U.S. Navy JAG Corps, Westinghouse Electric, Astra Zeneca, Conrail, Philadelphia Electric, Mellon Bank, Bellcore, Marshall Space Flight Center, Senior Executive Service (U.S. General Services Administration), and Seminarium (Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Peru, Uruguay).

Director, Human Resource Management Program (1982-84) and Executive Management Program (1985-87), The Pennsylvania State University.

Co-Director, Corporate Financial Management and Strategy Program, Berkeley Executive Education, University of California, Berkeley, 1987-92.

SERVICE AND COMMITTEE MEMBERSHIPS

Department

Honors Advisor, 2007-present
Faculty Recruiting Committee, 1980-83, 1985-90, 1994-95, 1999-2000, 2002-07
Coordinator, Distinguished Researcher Speaker Series, 1981-89, 1992-93, 2005-06
Smeal Chair Recruiting Committee, 1999-2001
Doctoral Admissions Committee, 1985-91, 1993-2001, 2009-10
Undergraduate Assessment Committee, 1994, 1997-99
Ph.D. Advisor, 1993-96

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Service and Committee Memberships (continued):

College

Smeal Representative to University Hearing Board, 2009-present
Committee for Diversity, 2006-present
Distinguished Professor Panel, 1997-99, 2009-13
Strategic Plan Metrics Committee, 2009-10
Sabbatical Leave Review Committee, 1996-98, 2008-09
Promotion and Tenure Committee, 1991-92, 1994-99, 2002-03, 2007-08
Executive Committee, 1985-91, 1993, 2003-07
EMBA Faculty Council, 2003-05
MBA Faculty Council, 1980-84, 1996-2005
Undergraduate Program Renewal Committee, 2002
Faculty Advisory Committee, 1980-83, 1999-2002
Strategy Team, 2000-01
Graduate Policy Committee, 1987-89, 1999-2001
BLOG/MS&IS Reorganization Committee, 1999
Fellowship Committee, 1980-82, 1991-92, 1998-99

Doctoral Program Review Group, 1993-94
Research Committee, 1991-93
Strategic Study Group on Internationalization, 1989-90
Strategic Study Group on Top Ten Public Business Schools, 1988-89
AMOCO Foundation Outstanding Teaching Award Committee, 1982

University

Fulbright Alumni Association Executive Board (Central PA Chapter), 1999-present
Kellogg Leadership Initiative Design Team, 1998-99
College of Business Administration, Dean's Review Committee, 1996
College of Liberal Arts, Search Committee for Director of the Center for Applied Behavioral Sciences, 1995-96
Graduate Council Committee on Graduate Research, 1991-93
College of Business Administration, Dean's Search Committee, 1987-89
Strategic Study Group on Management Education, 1985-86
Graduate Council Committee on Fellowships and Awards, 1980-82

Academy of Management

Faculty, Doctoral Consortium, Western Academy of Management, 2010
Faculty, Business Policy and Strategy New Faculty Workshop, 2009
Faculty, Social Issues Management New Faculty Workshop, 1995

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Service and Committee Memberships (continued):

Ad Hoc Committee on The Future of Doctoral Education in Business Policy and Strategy, Business Policy and Planning Division, 1988-90
Faculty, Business Policy and Strategy New Faculty Workshop, 1986
Faculty, Business Policy and Strategy Doctoral Consortium, 1985
Executive Committee, Business Policy and Planning Division, 1982-84

Service to the Profession

Mentor, Society of Entrepreneurship Scholars, Ohio State University, 2007
Judge, MBA Case Competition, Rutgers University, 1999
Member of the evaluation team that reviewed the Management Department of Gettysburg College (Gettysburg, PA), 1993
Judge, MBA Case Competition, University of Mississippi, 1988

August 2011