

CURRICULUM VITAE
MARGARET B.W. GRAHAM
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Margaret Graham is associate professor of strategy and organization at the Desautels Faculty of Management, McGill University. Her career has been divided between the historical study and the practice of technology-based innovation, with special emphasis on the institutionalization of industrial R&D. Her scholarly work is based on in-depth archival study, on multi-year fieldwork, and on long-term interaction with technology-based companies. As a member of the senior staff at Xerox Palo Alto Research Center in the 1990s she helped direct an advanced research organization focused on inventing the “office of the future”. She has served on U.S. National Research Council committees and has directed studies for the U.S. National Science Foundation. She is a founding director of The Winthrop Group, LLP a company of business historians and archivists founded in 1982 to assist corporations, foundations, and other organizations, to preserve and make use of their experience. Since 1990 she has also served as an independent trustee for Pioneer Investments, a large mutual fund family, based in Boston, Massachusetts and owned by the UniCredit Bank of Milan.

EMPLOYMENT

2000-present. Associate Professor, Strategy and Organization, Desautels Faculty of Management, McGill University

1999-2000. Visiting Professor, Strategy and Organization, McGill Faculty of Management, McGill University

1982-2012. Founding Director, Vice President and Corporate Secretary, Winthrop Group, LLP, Cambridge, MA and New York, NY. 1994-1999, Principal Consultant.

1991-1994. Xerox Palo Alto Research Center (PARC), Manager (VP level) of Research Operations and Organizational Learning, later Manager Research Information and Infrastructure.

1983-1993. Boston University School of Management: Professor (1988) of Operations Management and Management of Technology

1977-1982. Harvard Graduate School of Business Administration, Assistant Professor, Production and Operations Management

EDUCATION

Harvard University: M.A. (1968) and Ph.D. (1976) in History, MBA (1976) Dissertation: "The Building of the Nigerian Railway: Technological Innovation and Social Change in a Colonial Society, 1895-1935."

The College of Wooster: BA (1968) with Highest Honors, Class Marshall, Phi Beta Kappa

TEACHING ASSIGNMENTS

Desautels Faculty of Management, McGill University

Seminar in Law and Management, Capstone for Joint MBA/Law BUSA 614, 2009, 2010, 2011, 2012

Strategies for Sustainability, MGPO 440, 2009 - 2012 BCom

Perspectives on Innovation MGPO 706, 2000, 2002, 2004, 2010, 2012 PhD Seminar

Managing Innovation MGPO 650, 2001-2010 MBA

Managing Strategy MGPO 630, 1999-2012 MBA

Managing Innovation, 2000-2001 BCom

International Business History: A Distant Mirror on Globalization, MGPO 435, 2005, 2011, 2012

BCom

Various IMPM, IMHL, EMBA, programs and supervisions 2000-2012

Boston University School of Management

Operations Management, MBA Program, 1983-1988

Executive MBA 1990 Management of Technology,

Undergraduate Program, 1983-85 Management of Technology

MBA Program Core, 1984, 1987-88

Operations Management, Undergraduate Program, 1985-86

Doctoral Seminar on Management of Technology, 1985

Advanced Management Development Program, 1985

Executive Development Program, Zurich 1988

Manufacturing Executive Program, 1989-90

New Product Development Program, 1990

Leadership Program, 1990

The Global Manager, Fall-Spring 1997-9 CORE MBA Course, Policy and MIS portions of a team-taught course.

As Associate Dean from 1988-1990 oversaw international programs in Switzerland and Japan.

1982- 2005 Management education programs in Operations Management, Management of Technology, Management of R&D, and Knowledge Management for 15 different companies and institutes in the United States and abroad.

Creativity and Innovation Module for JOKO – Helsinki School of Economics EMBA, May, 2005.

Harvard University

Labor's Response to Technological Change, Undergraduate, 1977

Management of Technology, 1978 MBA Program

Field Studies in Management of Technology, MBA Program 1978

Production and Operations Management, MBA Program, 1978-1982

MAJOR PUBLICATIONS

Books and Book Chapters:

“Aluminum and the Third Industrial Revolution,” in Giovanni Dosi and Louis Galambos, (Eds) The Third Industrial Revolution in Global Business, Cambridge University Press, New York, NY. forthcoming in March 2013.

“Entrepreneurship in the United States, 1920-2000,” in Daniel R. Headrick, Joel Mokyr and William J. Baumol, (Eds.) The Invention of Enterprise: Entrepreneurship from Ancient Mesopotamia to Modern Times, Princeton University Press, Princeton, NJ, 2010.

“Corning as Creative Responder: A Schumpeterian Interpretation of Disruptive Innovation,” in Sally H. Clarke, Naomi R. Lamoreaux and Steve W. Usselman (Eds.) The Challenge of Remaining Innovative: Insights from Twentieth Century American Business, Stanford University Press, Stanford, CA 2009.

“Technology and Innovation,” in Geoffrey Jones and Jonathan Zeitlin (Eds.) The Oxford Handbook of Business History, Oxford University Press, NY 2008.

“Financing Fiber: Corning Invades the Telecommunications Industry,” in Naomi Lamoreaux and Kenneth Sokoloff, (Eds.) Financing Innovation in the United States: 1870 to the Present, Cambridge: The MIT Press, Cambridge, MA 2007.

Corning and the Craft of Innovation with Alec T. Shuldiner, Oxford University Press, NY 2001.

"The Threshold of the Information Age: Radio, Television and Motion Pictures Mobilize the Nation," in Alfred D. Chandler and James Cortada (eds.) A Nation Transformed by Information: How Information Reshaped the United States from Colonial Times to the Present, Oxford University Press, NY 2000.

R&D for Industry: A Century of Technical Innovation at Alcoa, with Bettye Pruitt, Cambridge University Press, NY 1990.

RCA and the VideoDisc: the Business of Research, Cambridge University Press, NY1986. Paperback edition: The Business of Research: RCA and the VideoDisc, 1988.

Articles and Cases, since 2000:

Margaret B.W. Graham, “Intellectual Property and the Professionals,” *History and Technology: An International Journal*, 28:1, 73-82, April 2012.

John Seaman and Margaret B.W. Graham, “Sustainability and the Scholarly Enterprise: A History of Gutenberg-e,” *The Journal of Scholarly Publishing*, March, 2012.

Margaret B.W. Graham, “Corporate Responsibility at Corning, Incorporated,” Internet publication by St. Thomas University Institute on Ethics and Corporate Responsibility, 2011.

Margaret B.W. Graham, “Schumpeter’s Children,” *Woodrow Wilson Quarterly*, May 2010.

Mary O’Sullivan and Margaret B.W. Graham, Guest Editors’ Introduction, “Business History and Management Theory: A Critical Introduction,” in Margaret, B.W. Graham, Christopher McKenna and Mary O’Sullivan, Special Issue on Business History and Management Theory, the *Journal of Management Studies*, 2010.

Margaret B.W. Graham, Review of *Grace Hopper and the Invention of the Information Age*, by Kurt Beyer, *Business History Review*, October, 2010.

Margaret B.W. Graham, "Henry P. Gage, Entrepreneur of Standardization," *Entreprises et Histoire*, No. 51, June, 2008.

Margaret B.W. Graham, "Books that Made a Difference: Peter Spufford, Power and Profit: The Merchant in Medieval Europe," *Business History Review*, Vol 81, No. 1 Spring 2007, pp. 129-132.

Margaret, B. W. Graham, "Exploring the Context of Use," *Enterprise and Society*, September, 2006, pp. 456-462

"Plan B," "Women's Capital Corporation," and "Teleflex Incorporated" – all cases written by MBA students about McGill alumni related companies, under the supervision of M. Graham. 2004-2005.

Working Papers, current:

"Inertia or Entropy? The Formation and Function of Alcoa's Committee System: 1914-1975" For presentation at the "Getting It Organized Conference, The Wharton School, University of Pennsylvania, April 2013.

Russell Seidle and Margaret B.W. Graham, "Knowledge Viscosity: Re-conceptualizing Knowledge Flows by Moving Beyond the Sticky-Leaky Paradox," 2011-2012

Margaret B.W. Graham, "The Unintended and Enduring Consequences of Antitrust Enforcement on Knowledge-Dependent Companies: 1938-1982," for presentation at Business History Conference, St. Louis, Missouri, April 2, 2011.

CONFERENCE PRESENTATIONS SINCE 2000

Invited Workshop for PhD Students in Business History, Chemical Heritage Foundation, April 2012.

Margaret B.W. Graham, "The Unintended and Enduring Consequences of Antitrust Enforcement on Knowledge-Dependent Companies: 1938-1982," for presentation at Business History Conference, St. Louis, Missouri, April 2, 2011.

"High Impact Entrepreneurship: Finance, Innovation and Jobs," Start-Up America Conference," U.S. Small Business Administration, The Kennedy Conference Room, The Capitol, Washington, D.C., October 14, 2010.

"A Twenty Year Critical Retrospective on an Action Research Assignment: Notes of an Illegitimate Peripheral Participant," Critical Management Studies Workshop, UQAM, Montreal, August 4-5, 2010.

"The Global Aluminum Industry and the Third Industrial Revolution," Society of the History of Technology Conference, Pittsburgh, October 14, 2009.

"Putting Sarbanes-Oxley in a Larger More Critical Frame," Business History Conference, Bocconi, Milan, June, 2009.

"Of Pearls and Necklaces: Intrafirm Technology Transfer in the Twentieth Century U.S.," Cain Conference, The Chemical Heritage Foundation, Philadelphia, March, 2009.

“Natural Capitalism Ten Years On,” Beyond CSR Conference, HEC-McGill, March 2009.

“A Critical Perspective on Intellectual Property: What Matters,” Business History Conference, Sacramento, CA, 2008.

“Comments on the Current State of R&D, Society of the History of Technology Conference, Washington D.C., October, 2007.

“Nortel Networks: Prototype for the New Economy,” INSEAD Conference on “Innovation and Competition in the Global Communications Technology Industry: Business Models, Old and New,” Invited paper presented by co-author Vivian Hudson, August, 2007.

“Henry Gage: Standards Entrepreneur,” Business History Conference, Case Western Reserve, June, 2007.

“Aluminum and the Third Industrial Revolution,” Invited paper, “Has There Been a Third Industrial Revolution?,” Bocconi School of Management, Milan, Italy, November, 2006.

“Entrepreneurship in the United States, 1920-2000,” Ewing Marion Kauffman Conference on the History of Entrepreneurship, New York University, October, 2006.

“McGill Teaching Innovation Program,” presented at 4th Annual ADERSE Conference, Bordeaux Ecole de Management, October, 2006.

“The Context of Use,” Hagley Mills Symposium: “The Demand Side Turn on Development of Information Technology,” March 2006.

Commentator: “Silicon Valley Innovators,” Business History Conference in Minneapolis, June 2005.

“Creative Responders and Adaptive Responders,” presented in Helsinki, Finland, August 2004.

Commentary on “Innovation in Process” Session, Business History Conference, Le Creusot, France, June, 2004.

“Formation of a Satellite Laboratory: the Exceptional Case of R&D at Corning”, Business History Conference, Lowell MA, June 2003

“Financing Fiber: Corning Incorporated Breaches Telephone’s Technical Monopoly”, SSRC Beckman Center, Los Angeles, May 2003

“From Avon to Fontainebleau: The Evolution of a Satellite Laboratory”, Johns Hopkins Conference Honoring Louis Galambos, October 2002

"Rethinking the Historiography of Industrial R&D," for Society of the History of Technology Conference, Munich, August, 2000.

PROFESSIONAL ACTIVITIES

2007- present Editorial Board of the *Business History Review*, Harvard Business School.

2007- 2010 Guest Co-Editor, Special Issue of Journal of Management Studies: Business History and the Study of Management, with Mary O’Sullivan and Christopher McKenna

2006-2009 Member of Advisory Committee of the Lemelson Center for the Study of Invention and Innovation, Smithsonian Institution

2005 – 2009 Member of Scientific Committee of the IHA (Institut d'Histoire Aluminium), Paris

2003-2006. Executive Council of the Business History Council, chairman of the Publications Committee.

2003-2007, Executive Committee of the Society for the History of Technology

1990-present. Trustee, The Pioneer Group, family of sixty mutual funds with assets under management of over \$60 billion, Boston, Mass. Chairman of Nominating and Governance Committee.

Member of Business History Conference, Member of Gomery Prize Committee, 2012-2015

Member of Society for the History of Technology

HONORS AND AWARDS

Distinguished Teaching Award for Undergraduates, Desautels Faculty of Management, 2011.

Distinguished Teaching Award, McGill Faculty of Management, 2005.

Broderick Prize for Research, Boston University School of Management, 1987.

Beta Gamma Sigma, 1986.

Harvard Graduate Prize Fellowship, 1968-1973.

Phi Alpha Theta, 1968.

Phi Beta Kappa, 1967.

PERSONAL

Born Sheffield, England, hold dual citizenship: United States and Great Britain.

References: Professor Louis Galambos, Johns Hopkins University; Professor JoAnne Yates, Massachusetts Institute of Technology Sloan School, Professor David Hounshell, Carnegie Mellon University